DRAFT

Agreement for Professional Services

This Agreement is effective as of April 22, 2026, between City of Blair, Nebraska (Client) and Short Elliott Hendrickson Inc. (Consultant).

This Agreement authorizes and describes the scope, schedule, and payment conditions for Consultant's work on the Project described as: **SS4A Comprehensive Safety Action Plan**

Client's Authorized Representative: CJ Heaton
Address: 218 South 16th Street, Blair, Nebraska 68008, United States
Telephone: 4024266695 **Email:** cheaton@blairne.gov

Project Manager: Erin Jordan
Address: 3535 Vadnais Center Drive, St. Paul, Minnesota 55110
Telephone: 651.256.1054 **Email:** ejordan@sehinc.com

Scope: The Basic Services to be provided by Consultant as set forth herein are provided subject to the attached General Conditions of the Agreement for Professional Services (General Conditions Rev. 01.01.26), which is incorporated by reference herein and subject to Exhibits attached to this Agreement.

Scope of Services and proposed schedule are provided in the attached Proposal (**Attachment A**).

Payment:
The fee is hourly estimated to be $199,585 including expenses and equipment. Please see **Attachment B** for the proposed Work Plan and Cost Estimate. The payment method, basis, frequency and other special conditions are set forth in attached Exhibit A-1.

This Agreement for Professional Services, attached General Conditions, Exhibits and any Attachments (collectively referred to as the "Agreement") supersedes all prior contemporaneous oral or written agreements and represents the entire understanding between Client and Consultant with respect to the services to be provided by Consultant hereunder. In the event of a conflict between the documents, this document and the attached General Conditions shall take precedence over all other Exhibits unless noted below under "Other Terms and Conditions". The Agreement for Professional Services and the General Conditions (including scope, schedule, fee and signatures) shall take precedence over attached Exhibits. This Agreement may not be amended except by written agreement signed by the authorized representatives of each party.

Other Terms and Conditions: Other or additional terms contrary to the General Conditions that apply solely to this project as specifically agreed to by signature of the Parties and set forth herein:
None.

Short Elliott Hendrickson Inc.		**City of Blair, Nebraska**	
By:	_____	By:	_____
Full Name:	_____	Full Name:	_____
Title:	_____	Title:	_____

DRAFT

Exhibit A-1

Payments to Consultant for Services and Expenses Using the Hourly Basis Option

The Agreement for Professional Services is amended and supplemented to include the following agreement of the parties:

A. Hourly Basis Option

The Client and Consultant select the hourly basis for payment for services provided by Consultant. Consultant shall be compensated monthly. Monthly charges for services shall be based on Consultant's current billing rates for applicable employees plus charges for expenses and equipment.

Consultant will provide an estimate of the costs for services in this Agreement. It is agreed that after 90% of the estimated compensation has been earned and if it appears that completion of the services cannot be accomplished within the remaining 10% of the estimated compensation, Consultant will notify the Client and confer with representatives of the Client to determine the basis for completing the work.

Compensation to Consultant based on the rates is conditioned on completion of the work within the effective period of the rates. Should the time required to complete the work be extended beyond this period, the rates shall be appropriately adjusted.

B. Expenses

The following items involve expenditures made by Consultant employees or professional consultants on behalf of the Client. Their costs are not included in the hourly charges made for services but instead are reimbursable expenses required in addition to hourly charges for services and shall be paid for as described in this Agreement:

1. Transportation and travel expenses.

2. Long distance services, dedicated data and communication services, teleconferences, Project Web sites, and extranets.

3. Lodging and meal expense connected with the Project.

4. Fees paid, in the name of the Client, for securing approval of authorities having jurisdiction over the Project.

5. Plots, Reports, plan and specification reproduction expenses.

6. Postage, handling and delivery.

7. Expense of overtime work requiring higher than regular rates, if authorized in advance by the Client.

8. Renderings, models, mock-ups, professional photography, and presentation materials requested by the Client.

9. All taxes levied on professional services and on reimbursable expenses.

10. Other special expenses required in connection with the Project.

11. The cost of special consultants or technical services as required. The cost of subconsultant services shall include actual expenditure plus 10% markup for the cost of administration and insurance.

The Client shall pay Consultant monthly for expenses.

C. Equipment Utilization

The utilization of specialized equipment, including automation equipment, is recognized as benefiting the Client. The Client, therefore, agrees to pay the cost for the use of such specialized equipment on the project. Consultant invoices to the Client will contain detailed information regarding the use of specialized equipment on the project and charges will be based on the standard rates for the equipment published by Consultant.

The Client shall pay Consultant monthly for equipment utilization.

General Conditions

SECTION I – SERVICES OF CONSULTANT

A. General

1. Consultant agrees to perform professional services as set forth in the Agreement ("Services"). Nothing contained in this Agreement shall create a contractual relationship with or a cause of action in favor of a third party against either the Client or the Consultant. The Consultant's services under this Agreement are being performed solely for the Client's benefit, and no other party or entity shall have any claim against the Consultant because of this Agreement or the performance or nonperformance of services hereunder.

B. Schedule

1. Unless specific periods of time or dates for providing services are specified, Consultant's obligation to render Services hereunder will be for a period which may reasonably be required for the completion of said Services.
2. If Client has requested changes in the scope, extent, or character of the Project or the Services to be provided by Consultant, the time of performance and compensation for the Services shall be adjusted equitably. The Client agrees that Consultant is not responsible for damages arising directly or indirectly from delays beyond Consultant's control. If the delays resulting from such causes increase the cost or the time required by Consultant to perform the Services in accordance with professional skill and care, then Consultant shall be entitled to an equitable adjustment in schedule and compensation.

C. Additional Services

1. If Consultant determines that any services it has been directed or requested to perform are beyond the scope as set forth in the Agreement or that, due to changed conditions or changes in the method or manner of administration of the Project, Consultant's effort required to perform its services under this Agreement exceeds the stated fee for the Services, then Consultant shall promptly notify the Client regarding the need for additional Services. Upon notification and in the absence of a written objection, Consultant shall be entitled to additional compensation for the additional Services and to an extension of time for completion of additional Services absent written objection by Client.
2. Additional Services, including delivery of documents, or information not expressly included as deliverables, shall be billed in accord with agreed upon rates, no less than Consultant's standard rates.
3. The Consultant shall not be required to sign any documents, no matter by whom requested, that require a certification, guarantee, or warranty of conditions not fully known to be true or accurate by the Consultant, or that would impose liability beyond the scope of this Agreement. The Client also agrees not to make resolution of any dispute with the Consultant or payment of any amount due to the Consultant in any way contingent upon the Consultant's signing any such certification, guarantee, or warranty.

D. Suspension and Termination

1. If Consultant's services are delayed or suspended in whole or in part by Client, or if Consultant's services are delayed by actions or inactions of others for more than 60 days through no fault of Consultant, then Consultant shall be entitled to either terminate its agreement upon seven days written notice or, at its option, accept an equitable adjustment of compensation provided for elsewhere in this Agreement to reflect costs incurred by Consultant.
2. This Agreement may be terminated by either party upon seven days written notice should the other party fail substantially to perform in accordance with its terms through no fault of the party initiating the termination.
3. This Agreement may be terminated by either party upon thirty days' written notice without cause. All provisions of this Agreement allocating responsibility or liability between the Client and Consultant shall survive the completion of the Services hereunder and/or the termination of this Agreement.
4. In the event of termination, Consultant shall be compensated for Services performed prior to termination date, including charges for expenses and equipment costs then due and all termination expenses.

SECTION II – CLIENT RESPONSIBILITIES

A. General

1. The Client shall, in proper time and sequence and where appropriate to the Project, at no expense to Consultant, provide full information as to Client's requirements for the Services provided by Consultant and access to all public and private lands required for Consultant to perform its Services.
2. Client shall provide its own legal, accounting, financial and insurance counseling, and other special services as may be required for the Project. Client shall provide to Consultant all data (and professional interpretations thereof) prepared by or services performed by others pertinent to Consultant's Services, such as previous reports; sub-surface explorations; laboratory tests and inspection of samples; environmental assessment and impact statements, surveys, property descriptions; zoning; deeds; and other land use restrictions; as-built drawings; and electronic databases and maps. The costs associated with correcting, creating or recreating any data that is provided by the Client that contains inaccurate or unusable information shall be the responsibility of the Client.
3. Client shall provide written notice to Consultant within seven (7) days of when the Client observes or otherwise becomes aware of any changes in the Project or any defect or alleged defect in Consultant's Services. Client shall examine all studies, reports, sketches, opinions of construction costs, specifications, drawings, proposals, change orders, supplemental agreements, and other documents presented by Consultant within ten (10) business days of receipt and render the necessary decisions and instructions in writing so that Consultant may provide Services in a timely manner. Client's failure to provide timely notice of defects or timely review and approval shall constitute a waiver of any claims related to such defects or delays caused by late review.
4. Client shall require all utilities with facilities within the Project site to locate and mark said utilities upon request, relocate and/or protect said utilities to accommodate work of the Project, submit a schedule of the necessary relocation/protection activities to the Client for review, and comply with agreed upon schedule. Consultant shall not be liable for damages which arise out of Consultant's reasonable reliance on the information or services furnished by utilities to Client or others hired by Client.
5. Consultant shall be entitled to rely on the accuracy and completeness of information or services furnished by the Client or others directed or hired by the Client and shall not be liable for damages arising from reasonable reliance on such materials. Consultant shall promptly notify the Client if Consultant discovers that any information or services furnished by the Client is in error or is inadequate for its purpose. Consultant shall not be held responsible for any errors or omissions that may arise as a result of erroneous or incomplete information provided by the Client or others directed or hired by the Client.
6. Client agrees to reasonably cooperate, when requested, to assist Consultant with the investigation and addressing of any complaints made by Consultant's employees related to inappropriate or unwelcomed actions regarding the Project. This shall include, but not be limited to, providing access to Client's employees for Consultant's investigation, attendance at hearings, responding to inquiries and providing full access to Client files and information related to Consultant's employees, if any. Client agrees that Consultant retains the absolute right to remove any of its employees from Client's facilities if Consultant, in its sole discretion, determines such removal is advisable. Consultant, likewise, agrees to reasonably cooperate with Client with respect to the foregoing in connection with any complaints made by Client's employees.

SECTION III – PAYMENTS

A. Invoices

1. Undisputed portions of invoices are due and payable within 30 days. Client must notify Consultant in writing of any disputed items within 15 days from receipt of invoice. Amounts due Consultant will be increased at the rate of 1.0% per month (or the maximum rate of interest permitted by law, if less) for invoices 30 days past due. Consultant reserves the right to suspend performance of Services and to retain deliverables and Instruments of Service until all invoices are paid in full. Consultant will not be liable for any claims of loss, delay, or damage by Client for reason of suspending Services or withholding deliverables or Instruments of Service until all invoices are paid in full, and Client shall be responsible for any additional costs incurred by Consultant due to such suspension and subsequent remobilization. Consultant will not be liable for any claims of loss, delay, or damage by Client for reason of withholding Services, deliverables, or Instruments of Service until all invoices are paid in full. Consultant shall be entitled to recover all reasonable costs and disbursements, including reasonable attorney's fees, incurred in connection with collecting amounts owed by Client.
2. Should taxes, fees or costs be imposed, they shall be in addition to Consultant's agreed upon compensation.
3. Notwithstanding anything to the contrary herein, Consultant may pursue collection of past due invoices without the necessity of any mediation proceedings.

SECTION IV – GENERAL CONSIDERATIONS

A. Standards of Performance

1. The standard of care for all professional engineering and related services performed or furnished by Consultant under this Agreement will be the care and skill ordinarily exercised by members of Consultant's profession practicing under similar circumstances at the same time and in the same locality. Consultant makes no warranties, express or implied, under this Agreement or otherwise, in connection with its Services.
2. Consultant neither guarantees the performance of any Contractor nor assumes responsibility for any Contractor's failure to furnish and perform the work in accordance with its construction contract or the construction documents prepared by Consultant. Client acknowledges Consultant will not direct, supervise or control the work of construction contractors or their subcontractors at the site or otherwise. Consultant shall have no authority over or responsibility for the contractor's acts or omissions, nor for its means, methods, or procedures of construction. Consultant's Services do not include review or evaluation of the Client's, contractor's or subcontractor's safety measures, or job site safety or furnishing or performing any of the Contractor's work. Site Safety is the responsibility of the contractor.

3. Consultant's Opinions of Probable Construction Cost are provided if agreed upon in writing and made on the basis of Consultant's experience and qualifications. Consultant has no control over the cost of labor, materials, equipment or service furnished by others, or over the Contractor's methods of determining prices, or over competitive bidding or market conditions. Consultant cannot and does not guarantee that proposals, bids or actual construction cost will not vary from Opinions of Probable Construction Cost prepared by Consultant. If Client wishes greater assurance as to construction costs, Client shall employ an independent cost estimator.

