MTP RFQ Selection Committee Meeting
Tuesday, May 28, 2024, at 2:00 PM
Public Works Conference Room 3, Public Works (1025 31st St SE)
Any person needing special accommodation for the meeting is requested to notify the City Clerk's office at 857-4752.

1. ROLL CALL
2. NEW BUSINESS
   2.1. PROPOSAL SCORING AND DISCUSSION
   2.2. SELECTION COMMITTEE AVAILABILITY FOR INTERVIEWS
3. ADJOURNMENT

May 22, 2024

Proposal for

2050 METROPOLITAN TRANSPORTATION PLAN

CENTRAL DAKOTA METROPOLITAN PLANNING ORGANIZATION

Contact:
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SRF

BOLTON & MENK

Real People. Real Solutions.

INTRODUCTION, EXECUTIVE SUMMARY, AND ADMINISTRATION QUESTIONS

EXECUTIVE SUMMARY

The Central Dakota Metropolitan Planning Organization (CDMPO/MPO) is looking to create their first Metropolitan Transportation Plan (MTP) as a guide to operating and enhancing their regional transportation system. Bolton & Menk has been a leader in developing similar projects across the region and is excited to become a trusted partner to the CDMPO.

Our team marries the two most successful transportation planning teams in North Dakota, Bolton & Menk and SRF. We compliment our deep roster with a specialized and talented DBE firm, Haifeng Transportation Engineering Inc. (HFTE).

BOLTON & MENK, INC.

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PROJECT MANAGER

ANGIE STENSON, AICP
PHONE: 612-494-0198
EMAIL: Angie.Stenson@bolton-menk.com

Bolton & Menk
Project management, public engagement, issues identification, alternative development, and implementation

SRF
Future growth analysis, goals, objectives, and performance measures, and financial planning

HFTE, Inc.
Travel Demand Model QA/QC

WE KNOW HOW TO HELP

Project manager, Angie Stenson, understands the process of developing a transportation plan from both the public and private sectors. Angie started her career as the first employee for the Danville Illinois MPO. She managed the same issues the CDMPO is going through today. Her first task was to complete the MTP. Her career advanced to executive director of the St. Cloud Area Planning Organization (APO) and Carver County transportation planning manager, where she led similar MTP and comprehensive transportation plan efforts. Her transition to consultant has gone seamlessly—she is the project manager for the Regional Future Arterials and Collectors Plan and the Comprehensive Safety Action Plan (Safe Streets for All) for the St. Cloud APO. Angie is also lead planner for the Rochester-Olmstead Council of Governments (ROCOG-MN) Willow Creek Investment Study, a transportation subarea plan for Rochester's growth area. Additionally, she is integrated as part of the Mankato APO 2050 MTP team, continuing to provide small and medium-sized MPO expertise for agencies across the region.

We're complimented by SRF's deep resume of long-range transportation plans, having completed several dozen similar planning efforts, including each of the three other metropolitan areas in North Dakota; Bismarck-Mandan, Fargo-Moorhead, and Grand Forks-East Grand Forks (GF-EGF). Their deep resume also includes assisting Mankato, MN and Morgantown, WV make a similar transition to an MPO through SRF's MTP process.

WE UNDERSTAND THE GOALS AND VALUES OF THE COMMUNITY

We recognize, appreciate, and embrace that the Minot area is different from the other metropolitan examples we listed above. You will not find a team with more local planning experience than the Bolton & Menk and SRF team. The aforementioned award-winning Broadway Corridor Study and Ward County Connector Study were the two of the largest transportation planning efforts the region has experienced in the past decade. Meanwhile, SRF, led by Scott Harmstead, brings a myriad of relevant local experience including the Minot 2040 Comprehensive Plan, Minot 2014 Long-Range Transportation Plan, Minot Park District Master Plan (including trail planning), 16th Street Interchange rehabilitation project, and Minot Land Development Ordinance. Finally, existing conditions lead, Jim Mertz, began his career living in Minot and developing the GIS backbone for Ward County. Jim has driven every mile of county road conducting surveys, conducting traffic counts, measuring gravel, and inspecting construction. He knows the roads, but more importantly, he knows many of the people that will be involved in the project.

WE ARE THE PREMIER PLANNING TEAM IN THE REGION

Bolton & Menk's has an extensive list of award-winning planning projects. Our North Dakota team, led by Mike Bittner, has won five of the last six ACEC ND Awards for Studies. Among those are some you may recognize, including

- 2022 – Minot Broadway Corridor Study
- 2023 – Ward County Connector Study
- 2024 – GF-EGF MPO Pedestrian and Bicycle Plan

You want to make sure the consultant you choose for 2050 MTP can meet and exceed your standards.