B. Environmental Issues

1. Consultant is not a user, generator, handler, operator, arranger, storer, transporter, or disposer of hazardous or toxic substances. Therefore the Client agrees to hold harmless, indemnify, and defend Consultant and Consultant's officers, directors, subconsultant(s), employees and agents from and against any and all claims; losses; damages; liability; and costs, including but not limited to costs of defense, arising out of or in any way connected with, the presence, discharge, release, or escape of hazardous or toxic substances, pollutants or contaminants of any kind at the site.
2. Client agrees that it will waive any claim against Consultant related to severe weather events that exceed those addressed by existing codes and standards. Consultant's sole liability will be based on actual damages to the extent caused by Consultant's failure to meet applicable codes. Notwithstanding the above, the Parties agree that, as the Project progresses, such codes or standards may change or the applicability of such codes or standards may vary from Consultant's original interpretation through no fault of Consultant and that additional costs necessary to conform to such changes or interpretations after execution of this Agreement may be subject to an equitable adjustment in Consultant's compensation and schedule.
3. If hazardous substances are found on the project site, then Consultant may stop work until Client has remediated the site.

C. Limitations on Liability

1. To the fullest extent permitted by law, Consultant's total liability to Client for any and all claims, losses, or damages arising out of or related to this Agreement or the Project, whether based on negligence, errors, omissions, strict liability, breach of contract, or warranty, shall not exceed the lesser of (i) the total compensation paid to Consultant under this Agreement or (ii) $500,000. If Client requests higher limits, such change must be agreed to in writing, and Consultant's fee shall increase by at least 1% for each additional $500,000 of liability, up to a maximum limit of $5,000,000.
2. To the extent permitted by applicable law, neither Party shall be liable to the other for consequential damages, including without limitation lost rentals; increased rental expenses; loss of use; loss of income; lost profit, financing, business, or reputation; and loss of management or employee productivity, incurred by one another or their subsidiaries or successors, regardless of whether such damages are foreseeable and are caused by unforeseen severe weather events, breach of contract, willful misconduct, negligent act or omission, or other wrongful act of either of them. Consultant expressly disclaims any duty to defend Client for any alleged actions or damages.
3. It is intended by the parties to this Agreement that Consultant's Services shall not subject Consultant's employees, officers or directors to any personal legal exposure for the risks associated with this Agreement. The Client agrees that as the Client's sole and exclusive remedy, any claim, demand or suit shall be directed and/or asserted only against Consultant, and not against any of Consultant's individual employees, officers or directors, and Client knowingly waives all such claims against Consultant individual employees, officers or directors.
4. Causes of action between the parties to this Agreement pertaining to acts or failures to act shall be deemed to have accrued, and the applicable statutes of limitations shall commence to run, not later than the earliest of: (a) the date of Substantial Completion for acts or failures to act occurring prior to Substantial Completion; (b) the date of issuance of Consultant's final invoice for acts or failures to act occurring after Substantial Completion; or (c) the date when Consultant's Services are substantially completed. The parties acknowledge that this provision may shorten the time period otherwise available under applicable law for bringing claims, and each party knowingly and voluntarily agrees to this shortened limitations period. This provision shall not apply to claims for fraud, willful misconduct, or intentional misrepresentation. Notwithstanding the foregoing, in no event shall any claim be brought more than two (2) years after the cause of action has accrued as defined herein, regardless of when the injury or damage is discovered.
5. The parties agree, to the fullest extent permitted by law, to waive any and all rights against each other and any of their contractors, subcontractors, consultants, subconsultants, construction managers, owner's representatives, employees, directors, officers, agents and assigns for any and all damages, including without limitation bodily injury, death, damage to real and personal property, and all consequential damages including delay and lost profits covered by any insurance applicable to the Project or the site upon which the Project is located.

D. Assignment

1. Aside from Consultant's assignment of amounts owed under this Agreement, neither party to this Agreement shall transfer, sublet or assign any rights under, or interests in, this Agreement or claims based on this Agreement without the prior written consent of the other party. Any assignment in violation of this subsection shall be null and void.
2. Parties acknowledge that Consultant has subsidiaries or affiliates that hold necessary registrations, certifications or special skills or resources that may be needed for the proper performance of the Services. Consultant may subcontract or assign all or part of the Services to any of its subsidiaries or affiliates; provided, however, that Consultant shall remain liable for the performance, obligations and responsibilities of such services under this Agreement.

E. Dispute Resolution

1. Any dispute between Client and Consultant arising out of or relating to this Agreement or the Services (except for unpaid invoices which are governed by Section III) shall be submitted to mediation as a precondition to litigation unless the parties mutually agree otherwise in writing.
2. The Client shall make no claim for professional negligence, either directly or by way of a cross complaint against the Consultant unless the Client has first provided the Consultant with a written certification executed by an independent consultant currently practicing in the same discipline as the Consultant and licensed in the State in which the Project is located. This certification shall: a) contain the name and license number of the certifier; b) specify the acts or omissions that the certifier contends are not in conformance with the standard of care for a consultant performing professional services under similar circumstances; and c) state in detail the basis for the certifier's opinion that such acts or omissions do not conform to the standard of care.
3. Any dispute not settled through mediation shall be settled through litigation in the state and county where the Project at issue is located.

SECTION V – INTELLECTUAL PROPERTY

A. Proprietary Information

1. All documents, including reports, drawings, calculations, specifications, CADD materials, computer software or hardware or other work product prepared by Consultant pursuant to this Agreement are Consultant's Instruments of Service ("Instruments of Service"). Consultant retains all ownership interests in Instruments of Service, including all available copyrights.
2. Notwithstanding anything to the contrary, Consultant shall retain all of its rights in its proprietary information including without limitation its methodologies and methods of analysis, ideas, concepts, expressions, inventions, know how, methods, techniques, skills, knowledge, and experience possessed by Consultant prior to, or acquired by Consultant during, the performance of this Agreement and the same shall not be deemed to be work product or work for hire and Consultant shall not be restricted in any way with respect thereto. Consultant shall retain full rights to electronic data and the drawings, specifications, including those in electronic form, prepared by Consultant and its subconsultants and the right to reuse component information contained in them in the normal course of Consultant's professional activities.

B. Client Use of Instruments of Service

1. Provided that Consultant has been paid in full for its Services, Client shall have the right in the form of a nonexclusive license to use Instruments of Service delivered to Client exclusively for purposes of constructing, using, maintaining, altering and adding to the Project. Consultant shall be deemed to be the author of such Instruments of Service, electronic data or documents, and shall be given appropriate credit in any public display of such Instruments of Service.
2. Records requests or requests for additional copies of Instruments of Services outside of the scope of Services, including subpoenas directed from or on behalf of Client are available to Client subject to Consultant's current rate schedule. Consultant shall not be required to provide CADD files or documents unless specifically agreed to in writing as part of this Agreement.

C. Reuse of Documents

1. All Instruments of Service prepared by Consultant pursuant to this Agreement are not intended or represented to be suitable for reuse by the Client or others on extensions of the Project or on any other Project. To the extent permitted by law, any reuse of the Instruments of Service without written consent or adaptation by Consultant for the specific purpose intended will be at the Client's sole risk and without liability or legal exposure to Consultant; and the Client shall release Consultant from all claims arising from such use. Client shall also defend, indemnify, and hold harmless Consultant from all claims, damages, losses, and expenses including attorneys' fees arising out of or resulting from reuse of Consultant documents without written consent.

Attachment A: SS4A Proposal

PROPOSAL FOR PROFESSIONAL SERVICES

Safe Streets for All (SS4A) and Comprehensive Safety Action Plan (CSAP)

Request for Qualifications

CITY OF BLAIR, NEBRASKA | MARCH 13, 2026

SEH

Building a Better World for All of Us®

Engineers | Architects | Planners | Scientists

March 13, 2026

CJ Heaton, Deputy City Administrator of Public Works
cheaton@blairne.gov

Building a Better World for All of Us®

RE: Safe Streets for All (SS4A) and Comprehensive Safety Action Plan (CSAP) Request for Qualifications

Dear Mr. Heaton and Members of the Selection Committee:

Safe Streets for All (SS4A) is about one simple idea: people should be able to get where they're going without fear of injury. It recognizes something many people already know from experience: our streets were mostly designed to move cars quickly, not to protect people walking, biking, riding transit, working roadside jobs, or even driving.

A Comprehensive Safety Action Plan (CSAP) is the roadmap communities use to address those challenges. It's how a city, county, or region looks at where people are getting hurt, why it's happening, and what to fix first. The City of Blair should be commended for undertaking this project, which will protect drivers, pedestrians, transit-users, and others through the development of this CSAP.

In order to deliver this project successfully, you need a consultant partner who is committed to working shoulder-to-shoulder with you to make this planning process thorough and implementable. **That's where Short Elliott Hendrickson Inc. (SEH®) comes in.**

Based on lessons learned through our work on similar SS4A programs and our ongoing conversations with you, we're committed to the following on this project:

Delivering an Actionable CSAP: Our team is built with the right blend of planners, engagement specialists, and engineers to look at the whole picture. That includes tailoring work to your community, from the need for robust citizen engagement, to addressing the challenges of semi-truck and freight traffic traveling down Washington Street. CSAPs are meant to drive near-, mid-, and long-term project development and grant applications. That means they need to be focused on implementation, offering actionable solutions in addition to noting previous issues.

Using Safe Travel to Drive Economic Growth: When streets are safer, people feel more comfortable living, working, shopping, and investing there. Safe streets bring foot traffic, and reducing crashes keeps more money in the local economy instead of draining it on medical bills, lost work time, insurance claims, and property damage. This CSAP will provide opportunities for the City to improve pedestrian and multimodal accessibility, an asset to the local economy.

Long-Term Partnerships with Your Community: With an office under an hour away in Omaha, we're in it for the long haul with communities like Blair. The City will not feel like one name among many on a long list of clients competing for our attention. We pay attention to the communities we serve. We put in the work. We're ready to be a steady partner working in lockstep with you, advocating for your best interests and helping your community reach its full potential.

We're excited for this opportunity to help you make Blair a safer place. If you have any questions, please feel free to contact Project Manager **Erin Jordan** at **651.256.1054** or **ejordan@sehinc.com**, or Client Service Manager **Brent Clark** at **402.807.1625** or **beclark@sehinc.com**.

We're ready to get to work!

Respectfully submitted:

Erin Jordan PE (NE)
Project Manager

Brent Clark
Client Service Manager

Engineers | Architects | Planners | Scientists
Short Elliott Hendrickson Inc., 15750 West Dodge Road, Suite 304, Omaha, NE 68118-2535
402.513.8200 | 888.908.8166 fax | **sehinc.com**
SEH is 100% employee-owned | Affirmative Action–Equal Opportunity Employer

Table of Contents

The specific licenses and credentials of the team members are described in the personnel and/or resume section of this document.

BLAIC 190360

7.1 | General Information

As an employee-owned collective of engineers, architects, planners, and scientists, SEH is driven to provide technically advanced, sustainable solutions for government, commercial, and industrial partners nationwide.

About SEH

At Short Elliott Hendrickson Inc. (SEH®), our 900+ dedicated employee-owners are united by a shared vision to create positive, lasting change. We are deeply committed to fostering an equitable environment and building safer, more sustainable infrastructure for governments, industries, and businesses across the nation.

Our Core Purpose: **Building a Better World for All of Us®**

By embracing technology and delivering climate-sensitive design solutions, we strive to improve lives, enhance communities, and establish a legacy of positive change.

LOCAL PRESENCE, REGIONAL LEADERSHIP

SEH's Omaha office includes 11 professionals specializing in civil engineering, construction services, and architecture, providing Blair readily available technical and engagement support. Local staff, including Brent Clark and Jake Vasa, will assist with project delivery and community engagement. This local presence will foster responsive coordination and the ability to scale resources to meet the City's project goals.

SAFE STREETS PLANNING

Local transportation planning design and civil engineering are our firm's foundation and remain our core focus. SEH's interdisciplinary planning approach helps communities make decisions about shaping their future. We bring together planners, engineers, urban designers, and funding specialists to analyze issues and develop plans that help communities visualize and achieve their short- and long-term goals that improve safety, accessibility, and mobility for every user.

Our team has the right balance of funding and safe streets planning and engineering specialists who will help you develop **a CSAP for Blair that sets the stage to fund your future multimodal and transportation safety projects, improving safety and growing your local economy.**

SEH – Omaha Office
15750 West Dodge Road
Suite 304
Omaha, NE 68118-2535

Technical Project Manager
Erin Jordan, PE (NE)
651.256.1054
ejordan@sehinc.com

Local Client Service Manager
Brent Clark
402.807.1625
beclark@sehinc.com

SHORT ELLIOTT HENDRICKSON INC.
founded in
1927

WE PARTNER WITH CLIENTS
in nearly every U.S. state and many Canadian provinces

EMPLOYING
900+
engineers, architects, planners, scientists, and talented professionals

WHO WORK TOGETHER TO SERVE
4 market areas: mobility, better places, clean water, and renewing infrastructure

AN IMPRESSIVE **80%**
of our clients are repeat customers

Project Organizational Chart

The SEH team members selected for Blair's CSAP development project bring a wide range of experience in the planning and design of safe, multimodal transportation solutions. They are **planners, engineers, and engagement specialists who understand SS4A program requirements and how to position your community for future funding to implement needed safety improvements.** Each individual offers a portfolio of similar work and the education, certification, and experience to guide the City through a successful process. These team leaders will be ultimately responsible for your project delivery. We are conscientious of balancing highly-experienced staff with affordability; as a result, this team is supported by a full-service group of professional staff who will help deliver this project in alignment with your proposed budget.

City of Blair

MANAGEMENT TEAM

Mark Nolan AICP
Quality Manager

Erin Jordan PE●
Project Manager

***Brent Clark**
Client Service Manager

PROJECT TEAM

Nate Day AICP, NCI
SS4A Advisor and Policy Lead

Chelsea Moore-Ritchie AICP
Safety Action Plan Lead

Krista Palmer PE
Safety Analysis Lead

Adrian Diaz AICP
Public Engagement Lead

Jonathon Green
GIS Analyst and Mapping

Justin Anibas PE, PTOE, RSP1
Traffic Engineer

***Jake Vasa** PE●
Engagement Support

* Omaha office
● Nebraska PE License

The specific licenses and credentials of the team members are described in the personnel and/or resume section of this document.

Project Manager

Erin Jordan PE

PROJECT MANAGER

Erin is a project manager and senior traffic engineer with extensive experience delivering multimodal safety projects for communities of all sizes. Her technical background includes crash and safety analysis, corridor studies, traffic operations, Complete Streets planning, school studies, and intersection control evaluations across urban and rural settings. Erin combines strong project leadership with a collaborative approach to public and stakeholder engagement, maintaining organized and inclusive project delivery. She applies a data-driven, Safe System approach to help communities prioritize effective strategies that reduce fatal and severe injury crashes.

11 YEARS OF EXPERIENCE

EDUCATION

Bachelor of Science
Civil and Environmental Engineering
University of Wisconsin-Madison

REGISTRATIONS/CERTIFICATIONS

Professional Engineer in NE, IA, MN, and WI

PROFESSIONAL ASSOCIATIONS

Institute of Transportation Engineers

Women's Transportation Seminar

AVAILABILITY

35%

SELECT PROJECT EXPERIENCE

- SS4A Comprehensive Safety Action Plan – City of Saint Louis Park, MN
- Comprehensive Safety Action Plan and Complete Streets Policy – City of Burnsville, MN
- SS4A Grant Application – City of Burnsville, MN
- Safe Routes to School (SRTS) Demonstration Projects (MnDOT) – Statewide, MN
- School Travel Safety Assessment (Dakota County) – West St. Paul and Vermillion, MN
- Downtown Mobility and Parking Study – City of White Bear Lake, MN
- Traffic Impact Study (Bennington Public Schools) – Bennington, NE
- Blondo Street Improvements (PEC LLC) – Omaha, NE

In addition to leading the tasks identified in the Project Approach, Erin will serve as Project Manager, overseeing project progress, budget, and schedule. She will act as a steady point of leadership – aligning expectations, anticipating needs, and guiding the project to successful outcomes for the City.

Safe Routes to School (SRTS) Demonstration Projects

Management and Project Team

TEAM MEMBER	ROLE AND BIOGRAPHY	FEATURED EXPERIENCE
 **BRENT CLARK** CLIENT SERVICE MANAGER/ ENGAGEMENT SUPPORT **18 years of experience** 40% availability	**Brent will be key to local public engagement efforts in Task 1: Stakeholder and Public Engagement. Additionally, as CSM, he will work closely with Erin to build a healthy relationship between SEH and the City.** As a previous public sector professional and City Administrator, Brent is experienced in leading initiatives that strengthened local infrastructure, enhanced community engagement, and fostered sustainable growth.	○ Downtown Revitalization – City of Valley Center, KS* ○ Comprehensive Plan – City of Broken Bow, NE* ○ Strategic Development Plan – City of Valley Center, KS* ○ Strategic Development Plan – City of Dakota City, NE* **Prior to joining SEH*
 **MARK NOLAN** AICP QUALITY MANAGER **30 years of experience** 15% availability	**Mark will provide overall QA/QC throughout the project, supporting Erin in project management and verifying the quality of our work and deliverables.** Mark possesses a wealth of expertise in grant writing and implementing transit and non-motorized transportation projects. He has led urban, suburban, and regional planning and design projects from the project need and conception phase through contract execution, meeting facilitation, and report preparation.	○ Downtown Mobility and Parking Study – City of White Bear Lake, MN ○ MN 36 Multimodal Planning Study (Minnesota Department of Transportation North Metropolitan District) – Roseville, Little Canada, and Maplewood, MN ○ MN 55 Multimodal Traffic Study and Visual Quality Photo Collection (Minnesota Department of Transportation West Metropolitan District) – Minneapolis, MN
 **NATE DAY** AICP, NCI SS4A ADVISOR AND POLICY LEAD **18 years of experience** 20% availability	**With SS4A experience spanning the nation, Nate will serve as an advisor throughout the SS4A process, and will lead Task 2: State of Practice, Policy, and Data Review.** Nate is a certified planner who has successfully delivered multiple land use studies, bike and pedestrian recommendations, recreation plans, project environmental documentation, and transportation plans.	○ SS4A Grant Assistance and Safety Action Plan Implementation – Kenosha County, WI ○ SS4A Grant Assistance and Safety Action Plan Implementation – City of East Chicago, IN ○ SS4A Grant Assistance – Town of Lee, FL ○ SS4A Grant Assistance – City of St. Louis Park, MN ○ SS4A Action Plan Development – Marinette County, WI
 **CHELSEA MOORE-RITCHIE** AICP SAFETY ACTION PLAN LEAD **11 years of experience** 40% availability	**Chelsea will guide the overall CSAP process, as well as lead Task 4: Countermeasures and Strategy Development, Task 6: Draft and Final Comprehensive Safety Action Plan, and Task 7: Executive Summary/ Fact Sheet. She will also support Task 5.** As a multimodal transportation planner, Chelsea has worked with cities, counties, and consulting firms to deliver quality analysis and recommendations on projects ranging from Safety Action Plans and research to large scale corridor studies in both urban and rural communities.	○ SS4A Comprehensive Safety Action Plan – City of Saint Louis Park, MN ○ Comprehensive Safety Action Plan and Complete Streets Policy – City of Burnsville, MN ○ Citywide Speed Study – City of St. Louis Park, MN ○ Citywide Speed Limit Research – City of St. Louis Park, MN ○ MN 36 Multimodal Planning Study – MnDOT Metro, MN

TEAM MEMBER	ROLE AND BIOGRAPHY	FEATURED EXPERIENCE
 **KRISTA PALMER** PE (MN) SAFETY ANALYSIS LEAD **12 years of experience** 35% availability	**Krista will lead Task 3: Crash and Safety Analysis.** Krista is a professional engineer with experience using a variety of data including crash data and traffic volume data to drive decision making and has performed benefit-cost analyses for use in federal grant applications. She has completed corridor and visioning studies to identify existing and future needs, evaluated alternatives, and provided recommendations to stakeholders.	○ SS4A Comprehensive Safety Action Plan – Kenosha County, WI ○ SS4A Comprehensive Safety Action Plan – City of St. Louis Park, MN ○ MN 36 Multimodal Planning Study (MnDOT North Metro District) – Roseville, Little Canada, and Maplewood, MN ○ Hwy 42 Visioning Study (Dakota County) – Apple Valley, Burnsville and Rosemount, MN
 **JUSTIN ANIBAS** PE TRAFFIC ENGINEER **11 years of experience** 30% availability	**Justin will support Krista on Task 3.** Justin is a professional engineer with experience in safety analysis, traffic operations analysis, and noise analysis. This specialized skill set has been a valuable asset in helping multiple communities plan for multimodal roadway network and capacity modifications.	○ SS4A Comprehensive Safety Action Plan – City of Saint Louis Park, MN ○ Comprehensive Safety Action Plan and Complete Streets Policy – City of Burnsville, MN ○ SS4A Comprehensive Safety Action Plan – Kenosha County, WI ○ SS4A Safety Action Plan –City of East Chicago, IN
 **JONATHON GREEN** GIS ANALYST AND MAPPING **4 years of experience** 30% availability	**Jonathon will support Tasks 3 and 5 via GIS analysis and mapping.** Jonathon is a transportation and environmental planner specializing in GIS for traffic, land use, and safety analysis. His work supports data visualization and mapping for planning and public engagement efforts.	○ SS4A Grant Application and Safety Action Plan – City of East Chicago, IN ○ SS4A Grant Application and Safety Action Plan – Kenosha County, WI ○ Comprehensive Safety Action Plan and Complete Streets Policy – City of Burnsville, MN ○ Whiting Rail Corridor Overpass Preliminary Design (City of Whiting Redevelopment Commission) – Whiting, IN
 **ADRIAN DIAZ** AICP PUBLIC ENGAGEMENT LEAD **12 years of experience** 50% availability	**A multilingual engagement and facilitation specialist, Adrian will work with Erin to lead Task 1: Stakeholder and Public Engagement.** Adrian is a transportation planner and engagement specialist who brings experience designing innovative and equity-focused engagement materials, facilitating in-person and virtual workshops, and leading large-scale communication efforts.	○ SS4A Comprehensive Safety Action Plan – City of Saint Louis Park, MN ○ SS4A Grant Assistance and Safety Action Plan Development – City of East Chicago, IN ○ Comprehensive Safety Action Plan and Complete Streets Policy – City of Burnsville, MN ○ SS4A Grant Application – City of Burnsville, MN
 **JAKE VASA** PE (NE, IA, KS, MO) ENGAGEMENT SUPPORT **20 years of experience** 10% availability	**Jake will support Adrian and Brent with local stakeholder engagement on Task 1.** A professional engineer with varied design and construction management experience, Jake takes a hands-on approach to engineering and uses visuals and real-world applications to develop creative solutions for project issues.	○ Sheridan Street Improvements – City of Blair, NE ○ East Seward Street Improvements – City of Seward, NE ○ Lakeside Drive Design (Prairie Queen LLC) – Papillion, NE ○ Wandering Oaks Development (BAB Capital) – Derby, KS

7.2 | Qualifications and Relevant Experience

In the section to follow, we have highlighted key aspects of our experience with SS4A programs and similar safety action plans. The experience is specifically broken into the following:

SS4A Action Plans/Safety Action Plans
Featured experience completing SS4A Action Plans or other Safety Action Plans with approaches and outcomes similar to the SS4A program. In addition to the projects featured in this section and on the resumes, our team is actively working on other SS4A projects across the country, including just-beginning SS4A Action Plan projects in Marinette County, WI and the Town of Lee, FL, and a SS4A Multimodal Design Consulting Services project with the City of Boulder, CO.

Crash Analysis and Safe System Approach
How our team integrates the five key elements of FHWA's Safe System Approach as a core practice across nearly all transportation and safety-related projects, including brief summaries of sample projects. In our approach, Safe System principles are integrated throughout planning, analysis, and design to understand where crashes occur, why they occur, and how system-level changes can reduce the risk of fatal and serious injury.

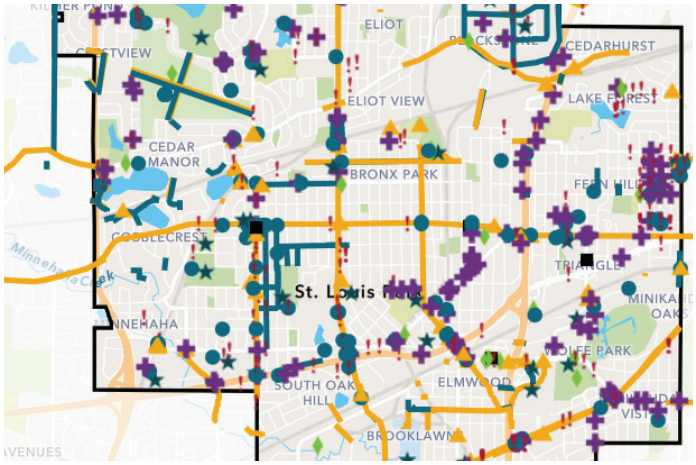
Equitable Engagement and Working with Small-to-Mid Sized Communities
Our experience supporting equitable, inclusive community engagement for small-to-mid sized communities across the Midwest. We tailor engagement approaches that are right-sized, accessible, and responsive to local context. This balanced approach supports transparent communication, builds trust, and leads to outcomes that align with both community needs and City expectations.