WE ARE COMMUNICATORS FIRST, PLANNERS SECOND

We recognize that in recent years, the planning and engineering has become easier with the advent of new technologies and a growing workforce. At the same time, the engagement landscape has grown increasingly challenging. Most of our clients biggest struggle is not finding a consultant to do rigid technical work, but rather finding someone they can trust to communicate to city leadership or the public. This is where the Bolton & Menk team thrives. We are built around talented individuals who are communicators first, and planners, engineers, landscape architects second. Our engagement team is led by Blue Weber, former Downtown Grand Forks Downtown Development Corporation CEO, Les Noehre, former NDDOT district engineer, and Luke Champ, former Metro COG lead planner. Most importantly, you've seen us in action through various planning efforts and know you can trust us when challenges arise.

WE PRIORITIZE INNOVATION

At Bolton & Menk, we dedicate 10 percent of our time toward innovation. This yields major benefits to our clients as illustrated by our project approach. Our approach leverages state-of-the-art technologies such as our GAZER safety automation tool, Mobility Futures workshops, INPUTiD™ engagement tool and Story Map living document. The final output converts previously stale planning approaches into an interactive resource that will allow the CDMPO and its communities to diagnose issues and connect them to funding opportunities. These tools can be easily modified with big data updates to keep the document evergreen.

PROJECT UNDERSTANDING

The Cities of Minot, Burlington, Surrey, and Ward County are seeking a comprehensive and coordinated approach to examining the transportation systems that serve the fast-growing Minot region. The MTP will provide a foundation for a more unified approach to transportation planning, breaking down barriers between local governments, and offering a transparent process to community stakeholders. Our team has begun developing key characteristics of the road system.

Key elements of the MTP will include:

- Hot spot/key corridor analysis
- Safety analysis
- Bicycle and pedestrian planning
- Transit development plan
- Access management guidance
- Traffic calming support
- Travel demand modeling
- Safe routes to school updates
- Funding assessment and project prioritization

PRIORITY AREAS

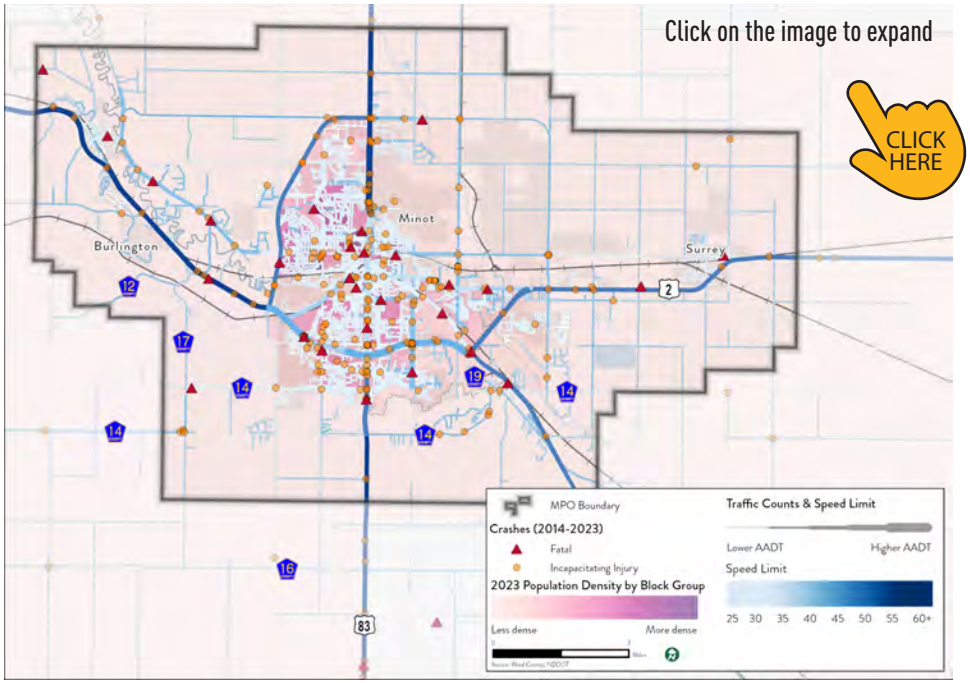
STATE ROADWAY NETWORK

Efficient travel through the Minot region is reliant upon use of the US Highway network maintained by NDDOT in the region. US 2, US 52, and US 83 all intersect in Minot and the US 83 Bypass serves as a western alternative to US 83. Broadway/US 83 and US 2/52 in southern Minot have the highest AADT in the region. Along with these highly-traveled corridors comes higher rates of crashes and the most congestion experienced in the region.