SEH
IN DEPTH
CLICK HERE to check out how SS4A funding can drive change

SS4A Action Plans/Safety Action Plans

SS4A COMPREHENSIVE SAFETY ACTION PLAN

ST. LOUIS PARK, MN



The SEH team developed an SS4A Comprehensive Safety Action Plan to reduce severe and fatal crashes in the City. **Using FHWA's Safe System Approach**, the plan prioritizes vulnerable road users and supports the City's work to reduce disparities by engaging historically disadvantaged communities disproportionately affected by crashes

A data-driven process was used to analyze crash trends, identify high-risk roadway features, and assess factors contributing to severe and fatal crashes. The project identifies a High Priority Safety Network and recommends strategies and projects including low-cost, high-impact safety treatments.

PROJECT RELEVANCE

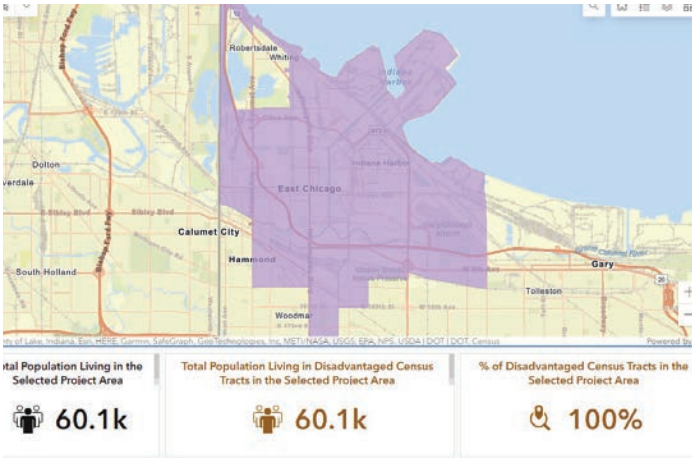
- Analysis of crash data and contributing factors
- HIN and priority areas for improvements
- Recommendations for low-cost, high-impact safety improvements
- Agency and stakeholder collaboration

TEAM MEMBERS

- Chelsea Moore-Ritchie
- Erin Jordan
- Nate Day
- Krista Palmer
- Adrian Diaz
- Justin Anibas

SS4A GRANT APPLICATION AND SAFETY ACTION PLAN

EAST CHICAGO, IN



The City of East Chicago first hired SEH's funding team to prepare an SS4A application in 2022. The team was successful in obtaining funding and began preparing the City's first Safety Action Plan as soon as the FHWA grant agreement was secured.

The SEH team got to work preparing a Safety Action Plan that would set the City up for the next round of SS4A implementation funding. Following the eight required components of the Safety Action Plan, East Chicago leadership and residents identified locations throughout the City experiencing significant safety issues, determined strategies for improvement, and prioritized projects for future implementation.

PROJECT RELEVANCE

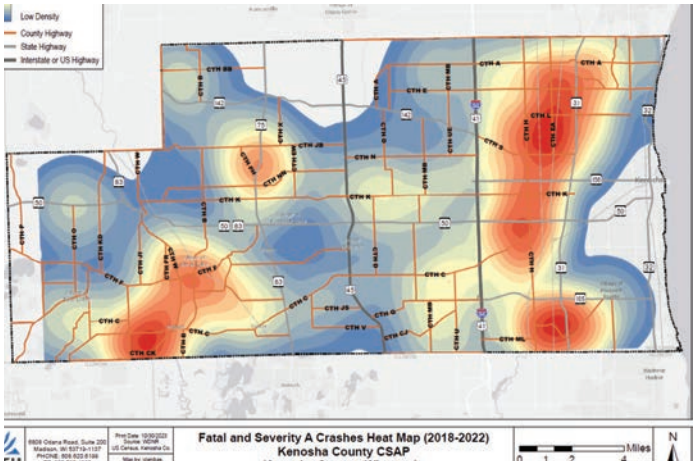
- Citywide safety analysis
- Large-scale stakeholder engagement
- Project prioritization
- Vision Zero goal setting
- Comprehensive Safety Action Plan development

TEAM MEMBERS

- Nate Day
- Adrian Diaz
- Justin Anibas
- Jonathon Green

SS4A GRANT APPLICATION AND SAFETY ACTION PLAN

KENOSHA COUNTY, WI



SEH provided assistance to Kenosha County to prepare an SS4A federal grant program application for submission to the USDOT to support the National Roadway Safety Strategy and the Department's goal of zero deaths and serious injuries on our nation's roadways.

Once funding was secured, the County hired SEH to complete their Transportation Safety Action Plan. The overarching goal was to help the County improve overall safety with a special focus on achieving Vision Zero on all County highways. The project analyzed the latest five years of crash data, along with extensive stakeholder and public involvement, and resulted in a priority list of safety improvement projects to support the County's goals to reduce fatal and severe crashes on their roadway system.

PROJECT RELEVANCE

- Countywide safety analysis
- Large-scale stakeholder engagement
- Project prioritization
- Vision Zero goal setting
- Comprehensive Safety Action Plan development

TEAM MEMBERS

- Nate Day
- Krista Palmer
- Justin Anibas
- Jonathon Green

COMPREHENSIVE SAFETY ACTION PLAN AND COMPLETE STREETS POLICY

BURNSVILLE, MN

SEH assisted the City of Burnsville with developing guidelines for a safer and more inclusive transportation system for all users, especially those most vulnerable, and in doing so, engaged users across the City, prioritizing outreach to underrepresented populations.

The team analyzed existing safety conditions to inform implementation priority and led a robust engagement effort that included pop-ups, an online survey, webmap, and stakeholder advisory meetings.

While pre-dating the SS4A process, the development of this plan included many of the elements of a CSAP, helping the City to prioritize future projects using a highly data-driven and collaborative approach.

PROJECT RELEVANCE

- Citywide crash analysis
- Equity and demographic analysis
- Priority areas identified for investment

TEAM MEMBERS

- Erin Jordan
- Chelsea Moore-Ritchie
- Adrian Diaz
- Justin Anibas

Crash Analysis and Safe System Approach

Our team applies the five key elements of FHWA's Safe System Approach as a core practice across nearly all transportation and safety-related projects. Safety is not treated as a standalone task; instead, Safe System principles are integrated throughout planning, analysis, and design to understand where crashes occur, why they occur, and how system-level changes can reduce the risk of fatal and serious injury.

Our skilled traffic engineers and transportation planners routinely complete robust, data-driven crash and safety analyses that extend beyond traditional hot spot identification. Our work combines multi-year crash data with roadway characteristics, operating speeds, land use context, and community priorities to develop a holistic understanding of safety performance. This approach allows us to identify systemic risk factors and recommend feasible, high-impact safety treatments that are practical to implement and responsive to local needs. **We apply this same approach for communities of all sizes, tailoring recommendations to local context, resources, and implementation capacity.**

The following projects demonstrate our recent application of robust crash analysis and the Safe System Approach to identify systemic safety risks and deliver practical, high impact solutions.

Gideon Pond Elementary School | Burnsville, MN

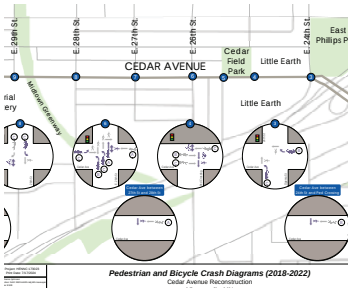
This Safe Routes to School Demonstration project design included installing curb extensions, enhanced signing, marked crosswalks, and centerline hardening.

USH 14/South Avenue Reconstruction | LaCrosse, WI

SEH completed crash analysis and traffic modeling to evaluate this intersection; the conceptual roundabout alternative shown improves speed management and multimodal safety.

CSAH 38 Corridor Study | Dakota County, MN

This CSAH 38 corridor crash summary illustrated intersection-level crash history, including critical crash rate and fatal and serious injury (FAR) analysis.



Cedar Ave Design | Hennepin County, MN

Pedestrian and bicycle crash diagrams along the Cedar Ave corridor summarizing crash severity, involved user type (pedestrian, bicyclist, or vehicle-related), and collision type. This visualization highlights key safety concerns for vulnerable road users and supports corridor-level project prioritization during the preliminary design phase.

APPLYING THE SAFE SYSTEM APPROACH

Championed by FHWA, the Safe System Approach is a comprehensive framework with a goal to eliminate traffic fatalities and serious injuries on transportation facilities. SEH will apply this approach city-wide, following the recommended principles and elements to guide Action Plan development for the City of Blair.

Five Key Elements of the Safe System Approach (FHWA)

By integrating these principles into your data-driven Action Plan, the City will be able to better achieve a cohesive and interconnected network of streets that prioritize safety, accessibility, and equity for everyone.

Additional Crash Analysis and Safe System Approach Experience

Project Client	Type	Crash Analysis Elements	Safe System Elements	Equity Elements
E 70th St Richfield, MN	Safe Routes to School Final Design	✔ 5-year Analysis ✔ Crash Modification Analysis ✔ Benefit/Cost Analysis	✔ Multimodal Safety ✔ Speed Analysis ✔ Bus/Freight Impact Review ✔ Design Strategy	✔ School-aged Children
CSAH 52 Corridor Study Anoka County, MN	Corridor Study	✔ 5-year Analysis ✔ FAR/Critical Crash Rate Analysis ✔ Collision Diagrams ✔ Crash Modification Analysis ✔ Benefit/Cost Analysis	✔ Human Factor Analysis ✔ Multimodal Safety	
CSAH 38 Corridor Study Dakota County, MN	Corridor Study	✔ 5-year Analysis ✔ FAR/Critical Crash Rate Analysis ✔ Collision Diagrams ✔ Crash Modification Analysis ✔ Benefit/Cost Analysis	✔ Human Factor Analysis ✔ Multimodal Safety ✔ Speed Analysis ✔ Design Strategy	✔ Demographic Analysis ✔ Vulnerable Road User
METRO E Line BRT Design Met Council (MN)	Final Design	✔Crash Modification Analysis ✔Benefit/Cost Analysis	✔ Human Factor Analysis ✔ Multimodal Safety ✔ Design Strategy	✔ School-aged Children
Downtown Mobility Study White Bear Lake, MN	Multimodal Safety Study	✔ 5-year Analysis ✔ FAR/Critical Crash Rate Analysis ✔ Collision Diagrams ✔ Crash Modification Analysis	✔ Multimodal Safety ✔ Speed Analysis ✔ Bus/Freight Impact Review	
Cedar Avenue Design Hennepin County, MN	Preliminary and Final Design	✔ 5-year Analysis ✔ FAR/Critical Crash Rate Analysis ✔ Collision Diagrams ✔ Crash Modification Analysis ✔ Benefit/Cost Analysis	✔ Human Factor Analysis ✔ Multimodal Safety ✔ Speed Analysis	✔ Demographic Analysis ✔ School-aged Children ✔ Vulnerable Road User
Hwy 47/Hwy 65 PEL Study MnDOT	Planning Study	✔ 5-year Analysis ✔ FAR/Critical Crash Rate Analysis ✔ Benefit/Cost Analysis	✔ Multimodal Safety ✔ Bus/Freight Impact Review ✔ Design Strategy	✔ Demographic Analysis ✔ Vulnerable Road User
US 287 Multimodal Study CDOT	Multimodal Corridor Study	✔ 5-year Analysis ✔ FAR/Critical Crash Rate Analysis ✔ Crash Modification Analysis	✔ Multimodal Safety ✔ Speed Analysis ✔ Bus/Freight Impact Review ✔ Design Strategy	
Sheridan and 52nd Pedestrian Safety Improvements Denver, CO	Pedestrian Safety Preliminary and Final Design	✔ 5-year Analysis	✔ Multimodal Safety ✔ Design Strategy	
Gideon Pond Elementary School Improvements Burnsville, MN	Safe Routes to School Demonstration Design	✔ 5-year Analysis ✔ Benefit/Cost Analysis	✔ Multimodal Safety ✔ Bus/Freight Impact Review ✔ Design Strategy	✔ School-aged Children
Bicycle Transportation Network Improvements Stevens Point, WI	Signing Project	✔ Benefit/Cost Analysis	✔ Multimodal Safety	
Clinton Street SRTS Design La Crosse, WI	Safe Routes to School Final Design	✔ 5-year Analysis	✔ Human Factor Analysis ✔ Multimodal Safety ✔ Bus/Freight Impact Review	✔ School-aged Children
USH14/South Avenue Reconstruction La Crosse, WI	Roundabout Control Evaluation and Preliminary Design	✔ 5-year Analysis ✔ FAR/Critical Crash Rate Analysis ✔ Collision Diagrams ✔ Crash Modification Analysis ✔ Benefit/Cost Analysis	✔ Multimodal Safety ✔ Bus/Freight Impact Review	

Equitable engagement and working with small-to-mid sized communities

SEH brings extensive experience supporting equitable, inclusive community engagement for small-to-mid sized communities across the Midwest. **We understand the unique perspectives, capacities, and priorities of communities like Blair** and tailor engagement approaches that are right-sized, accessible, and responsive to local context. Our team has a strong track record of working with community members, local leaders, and partner organizations to help ensure voices across the community are heard – particularly those historically underrepresented in transportation decision-making.