The 16th Street interchange with US 2/52 is known by new drivers in the region for its difficult-to-navigate intersections, but it is also an encumbrance for regional freight movements with a clearance of 16 inches impacting oversized loads traveling east/west. Broadway between Burdick and the US 2/52 interchange has the highest annual average daily traffic (AADT) in the region with 33 percent of travel times impacted by unreliable travel, and a crash rate more than three times similar corridors in North Dakota. Burdick Expressway/US 2 from Valley Street to Broadway has one of the highest crash rates in North Dakota likely attributed to its four-lane section.

The Broadway corridor is the centerpiece of the region's transportation network, carrying disproportionate amounts of north-south traffic through the region. Unfortunately, Broadway experiences the most delays, both on and while accessing the corridor, due to private access and configuration issues.

www.bolton-menk.com/proposals/ND/Roadway_Network_5X7L.png



COUNTY ROADWAY NETWORK

The county road network near Minot serves key alternatives and additionally has provided the primary service to regional growth nodes. County Roads 10 and 16 provide primary connections from Burlington to north and south Minot respectively. County Road 12 provides access from Surrey to downtown Minot, and the recently constructed Northeast bypass mirrors the US Highway 83 Bypass completing the northern half of a ring road around Minot. These improvements will serve as the foundation for future network support of the intermodal facility developing in northeast Minot, with the Northeast Bypass, County Roads 12 and 10 serving as key connectors to the US Highway network.

Ward County, NDDOT, and the City of Minot have recently teamed on the Southwest and Southeast Connector Corridor Study that aimed to complete the ring route providing alternative transportation connections in South Minot. The most critical connection is related to access to the new Trinity Hospital site from US 2/52. The best available routes to the hospital are congested, high-crash locations that are unfriendly to all modes of travel.

LOCAL ROADS

CITY OF MINOT

Through its core, the City of Minot has a well-developed grid roadway network serving strong neighborhoods, parks, and schools. Canadian Pacific and BNSF Railways bisect Minot and, along with the Souris River, create a barrier that minimizes north-south connections through Minot. Local traffic often uses 16th Street and 3rd Street to avoid congestion issues on Broadway. These alternative routes among many others highlight the need to improve performance on state network roadways to prevent safety and traffic concerns through local neighborhood roadways.

Roadways near Longfellow Elementary, Jim Hill Middle School, and McKinley Elementary are impacted by local routes with additional traffic avoiding the US Highway network. A recent investment made in Minot North High School on North Hill highlights the importance for creating a more consistent road section as the existing corridor moves from two-lane to four-lane to five-lane, then back to four-lane and two-lane.

Traffic safety and operations have improved in recent years locally with the modernization of the transportation system to include road diets along high-crash, four-lane corridors, roundabouts at critical intersection nodes, and purchasing of an advanced transportation management system (Centracs) to improve signal operations and coordination.

	Minot	Burlington	Surrey	Ward County
2023 Population	48,846	1,250	1,329	70,575
2023 Median Household Income	$63,797	$68,912	$75,142	$66,259
2023 Median Home Value	$238,817	$206,490	$269,444	$243,613
2017-21 Households Below the Poverty Line	13%	7%	7%	11%
2017-21 Transportation to Work	81% Drive Alone	85% Drive Alone	89% Drive Alone	81% Drive Alone

CITY OF SURREY

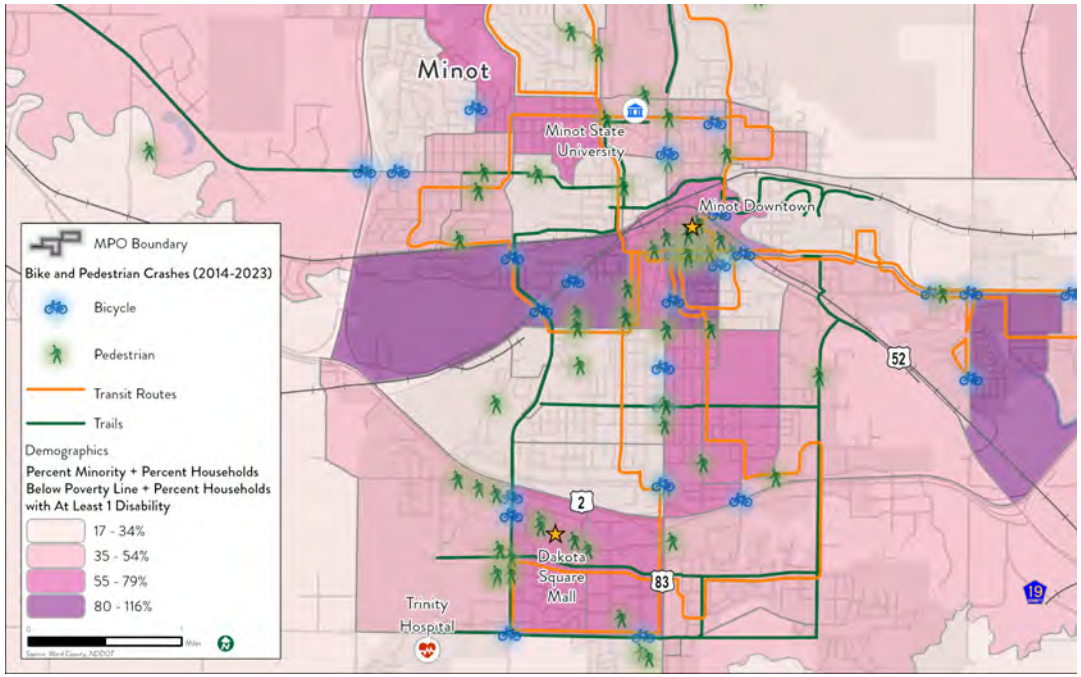
The fast-growing community of Surrey has seen a lot of change in the past decade. Younger than nearby Minot, Surrey has been an attractive destination for migration in the region. New developments like Silver Springs in north Surrey have been key to this growth. Like Minot, north-south crossings are limited due to two BNSF rail lines meeting in the community. Pleasant Avenue, maintained by Ward County, offers the primary north-south connection. Recent sidewalk improvements along this route have provided much-needed pedestrian connections. 4th Avenue NE/CR 12 and US 2 provide the primary east-west connections.

CITY OF BURLINGTON

Burlington also has grown in the past decade, but the flood of the Souris River in 2011 tempered the growth with many residents leaving after the devastating flood. Most notably, the critical bridge on the Souris at Colton Avenue/CR 10 was closed for repairs as the community rebuilt. This route is one of the primary east-west connections, along with Park Road, and serve as the only crossings of the BNSF railway that bisects the community. Johnson Street provides a north-south connection in western Burlington connecting the community to US 2/52. This route serves as primary corridor serving downtown Burlington.

BICYCLE AND PEDESTRIAN

Multimodal transportation options in the Minot region can be inconsistent, but recent investments in bicycle and pedestrian improvements can be found in Burlington, Minot, and Surrey. Within the City of Minot, pedestrian traffic centralizes in key areas such as downtown, Minot State campus, Dakota Square Mall, and near local parks and schools. With increased pedestrian traffic, crashes involving bicycles and pedestrians can be seen at higher density in these locations.



Decades of development in the 1970s-80s like that on North Hill or near Green Valley Park did not include sidewalk connections. The MTP will examine the pedestrian system as a whole, and provide recommendations for network improvements and ADA transition planning. Still a wide variety of improvements are necessary that include better intersection lighting, improved crossings, and dedicated bike facilities.

The bicycle network in Minot is limited to a few designated routes and trails and lacks a fully-connected north-south route. The lack of right-of-way along key north-south arterials and key barriers such as railroad crossings and the river, make this a challenging puzzle to sew together. Recommendations from the Broadway corridor study included alternative routes for bicycle connections to serve a larger portion of the community. The MTP will build off prior planning investments and identify locations for further development.