By combining in-person outreach with flexible virtual tools, we address digital access disparities while providing multiple ways for residents to participate – whether through face-to-face conversations, printed materials, or online engagement. This balanced approach supports transparent communication, builds trust, and leads to outcomes that align with both community needs and City expectations.

City of Baraboo, WI
Population: 12,600

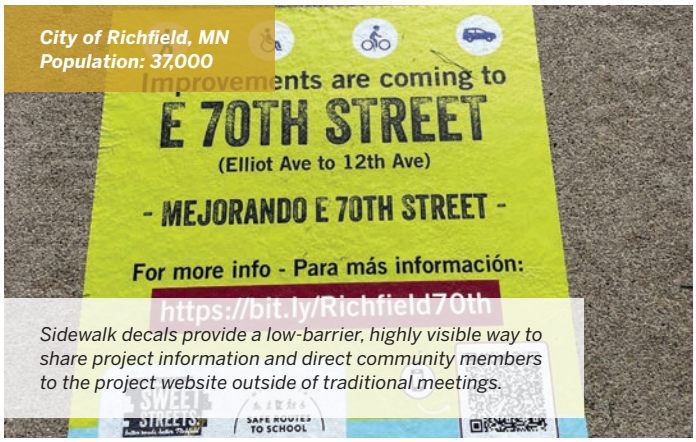
Open houses create space for meaningful, in-person conversations in accessible community locations, supporting transparent dialogue and shared understanding of project goals.

City of Austin, MN
Population: 26,200

City of Kimball, MN
Population: 840

Our team prioritizes equitable engagement in smaller communities by using dynamic, accessible activities that support inclusive participation and inform the project from start to finish.

City of New Ulm, MN
Population: 14,000



City of Richfield, MN
Population: 37,000

Sidewalk decals provide a low-barrier, highly visible way to share project information and direct community members to the project website outside of traditional meetings.

City of Waite Park, MN
Population: 8,500

By hosting pop-up events in welcoming community spaces, like this local diner, we spark interest and make it easy for people to engage with the project in a relaxed, accessible environment.

7.3 | Project Understanding and Approach

Blair is a community that takes pride in its connectedness, collaborative spirit, and commitment to safety. The Comprehensive Safety Action Plan (CSAP) effort is an opportunity to build on those strengths while planning a transportation system that **supports families, local businesses, schools, neighborhoods, and the freight activity essential to Blair's economy.**

PROJECT UNDERSTANDING

Our understanding of the City's priorities, opportunities, and challenges reflects our experience working with similarly-sized communities, and our appreciation of Blair's unique identity.

Guided by the FHWA's Safe System Approach and the City's commitment to safer systems for people walking, biking, rolling, driving, and using transit, our project understanding centers on reducing the most severe crash outcomes while creating a more predictable and accessible transportation network. **Key priorities include addressing fatal and serious injury crashes along corridors such as Washington Street, at-grade rail crossings, near parks and schools, and retail centers where community activity is concentrated.**

We also recognize the importance of establishing a safe and predictable truck route that **balances freight needs with neighborhood livability**, including coordination with NDOT to leverage the south bypass and pursue roadway reclassification where appropriate.

To support data-driven and implementable outcomes, the CSAP will prioritize identification of Blair's High Injury Network (HIN) and high-risk intersections using the City's robust GIS system, demographic information, and recent crash data. This analysis will inform a set of targeted short-, mid-, and long-term strategies, with **emphasis on improving safety near schools, parks, and neighborhoods** through crossing enhancements, intersection improvements, traffic calming, lighting enhancements, sidewalks, trails, and improved connectivity. The plan will culminate in a grant- and design-ready pipeline of projects, including clearly defined concepts and planning-level cost estimates, **positioning Blair for success in achieving its safety goals.**

The success of Blair's Action Plan hinges on the following critical factors:

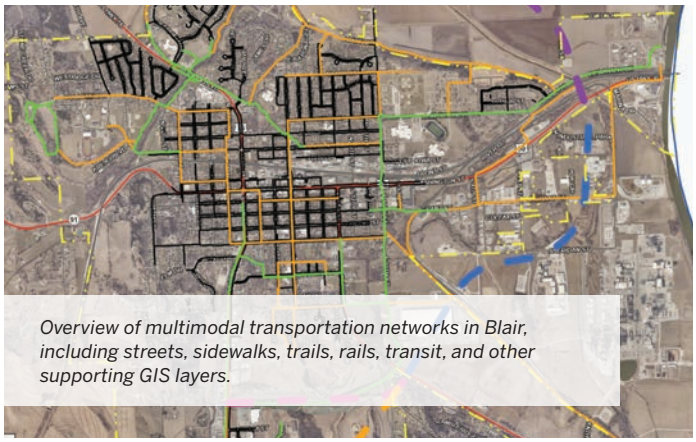
- **A robust public and stakeholder engagement program** that fully integrates the perspectives and needs of local government officials, community organizations, transportation officials, advocacy groups, and residents into the planning process.
- **A data-driven approach to crash analysis and mitigation strategy development** that pinpoints high-risk locations and effective interventions.
- **Strong commitment from City leaders** to achieving zero roadway fatalities and reducing serious injury crashes that drives the project's momentum and a sustained focus on safety goals.
- **Community context woven throughout the planning process** to address disparities and maximize the benefits of safety improvements for all community members.

The project will review rail crossing locations to identify connectivity gaps and safety concerns.

OPPORTUNITIES

BUILT-IN STRENGTH: BLAIR'S ROBUST GIS SYSTEM

Blair and Washington County maintain extensive and well-organized GIS systems. This gives the community a major advantage: high-quality spatial data is readily available to support meaningful holistic analysis that blends in seamlessly with crash analysis, equity mapping, and scenario planning. This strong GIS foundation will help the CSAP move quickly into impactful, data-driven decision-making.



Overview of multimodal transportation networks in Blair, including streets, sidewalks, trails, rails, transit, and other supporting GIS layers.

ADVANCING A SAFE SYSTEMS APPROACH

Blair's scale and strong sense of community make it a natural fit for applying Safe System principles. The City can implement practical, cost-effective measures that calm traffic, improve visibility, and strengthen multimodal safety without losing the welcoming small-town feel.

DEVELOPING A SAFER TRUCK ROUTE

As Blair experiences continued truck and freight activity, residents and businesses alike will benefit from a more predictable and safer routing framework. A designated truck route that utilizes the south bypass can help redirect heavy vehicles to roadways built for freight movement. This reduces conflicts near schools, neighborhoods, and pedestrian-oriented corridors, ultimately improving quality of life and roadway safety.

PARTNERING WITH NDOT ON ROADWAY RECLASSIFICATION

Blair is well-positioned to work closely with NDOT to align roadway classifications with actual use patterns, particularly in support of the future truck route strategy. Reclassification can improve design flexibility, funding eligibility, and the long-term operations for freight operations and local mobility needs.

ENHANCING ACCESS TO SCHOOLS, PARKS, AND COMMUNITY DESTINATIONS

Blair's school system and its community destinations create opportunities to strengthen safe routes to key places. Improvements near schools, parks, and commercial districts will help children, families, and older adults feel safe walking, biking, and rolling throughout the community.

POSITIONING BLAIR FOR FUTURE FUNDING AND PROJECT SUCCESS

A strong CSAP grounded in local priorities and solid data will place Blair in an excellent position to pursue SS4A Implementation Grants and other federal opportunities. This allows the City to transition quickly from planning to project delivery.

CHALLENGES

BALANCING GROWTH, FREIGHT, AND NEIGHBORHOOD SAFETY

As Blair grows and freight traffic continues to increase, the community faces the challenge of maintaining comfortable, people-oriented streets while supporting its economic drivers.

Freight traffic passing through Blair's downtown core, where truck movement and community safety intersect.

MANAGING TRUCK TRAFFIC ON LOCAL STREETS

Currently, some heavy vehicles use corridors that are not designed for freight, such as Washington Street, leading to safety concerns and roadway wear. Identifying and reinforcing a well-designed truck route will require community conversation, technical analysis, and coordinated investment.

FOSTERING INCLUSIVE AND ACCESSIBLE ENGAGEMENT

While Blair's GIS system reduces analytical data gaps, the community still faces the challenge of bringing together all voices – especially youth, seniors, lower-income households, and others who may not always engage through traditional methods. Creative outreach will be essential to making the CSAP truly community-supported.

PROPOSED APPROACH

Our project approach is grounded in the City's RFP, our in-depth knowledge of the SS4A program nationwide, and a strong record of successful project delivery in Nebraska. We look forward to partnering with you to develop a data-driven, community-informed CSAP that advances equitable safety outcomes, supports competitive grant applications, and provides clear, actionable steps to move projects from planning to implementation.

PROJECT MANAGEMENT

As Project Manager, **Erin Jordan's** approach prioritizes frequent, honest, and transparent communication and focuses on serving as a trusted extension of your staff. She will develop a project-specific Project Management Plan (PMP) that outlines and clarifies communication and deliverable expectations. She will work alongside Quality Manager **Mark Nolan** to develop a Quality Management Plan (QMP) that will be used to confirm the accuracy and quality of analysis and deliverables. This commitment will result in a successful project delivery that keeps the next phases of safety improvements at the forefront.

Erin will maintain regular coordination with the City through bi-weekly progress meetings conducted via phone or video conference to review key tasks, critical path items, budget status, and schedule. We will collaborate with the City to establish a Project Management Team (PMT) and facilitate monthly virtual meetings focused on transparency, consensus-building, and fostering buy-in for project prioritization and implementation. Project administration will include monthly invoicing, progress updates, and the preparation of meeting agendas and summaries to foster clear documentation and communication at all stages of the project.

1.0 STAKEHOLDER AND PUBLIC ENGAGEMENT

We are committed to facilitating transparent and inclusive public engagement that fits the needs of the community. **Our approach prioritizes reaching people who may have barriers to participation such as seniors and youth, helping to make sure that all stakeholders have a voice** in the process. We also facilitate meaningful business and agency engagement so we're hearing from a wide variety of stakeholders and perspectives.

Led by **Adrian Diaz** and supported by local staff like **Brent Clark** and **Jake Vasa**, our team will foster broad participation by combining in-person and virtual engagement methods to reach people regardless of how they get their information. Adrian will be a strong advocate and communicator for how safe and effective transportation systems support the economic development and safety and mobility needs of Blair and the surrounding area.

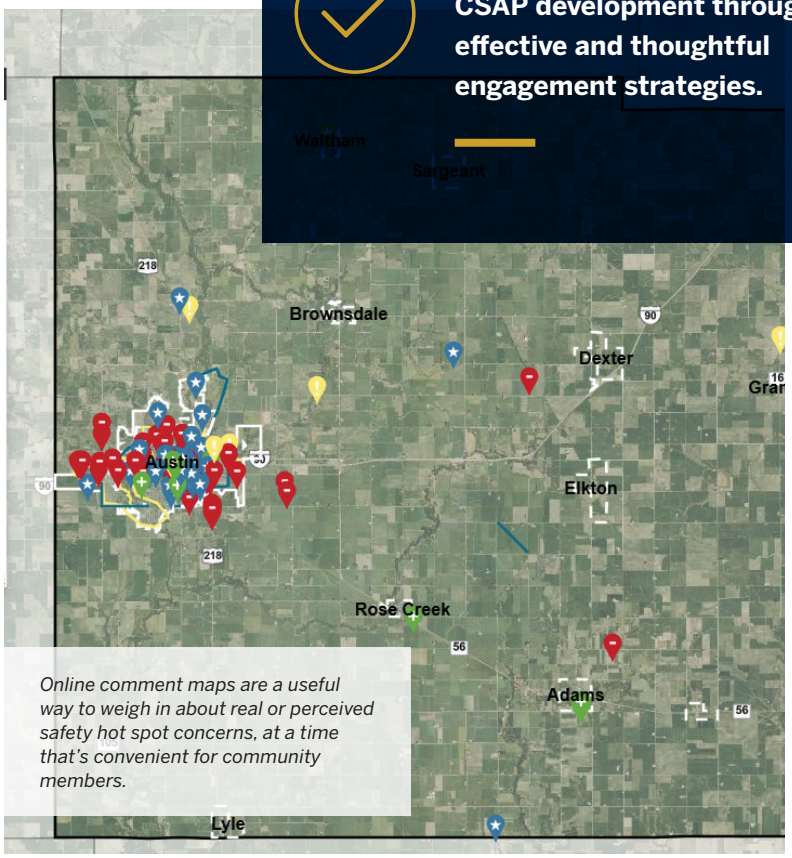
The following outlines the key elements of our engagement efforts.

- **Steering Committee:** We anticipate this committee to be made up of City staff/officials, school district personnel, representatives from fire and EMS, and other key local stakeholders and leaders such as the Washington County Chamber of Commerce. This group is critical to making the process collaborative and that it has buy-in from City staff and elected officials who will be responsible for moving action items into implementation.
- **Public Engagement Plan:** We will work with the Steering Committee to develop an outreach plan that meets the needs of the community and the project. The plan will identify stakeholders, barriers to engagement, and methods to reach all stakeholders. The plan includes periodic assessment so all voices are equally considered in decision-making.

Erin provides a hands-on approach to collaborate with the City and its residents to gain insight and build trust throughout the process.

- **Project Website:** We will provide accessible, plain language content for the City-hosted website or an SEH-hosted website. The website will include project branding, a contact list, project information, notifications, and engagement opportunities throughout the project. It can also host key data analysis, such as high injury maps, high risk locations, and top priority projects to support public transparency.
- **Community Surveys:** Surveys will be available at in-person events and online to support the first phase of engagement
- **Comment Map:** Our team will develop an interactive comment map to collect location-specific feedback about routes, destinations, and areas of concern. This tool will be available online and in a printed format at in-person events.
- **Project Communication:** Outreach materials will include a combination of physical outreach (such as flyers and yard signs) along with digital content for press releases, newsletters, and social media to inform the community about the plan development and ways to share feedback and get involved.
- **Open Houses and Pop-up Events:** We recommend hosting up to three open houses and up to four pop-up events throughout the project. Pop-up events are great for reaching people who would not typically attend public open house events. Potential pop-up event locations include:
  - Gateway to the West Days (June)
  - 4th of July Celebration
  - Blair Farmers Markets (Saturdays)
  - Library during pre-scheduled programs
  - Community-centered pumpkin patches
- **Engagement Phases:** Recommended engagement phases include:
  - **Round 1** – Project introduction and initial community experience feedback
  - **Round 2** – Presentation of data analysis, method for prioritizing projects, and draft priority locations
  - **Round 3** – Presentation and final feedback on Action Plan implementation

We are ready to support the CSAP development through effective and thoughtful engagement strategies.



Online comment maps are a useful way to weigh in about real or perceived safety hot spot concerns, at a time that's convenient for community members.

Adrian will be a proactive engagement lead, supporting equitable and effective methods to receive proper input.

Holding pop-ups at events that people are already attending is a creative and effective way to obtain public feedback.

2.0 STATE OF PRACTICE, POLICY, AND DATA REVIEW

Our team will begin by reviewing existing plans, policies, and datasets that influence transportation safety in Blair. This will establish a clear baseline for how safety is currently addressed, so the Safety Action Plan builds on existing work rather than duplicating it. The results of this task will provide a clear understanding of existing conditions and help ensure that safety analyses are **grounded in reliable data and aligned with current policies and initiatives.**

Nate Day will review community demographics and travel characteristics using Census and local data to understand how factors such as age, income, vehicle access, and commuting patterns relate to transportation safety and mobility needs. **Attention will be given to populations that may experience higher safety risks, including youth, older adults, and people with disabilities.**

We will also review relevant local, regional, and statewide transportation plans and initiatives to identify opportunities for coordination and alignment, such as the comprehensive plan, transportation or multimodal plans, corridor studies, and the State Strategic Highway Safety Plan. **This review will help identify opportunities to incorporate Safe System and SS4A principles into planning and design decisions.** In addition, we will inventory City policies, design standards, and internal processes that influence safety outcomes, such as roadway design guidance, development review procedures, and traffic management practices.

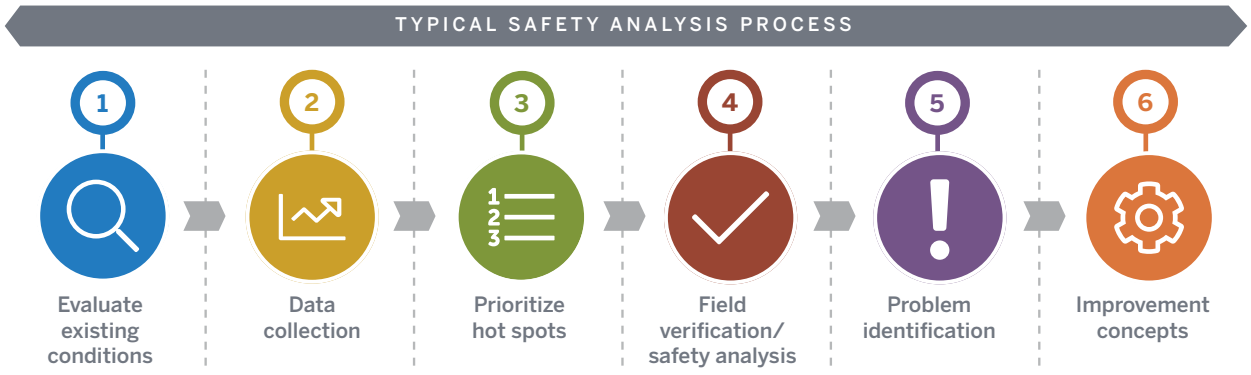
Finally, our team will compile and assess available datasets like crash data, roadway and traffic information, land use patterns, freight routes, school travel, and demographic data to determine their quality, completeness, and usefulness for safety analysis. Any gaps or limitations will be documented, and we will recommend best-practice analysis approaches and targeted data collection if needed.

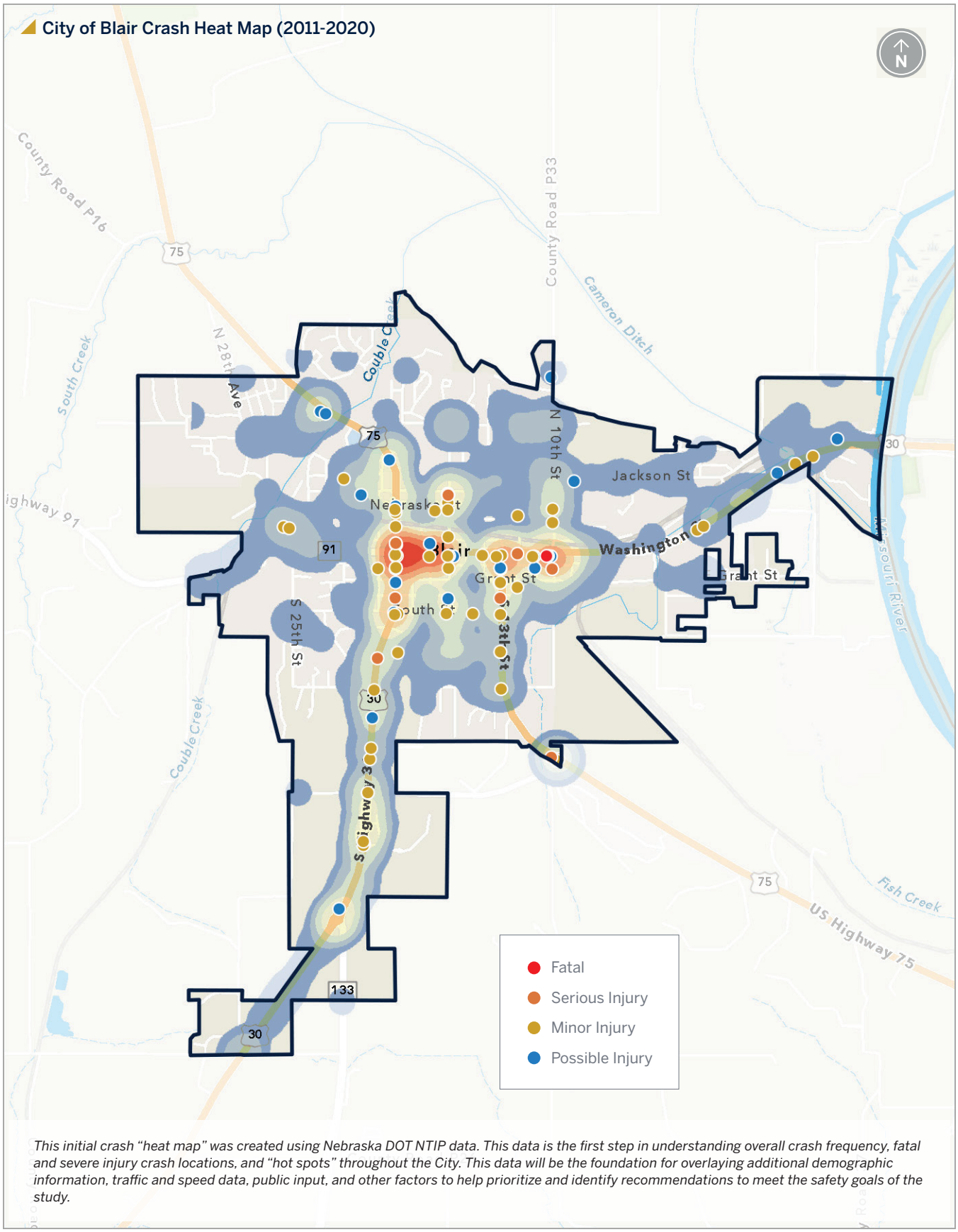
3.0 CRASH AND SAFETY ANALYSIS

Our team, led by **Krista Palmer,** will complete this task by conducting a comprehensive crash and safety analysis of at least the most recent five years of reported crashes using the **Nebraska Transportation Information Portal (NTIP) Crash Data Portal.** The City's robust GIS system will also be used to support geospatial analysis, mapping, and corridor/intersection screening. The analysis will identify key safety issues, trends, and contributing factors within the project area and provide a data-driven foundation for prioritizing strategies that reduce fatal and serious injury crashes.

The safety analysis will include several steps to comprehensively evaluate high-risk and high-injury networks. We will compile and organize crash data for all roadways within the project area for motor vehicle, pedestrian, and bicycle crashes and summarize results by location, crash type, severity, roadway user type, time of day, and contributing factors. Consistent with best practices, **we will evaluate the findings through a Vision Zero and equity lens**, by overlaying crash patterns with demographic and equity indicators to better understand disparities in crash outcomes and identify communities or locations experiencing disproportionate risk. GIS-based mapping and spatial queries will be used to visualize crash patterns, screen corridors and intersections, and communicate results clearly to technical and non-technical audiences.

If available, we will also review supplemental data (e.g., law enforcement records, local reports, or hospital/EMS information) that may influence prioritization but may not be fully represented in the NTIP database. As noted by the City, this includes access to any additional crash information maintained by the Police Department that is not available through the NTIP. In addition, we will incorporate relevant input gathered through public and stakeholder engagement – including perceived safety concerns and "near-miss" locations – to help capture issues that may not appear in reported crash data.



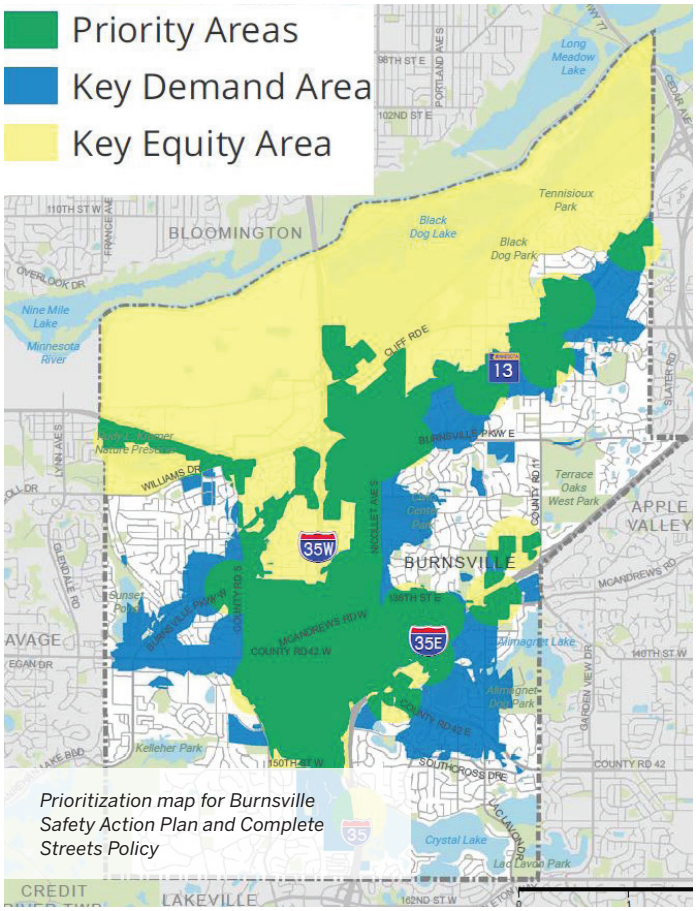


This initial crash "heat map" was created using Nebraska DOT NTIP data. This data is the first step in understanding overall crash frequency, fatal and severe injury crash locations, and "hot spots" throughout the City. This data will be the foundation for overlaying additional demographic information, traffic and speed data, public input, and other factors to help prioritize and identify recommendations to meet the safety goals of the study.