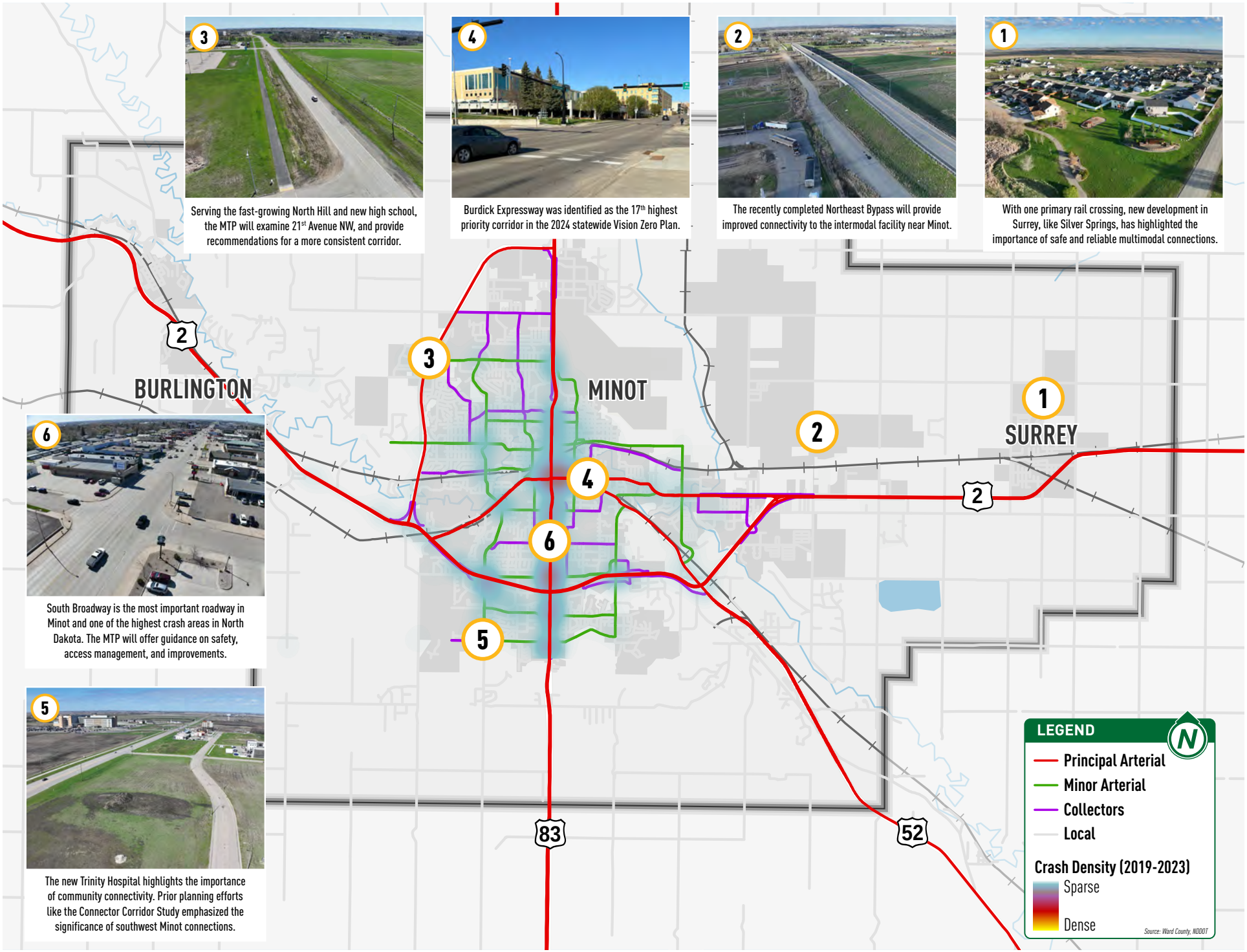
TRANSIT

Minot City Transit and Souris Basin Transportation currently provide transit services to the region. In concert, the area offers one of the most active and successful transit systems in the state. Minot City Transit currently offers a network of six interlocking routes throughout the city. The last study of the transit system was conducted in 2013, and the MTP will examine these results as a foundation while considering improvements in service to the larger transportation needs in the region.

SAFETY

Safe travel of regional roads, trails, and sidewalks is critical. A cursory examination of crashes in the region shows a consistent pattern for fatal, incapacitating, and total crashes along the state highway network through Minot. Corridors like Broadway are among the highest crash rates in the state. The 2024 North Dakota Vision Zero Plan listed Burdick Expressway between 8th Street SW and Main Street as the 17th highest priority road corridor, based on quantitative analysis on safety performance. The City of Minot was successful in securing Safe Streets and Roads for All (SS4A) grant funds for a comprehensive approach to traffic safety analysis in the region. The MTP will compliment that project and identify safety improvements, tying to planning efforts in the region. Key issues our team has identified in the region include:

- Improved pedestrian crossings and connections in downtown Minot, Surrey, and Burlington
- Safety improvements near schools and parks
- Guardrails and other safety improvements along key north-south routes impacted by steep grades like Hiawatha, 13th Street SE, and 3rd Street NE
- Traffic calming guidance
- Access management guidance
- Streetlight improvements


3
Serving the fast-growing North Hill and new high school, the MTP will examine 21st Avenue NW, and provide recommendations for a more consistent corridor.
4
Burdick Expressway was identified as the 17th highest priority corridor in the 2024 statewide Vision Zero Plan.
2
The recently completed Northeast Bypass will provide improved connectivity to the intermodal facility near Minot.
1
With one primary rail crossing, new development in Surrey, like Silver Springs, has highlighted the importance of safe and reliable multimodal connections.
BURLINGTON
MINOT
SURREY
6
South Broadway is the most important roadway in Minot and one of the highest crash areas in North Dakota. The MTP will offer guidance on safety, access management, and improvements.
5
The new Trinity Hospital highlights the importance of community connectivity. Prior planning efforts like the Connector Corridor Study emphasized the significance of southwest Minot connections.
83
52
LEGEND
Principal Arterial
Minor Arterial
Collectors
Local
Crash Density (2019-2023)
Sparse
Dense
Source: Ward County, NDDOT

ADMINISTRATION QUESTIONS

AUTHORIZED NEGOTIATOR

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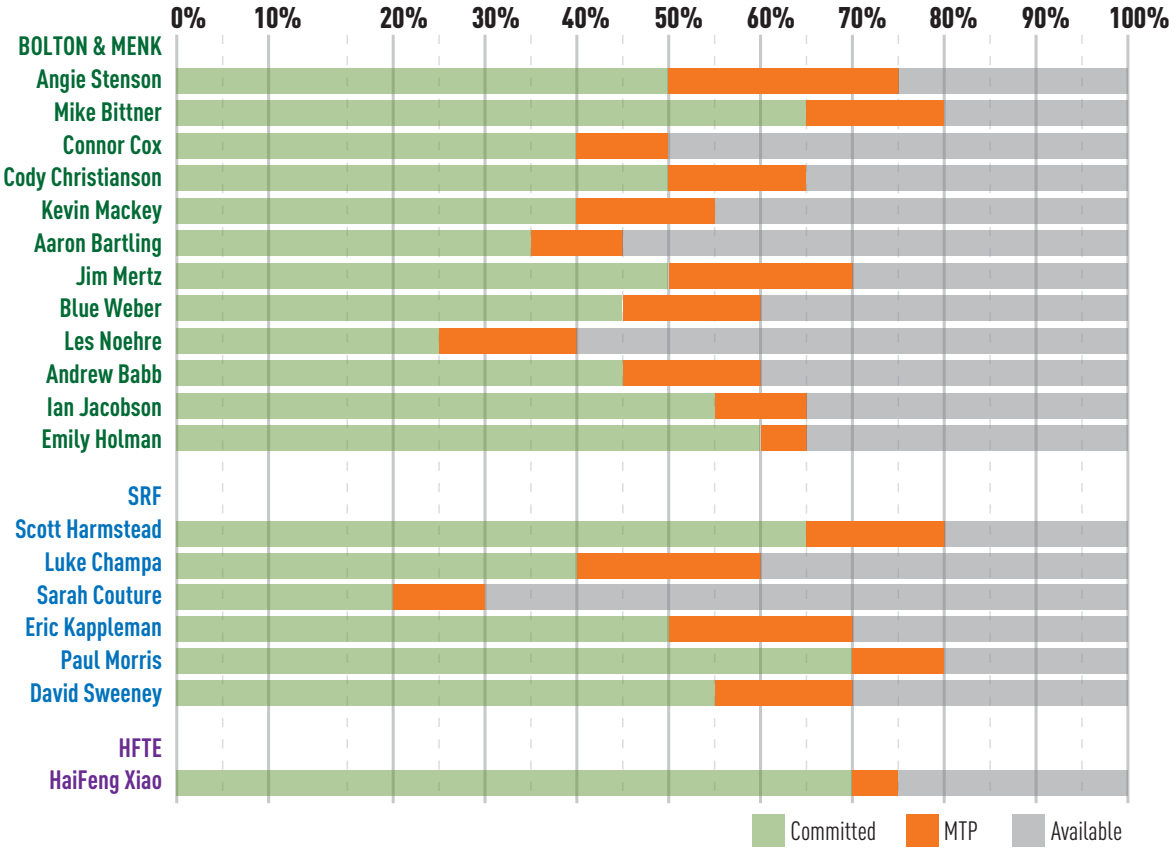
MANPOWER SUMMARY

The CDMPO can expect the project to be delivered on time and within budget. The Bolton & Menk team is intended to serve as an extension of your staff, with close coordination between the city and project team maintained at all times. The proposed team provides the optimum combination of accessibility, community knowledge, and specialized expertise.