Public and stakeholder input will be used to supplement the crash analysis and help inform identification of Emphasis Areas and high-risk locations.

To understand underlying patterns and support systemic solutions, the team will evaluate contextual and systemic risk factors associated with crash occurrence and severity. This assessment will consider elements such as roadway geometry and design, traffic volumes, posted and operating speeds, roadway classification, intersection control, lighting and visibility, presence and quality of pedestrian/bicycle facilities and crossings, surrounding land use context, and railroad crossings. These findings will help inform Tasks 4 and 5, identify priority areas, HIN, and high-risk intersections to begin identifying projects and implementation strategies.

Results will be documented in clear, accessible formats – including maps, summary tables, infographics, and baseline performance measures – suitable for public-facing materials, committee discussions, and technical documentation. These deliverables will establish a baseline against which future safety improvements and performance targets can be measured.



Prioritization map for Burnsville Safety Action Plan and Complete Streets Policy

4.0 COUNTERMEASURES AND STRATEGY DEVELOPMENT

This task, led by **Chelsea Moore-Ritchie,** transitions from the data collection efforts included in Tasks 1-3, to begin prioritizing locations, evaluating strategies that can address systemic safety concerns, and identifying a toolkit of countermeasures to guide current and future infrastructure projects.

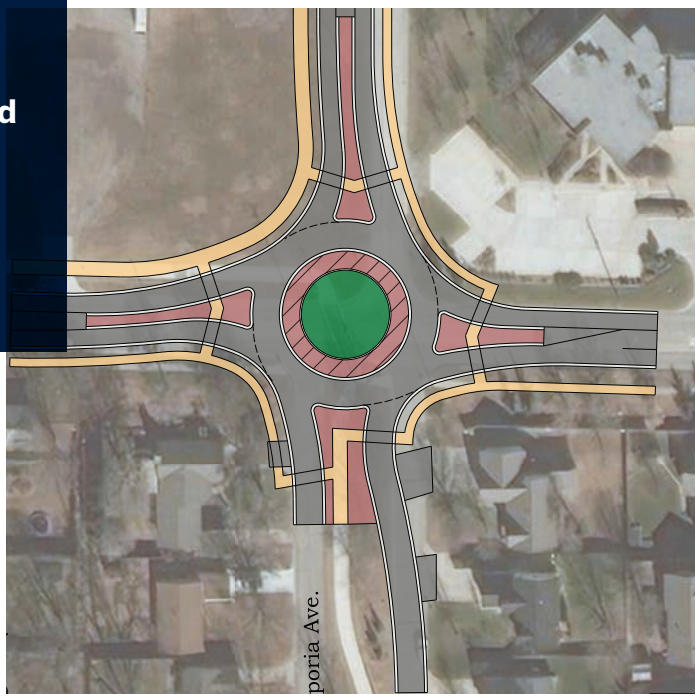
- **Prioritization framework to map top priority locations.** Our approach includes steering committee and agency collaboration to identify and map top priority locations. We work with the committee and City staff to develop weighted criteria for prioritizing improvement locations. This is typically based on a combination of documented crash history, risk factors, equity considerations, and public feedback. This data-driven selection process takes a proactive approach to safety improvements, incorporating high risk areas that may not have a documented crash history.
- **Evaluation of strategies to address systemic safety issues.** This includes a review of national and local best practices for similar communities, a review of systemic safety concerns identified in Task 3, an effort vs. impact assessment, and collaboration with steering committee and City staff. We will link strategies to Safe System objectives and federal performance measures. In Task 5, we will identify how progress will be tracked over time.
- **Development of countermeasure toolkit.** We will develop a safety countermeasures toolkit that is customized to the needs of the City of Blair. This toolkit will assist in the development of high-level recommendations for top priority locations, and will serve as a lasting resource for future projects. It will also help educate the community on the types of countermeasures available, the types of crashes these countermeasures address, and estimated costs associated with different countermeasures.

5.0 IMPLEMENTATION PLAN AND PROGRAMS

Using information derived from community input, existing conditions analyses, and the needs assessment, **Erin** will lead the development of the Implementation Plan for Blair according to the Safe System Approach. **The plan will provide the blueprint for investment in all modes of transportation consistent with the values and aspirations of the community.**

The projects will be prioritized and categorized as near-, mid-, and long-term projects based on City budget, planned capital improvements, and long-term visions. As part of the SS4A program, we will also identify the criteria to measure project success over time and provide a goal for meeting Vision Zero criteria, and support future funding application.

Concepts like these are a great way to communicate proposed improvements to public and agency stakeholders.



An Implementation Plan will be developed that includes the following:

- Early actions to support immediate implementation efforts and sustain public interest.
- Prioritization process and results for transportation network improvements consistent with plan goals and community input.
- Agency coordination meetings with state and County staff for recommended projects located at intersecting state and County roadways.
- Identification of supportive strategies, including education and enforcement programs, that align with the City's safety action priorities and strengthen.
- Recommended projects and quantitative cost estimates will be developed for approximately 20–30 top-priority locations. Conceptual drawings or BeyondTypical illustrations, along with preliminary cost estimates, will be prepared for up to 10 of these locations.
- Overview of available funding sources to leverage local investments and expand opportunities to financially support plan implementation.
- Project phasing that combines project prioritization results with practical considerations like programmed capital improvements, resurfacing projects, and annual budgetary constraints.

6.0 DRAFT AND FINAL COMPREHENSIVE SAFETY ACTION PLAN

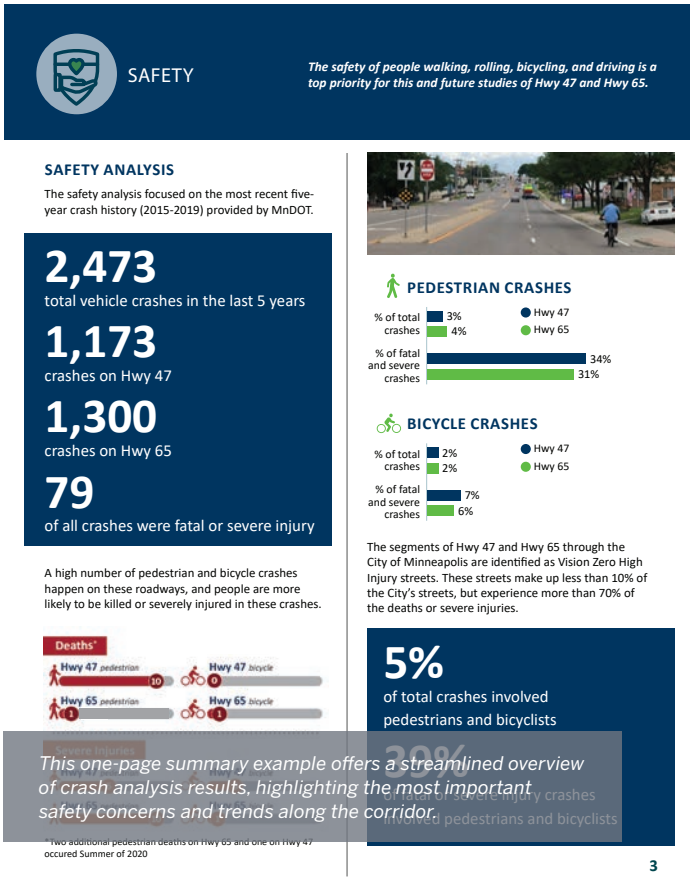
The SEH team will submit a draft and final Action Plan to the City for review and input. The Plan will provide Blair with a usable roadmap to implement improvements aimed at reducing or eliminating roadway fatalities and serious injuries. The Plan will serve as a resource to assist in funding applications and to justify public improvements. In addition to meeting all of the requirements for the SS4A grant, this document will offer the City a clear path for action and support a smooth transition between planning and implementation.

The Plan will compile all of the work completed over the course of the project, including the public engagement summary, data collection, safety analysis, equity analysis, methodology selected for evaluating and prioritizing solutions, a detailed Action Plan with recommendations for implementation, and an Action Plan annual tracking template.

The document will be accessible and easily publishable on the City's website. The Action Plan will include infrastructure, education, enforcement, encouragement, and evaluation recommendations to make Blair's transportation network safe for all users.

7.0 EXECUTIVE SUMMARY/FACT SHEET

The Plan will include a City-branded executive summary or fact sheet to put concise and easy-to-follow information at the reader's fingertips. This will be developed in InDesign with engaging graphics, visuals, and a high-level plan overview. Our graphics team has extensive experience in visual communication and public-friendly language to engage and inform a variety of audiences.



SAFETY

The safety of people walking, rolling, bicycling, and driving is a top priority for this and future studies of Hwy 47 and Hwy 65.

SAFETY ANALYSIS

The safety analysis focused on the most recent five-year crash history (2015-2019) provided by MnDOT.

2,473 total vehicle crashes in the last 5 years

1,173 crashes on Hwy 47

1,300 crashes on Hwy 65

79 of all crashes were fatal or severe injury

A high number of pedestrian and bicycle crashes happen on these roadways, and people are more likely to be killed or severely injured in these crashes.

Deaths*
Hwy 47 pedestrian 10
Hwy 47 bicycle 0
Hwy 65 pedestrian 1
Hwy 65 bicycle 1

*Two additional pedestrian deaths on Hwy 65 and one on Hwy 47 occured Summer of 2020

PEDESTRIAN CRASHES

	Hwy 47	Hwy 65
% of total crashes	3%	4%
% of fatal and severe crashes	34%	31%

BICYCLE CRASHES

	Hwy 47	Hwy 65
% of total crashes	2%	2%
% of fatal and severe crashes	7%	6%

The segments of Hwy 47 and Hwy 65 through the City of Minneapolis are identified as Vision Zero High Injury streets. These streets make up less than 10% of the City's streets, but experience more than 70% of the deaths or severe injuries.

5% of total crashes involved pedestrians and bicyclists

39% of fatal or severe injury crashes involved pedestrians and bicyclists

3

This one-page summary example offers a streamlined overview of crash analysis results, highlighting the most important safety concerns and trends along the corridor.

8.0 PROJECT CLOSEOUT AND DATA TRANSFER

Throughout the project, **Erin** and the team will maintain a shared file system (e.g., SharePoint/OneDrive) that provides the City of Blair with ongoing access to draft and final deliverables, supporting data, and key technical materials as they are developed.

At project closeout, this file system will be fully organized and transferred to the City, offering a complete and well-structured record of all data, GIS files, analysis, meeting summaries, concepts, cost estimates, and technical information generated during the CSAP process. Materials will be provided in City-preferred formats to support future updates, implementation, and long-term use.

VALUE-ADD SERVICES

- **Supplemental planning services**
  SEH would welcome the opportunity to assist the City of Blair with additional planning and policy activities in support of your safety goals. Our team offers extensive expertise and experience in Complete Streets Framework, Bicycle and Pedestrian Network, Safe Routes to School plans and designs, truck route strategy and freight planning, speed management, traffic calming policies, and pedestrian crossing policies.
- **Concept to construction**
  We can provide preliminary, quick-build, and final design services to confirm that prioritized safety improvement projects are executed correctly and to proper standards. Our engineers routinely guide projects from the concept stage, through demonstration/quick-build stage for evaluation, all the way to final design and construction.
- **Spot location data collection**
  Our traffic team uses a variety of methodologies to collect traffic data to support safety evaluation. As the data analysis and project prioritization efforts are completed, some locations within Blair may be identified as high risk and may benefit from additional data to support short- or long-term safety improvements. Additional spot data collection could include turning movement counts, pedestrian and bicycle counts, speed data, sight distance data, and gap and/or delay data.

We have ample experience working alongside communities to design, procure material, and install quick-build demonstration projects to evaluate safety improvement strategies.