BENCH CAPACITY

We are the largest transportation team in the region. Our project manager, Angie Stenson, will be supported by key individuals and support staff from Bolton & Menk, SRF, and HFTE. We can draw upon more than 950 other team members throughout our firm, as needed, to meet your needs. Bolton & Menk has dedicated the experienced technical and project management staff necessary to make that happen. We believe the CDMPO warrants our full commitment in providing creative, efficient, effective, and sustainable solutions.

Employee Count	
Civil Engineers	233
Transportation Engineers & Planners	86
Structural Engineers	15
Aviation Engineers & Planners	10
Environmental Engineers	32
Water Resources Engineers	33
Natural Resources Specialists	17
Land Surveyors	26
Survey Technicians	76
CADD Technicians	38
Construction Inspectors	70
GIS Specialists	22
Urban/Regional Planners	30
Landscape Architects	52
Communication Specialists	6
Creative Studio	18
Funding Specialists	9
Corporate/Administrative	113

PROPOSED TECHNICAL AND PLANNING PROCESS

After discussions with the selection committee, we developed a starting point for the scope of work. There are various nuances that we can refine during contract negotiations to perfectly tailor the scope of work to the CDMPO area within the not-to-exceed budget. The Areas of Emphasis mentioned throughout the work plan are special tools or approaches we'll use to achieve the goals of this study, add value, and save budget.

WORK PLAN

TASK 1: PROJECT MANAGEMENT

Led by project manager, Angie Stenson, our team will develop and follow a detailed schedule and plan for completing the project. This will include close coordination with the CDMPO staff to understand the desired flow of the project, expectations of the project team, and when updates to elected officials and other committees may be most advantageous.

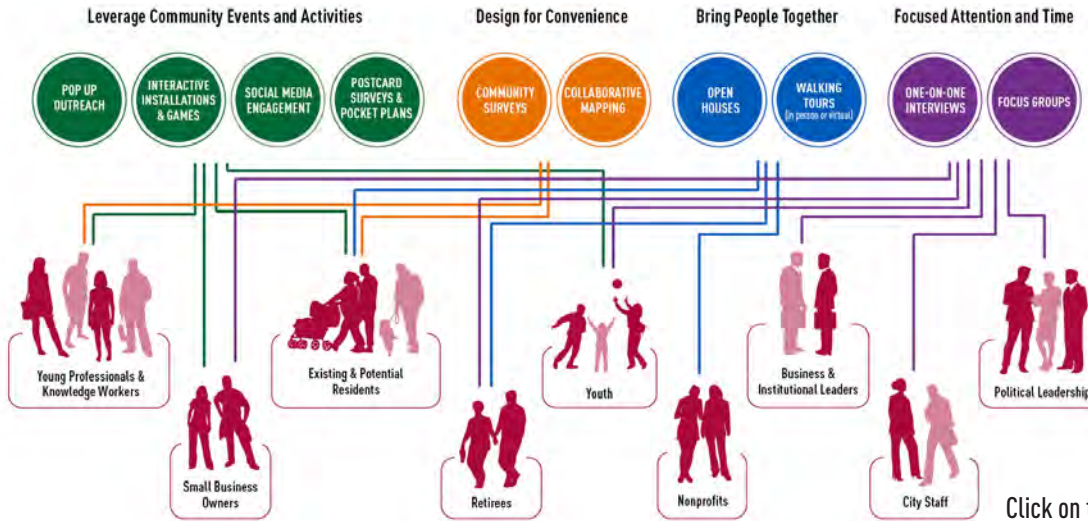
Our proactive and effective project management is critical for successful study completion, resulting in an adopted MTP with stakeholder support. Our approach is to lead this study process through consistent communication, firm schedules, and established milestones while building consensus along the way.

Our team will perform all work necessary to effectively coordinate project development; maintain the project schedule, budget, invoicing, and progress reporting; and manage the project. We will meet regularly on a biweekly basis with CDMPO staff to share progress, discuss options and approach, and make project schedule and scope decisions. Our team regularly complies with NDDOT and FHWA invoicing requirements and will ensure proper documentation is submitted for straightforward processing.

TASK 2: COMMUNITY ENGAGEMENT

Community and agency engagement is central to any successful planning process. This project will lay the foundational groundwork for the MPO as the best path forward to create future sustainable success. Because of this, we will create the long lasting communication channels that guarentee a strong and impactful MPO for the foreseeable future.