7.4 | Proposed Schedule

TASK LEADS	TASK	2026 MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2027 JAN	FEB	MAR	DELIVERABLES
	PROJECT MANAGEMENT														
Erin Jordan Mark Nolan	Project Administration and Internal Coordination														Project Management Plan (PMP), Quality Management Plan (QMP), Schedule updates, Monthly Invoices, Progress Summaries Meeting agendas, materials, and summaries
	Kickoff Meeting and Bi-Weekly Check-in Meetings (Virtual)														
	Project Management Team (PMT) Meetings (up to 12)														
	TASK 1: STAKEHOLDER AND PUBLIC ENGAGEMENT	Phase 1: Listen & Gather				Phase 2: Analyze & Prioritize				Phase 3: Present					
Adrian Diaz Brent Clark Jake Vasa	Steering Committee Workshops (up to 4)														Steering Committee meeting agendas, materials, and summaries Public Engagement Plan (Draft and Final) Project website content and ongoing updates Public Open House and Pop-Up materials, facilitation, and summary documentation Engagement Summary Report (Draft and Final)
	Public Engagement Plan and Updates														
	Project Website														
	Community Surveys (up to 2)														
	Online Interactive Map														
	Advertising Campaigns (up to 3 rounds)														
	Open House Events (3)														
	Pop-Up Events (4)														
	Engagement Summary Report														
	TASK 2: STATE OF PRACTICE, POLICY, AND DATA REVIEW														
Nate Day	Example policies and best practices														Policy Summary Memo City Council workshop materials and meeting summaries
	Policy, Plan, and Guidelines Assessment														
	Vision Zero Policy and Resolution Support														
	GIS dataset assessment														
	TASK 3: CRASH AND SAFETY ANALYSIS														
Krista Palmer Justin Anibas Jonathon Green	Existing Roadway Conditions Review														Safety Analysis Technical Memorandum (Draft and Final) High-Injury Network (HIN) Map
	5-Year Crash Analysis and Factor Review														
	HIN and High Risk Location Assessment/Mapping Tool														
	Vulnerable Road User Strategy Review														
	Safety Analysis Tech Memo														
	TASK 4: STRATEGY AND PROJECT SELECTIONS														
Chelsea Moore-Ritchie	Prioritization Framework														Countermeasure Toolkit (Draft and Final) Draft strategies matrix Prioritization Map
	Strategy Evaluation														
	Countermeasure Toolkit Development														
	TASK 5: IMPLEMENTATION PLAN AND PROGRAMS														
Erin Jordan Chelsea Moore-Ritchie	Project Prioritization and Identification														Concept Level Renderings and Cost Estimates Comprehensive Safety Action Plan (FHWA-compliant format; Draft and Final) Annual Tracking Template
	Agency Coordination														
	Planning Level Concepts and Cost Estimates (20-30 projects)														
	Identify Funding Opportunities														
	Project Phasing Recommendations														
	Draft and Final Implementation Plan														
	TASK 6: DRAFT AND FINAL COMPREHENSIVE SAFETY ACTION PLAN														
Chelsea Moore-Ritchie Krista Palmer	Draft Action Plan Report and Review Period														Comprehensive Safety Action Plan, FHWA Format (Draft and Final) Annual Tracking Template
	Final Action Plan Report														
	Action Plan Annual Tracking Template														
	TASK 7: EXECUTIVE SUMMARY/FACT SHEET														
Chelsea Moore-Ritchie	Draft and Final Summary Documents														Public-Facing Executive Summary/One-Page Summary (Draft and Final)
	TASK 8: PROJECT CLOSEOUT AND DATA TRANSFER														
Erin Jordan	Organized file transfer														Project data files
	Project debrief														

Schedule Key: ☆ Project Kickoff ☐ Meeting ◇ Council Meeting ● Public Engagement Event ✓ Milestone Deliverable 👍 City Council Adoption

All deliverables include 2-3 weeks of City Review Period and 1-2 weeks for comment resolution

7.5 | References and Conflict of Interest and Disclosures

We invite you to contact our references to learn more about our team's ability to apply data-driven methods, lead inclusive engagement, and develop actionable strategies that help communities advance real safety improvements

SS4A COMPREHENSIVE SAFETY ACTION PLAN | ST. LOUIS PARK, MN

CLIENT CONTACT

Jack Sullivan

952.924.2691

jsullivan@stlouisparkmn.gov

SS4A GRANT APPLICATION AND SAFETY ACTION PLAN | EAST CHICAGO, IN

CLIENT CONTACT

Hashem Alhashem

219.391.8355

Halhashem@eastchicago.com

SS4A GRANT APPLICATION AND SAFETY ACTION PLAN | KENOSHA COUNTY, WI

CLIENT CONTACT

Gregory Boldt

262.653.1870

Gregory.Boldt@kenoshacountywi.gov

SAFETY ACTION PLAN AND COMPLETE STREETS POLICY | BURNSVILLE, MN

CLIENT CONTACT

Logan Vlasaty

952.895.4457

logan.vlasaty@burnsvillemn.gov

CITY OF OMAHA

CLIENT CONTACT

Ryan Haas, PE, PTOE

402.444.5102

Ryan.Haas@cityofomaha.org

NEBRASKA DOT

CLIENT CONTACT

Alan Swanson

402.479.4594

Alan.swanson@nebraska.gov

DISCLOSURE OF CONFLICTS OF INTEREST

To the best of our knowledge, no potential organizational conflict of interest exists between the City and SEH.

DISCLOSURE OF DEBARMENT/SUSPENSION STATUS

To the best of our knowledge, we are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of this contract.

DISCLOSURE OF RELEVANT LITIGATION OR CONTRACT TERMINATIONS

In more than 99 years of practice, Short Elliott Hendrickson Inc. (SEH®) has never defaulted on any project or claim process. SEH fairly evaluates and resolves all claims fairly and in accordance with its insurance guidelines. For the protection of SEH and our clients, we consistently maintain a comprehensive insurance program, which includes professional liability, worker's compensation, comprehensive general liability, automobile, and umbrella policies with limits sufficient to cover the defense and resolution of all outstanding claims. In the opinion of our senior management and third-party auditors, SEH does not have any claims or disputes that will materially affect our ability to successfully perform our professional obligations.

Building a Better World for All of Us®

Sustainable buildings, sound infrastructure, safe transportation systems, clean water, renewable energy, and a balanced environment. Building a Better World for All of Us communicates a company-wide commitment to act in the best interests of our clients and the world around us.

We're confident in our ability to balance these requirements.

JOIN OUR SOCIAL COMMUNITIES

Attachment B: Work Plan and Cost Estimate

City of Blair Safety Action Plan
Work Plan and Fee Estimate (SEH)

22-Apr-26

	CONSULTANT FEE	Project Manager	Client Service Manager	Quality Manager	SS4A Advisor	Safety Action Plan Lead	Safety Analysis Lead	Grad Traffic Engineer	Project Engineer	Public Engagement Lead	Engagment Support	Grad Planner	GIS Analyst	Administration	Total Hours	Task Fees
		Erin Jordan	Brent Clark	Mark Nolan	Nate Day	Chelesa Moore-Ritchie	Krista Palmer	Dylan Moreno	Isaiah Marschner	Adrian Diaz	Kevin Sasse	Audrey Andera	Jonathon Green	Janel Metcalf		
	Task Description	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours		
Task 0.0	**Project Management**															
0.01	Project Administration (PMP, QMP)	8		3											11	$ 2,512
0.02	Monthly Invoices and Project Schedule Updates	24												6	30	$ 6,269
0.03	Kickoff Meeting and Bi-weekly Check-in Meetings (up to 20) - Virtual	24													24	$ 5,347
0.04	Project Management Team (PMT) Meetings (up to 12) - Virtual	48		6		24	24			8					110	$ 22,811
0.05	Internal Progress Meetings	12			4	12	12			8					48	$ 9,552
	TOTAL Task 0.0	**116**	**0**	**9**	**4**	**36**	**36**	**0**	**0**	**16**	**0**	**0**	**0**	**6**	**223**	**$ 46,490**
Task 1.0	**Stakeholder and Public Engagement**															
1.01	Steering Committee Workshop (up to 4) - Virtual	12	4							8					24	$ 5,254
1.02	Public Engagement Plan and Updates	2								2		4			8	$ 1,272
1.03	Project Website	2								2		8			12	$ 1,741
1.04	Community Surveys (up to 2)	2								4		4			10	$ 1,629
1.05	Online Interactive Map												8		8	$ 981
1.06	Advertising Campaigns (up to 3 rounds)											8			8	$ 938
1.07	Open House Events (3) - In Person	20				10				50	12	40	`		132	$ 23,025
1.08	Pop-Up Events (4) - In Person							12			12	8			32	$ 5,698
1.09	Engagement Summary Report (Draft and Final)	2										6			8	$ 1,149
	TOTAL Task 1.0	**40**	**4**	**0**	**0**	**10**	**0**	**12**	**0**	**66**	**24**	**78**	**8**	**0**	**242**	**$ 41,686**
Task 2.0	**State of Practice Policy and Data Review**															
2.01	Example policies and best practices				4										4	$ 835
2.02	Policies, plan and guidelines assessment				6	2									8	$ 1,615
2.03	Vision Zero Policy and Resolution Support				6										6	$ 1,252
2.04	GIS dataset assessment				2	2							2		6	$ 1,025
	TOTAL Task 2.0	**0**	**0**	**0**	**18**	**4**	**0**	**0**	**0**	**0**	**0**	**0**	**2**	**0**	**24**	**$ 4,727**
Task 3.0	**Crash and Safety Analysis**															
3.01	Existing Roadway Conditions Analysis						10	20					6		36	$ 5,469
3.02	5-Year Crash Analysis and Factor Review						16	50							66	$ 10,004
3.03	HIN and High Risk Location Assessment	2				4	16	30							52	$ 8,474
3.04	Vulnerable Road User Strategy Review						12	4							16	$ 2,980
3.05	Safety Analysis Technical Memo (Draft and Final)	2				4	12	16							34	$ 5,771
	TOTAL Task 3.0	**4**	**0**	**0**	**0**	**8**	**66**	**120**	**0**	**0**	**0**	**0**	**6**	**0**	**204**	**$ 32,698**
Task 4.0	**Strategy and Project Selections**															
4.01	Prioritization Framework Development	2				8						12	30		52	$ 6,981
4.02	Strategy Evaluation	2			4	8						16			30	$ 4,606
4.03	Countermeasure Toolkit Development	2				4						20			26	$ 3,515
	TOTAL Task 4.0	**6**	**0**	**0**	**4**	**20**	**0**	**0**	**0**	**0**	**0**	**48**	**30**	**0**	**108**	**$ 15,102**
Task 5.0	**Implementation Plan and Programs**															
5.01	Project Prioritization and Identification	4		2		12	6	12				12	12		60	$ 9,271
5.02	Agency Coordination (up to 6 coordination meetings with city, county & state)	18				6									24	$ 5,097
5.03	Planning Level Concepts and Cost Estimates (20 projects)	6		2		8	20	40				10			86	$ 13,913
5.04	Identify Funding Opportunities	1			6	4									11	$ 2,200
5.05	Project Phasing Recommendations	1		2		4	4								11	$ 2,248
5.06	Implementation Plan (Draft and Final)	8		2		24	6	6				60			106	$ 15,683
	TOTAL Task 5.0	**38**	**0**	**8**	**6**	**58**	**36**	**58**	**0**	**0**	**0**	**82**	**12**	**0**	**298**	**$ 48,412**
Task 6.0	**Executive Summary/Fact Sheet**															
6.01	Summary Documents (Draft and Final)	2				8						20			30	$ 4,240
	TOTAL Task 6.0	**2**	**0**	**0**	**0**	**8**	**0**	**0**	**0**	**0**	**0**	**20**	**0**	**0**	**30**	**$ 4,240**
Task 7.0	**Project Closeout and Data Transfer**															
7.01	File Transfer Actions	2				2	2						4		10	$ 1,705
7.02	Project Debrief	3				3									6	$ 1,212
	TOTAL Task 7.0	**5**	**0**	**0**	**0**	**5**	**2**	**0**	**0**	**0**	**0**	**0**	**4**	**0**	**16**	**$ 2,917**
	Total Hours	**211**	**4**	**17**	**32**	**149**	**140**	**190**	**0**	**82**	**24**	**228**	**62**	**6**	**1145**	**$ 196,272**
	Cost Per Hour	$222.78	$288.10	$243.21	$208.71	$181.24	$203.35	$135.01	$172.86	$178.56	$261.64	$117.25	$122.61	$153.77		
	Total Cost	$47,005.53	$1,152.40	$4,134.57	$6,678.56	$27,004.02	$28,468.30	$25,650.95	$0.00	$14,641.51	$6,279.24	$26,733.00	$7,601.82	$922.59		

Reimbursable Expenses			
Item	**Unit Cost**	**Amount**	**Cost**
Mileage	$ 0.725	390	$ 283
Travel Expenses (flights)	$ 225.000	6	$ 1,350
Travel Expenses (car rental)	$ 60.00	6	$ 360
Hotel Accommodations	$ 120.00	6	$ 720
Printing	$ 600.00	1	$ 600
Total Expenses			**$ 3,313**
Total Project Fee			**$ 199,585**