Our public engagement process will seek to define a regional vision for the transportation system and pair this with investment priorities to make this vision a reality. Our process will combine qualitative responses from people that are everyday users of the transportation system with quantitative needs assessment to create a more complete understanding of transportation system opportunity areas. We will also ask people what their goals and aspirations are for the long-term transportation system. It can be difficult to build excitement and responses around a plan that stretches so far into the future. This plan will incorporate short-term implementation pieces, but the true purpose is to chart direction for the long-term development of the transportation system. We will bring creative public engagement methods forward to leverage public interest and feedback. These will focus on understanding public values and goals for the future transportation system.



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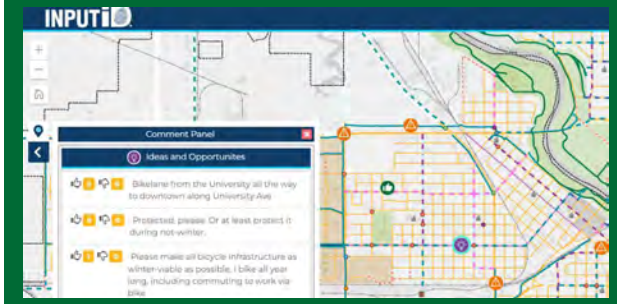
TASK 2 AREAS OF EMPHASIS

VIRTUAL TOOLS AND TECHNIQUES

To enhance our outreach, we will use virtual tools such as INPUTiD™, Story Maps and more. These tools will allow us to reach a broader audience, making information accessible to those who may not be able to attend in-person meetings as well as create opportunities to engage with the project at their own pace.

INPUTID™

An online community engagement tool that allows residents to provide feedback on local projects and initiatives through interactive maps and surveys. This interactive webmap tool will help our team collect and analyze public input efficiently, fostering transparent and inclusive decision-making processes.



STORY MAPS

Web-based applications that combines maps with narrative text, images, and multimedia content to create engaging, informative presentations. We will use this tool to tell the story of a project, highlight key issues, and share data in an accessible and visually appealing way. This is a highly interactive and simplistic web page that walks participants through content like a storybook.

ENHANCED ENGAGEMENT FOR SURREY AND BURLINGTON

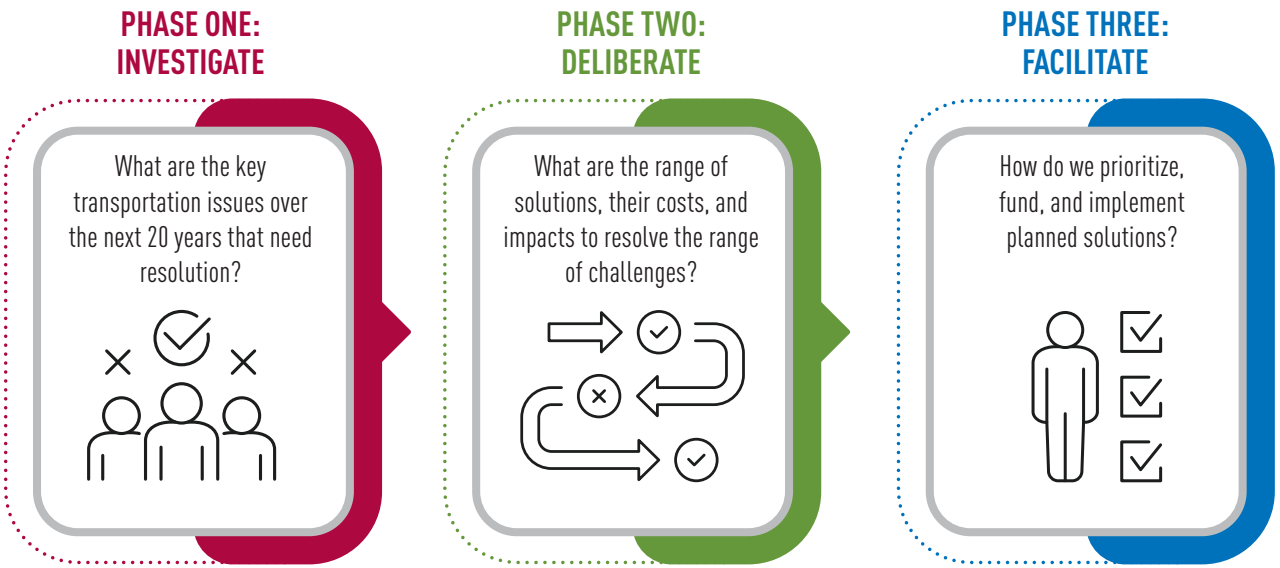
Given the importance of localized in-person engagement, we will place special emphasis on the communities of Surrey and Burlington. This includes conducting more frequent and accessible in-person meetings to ensure these communities are thoroughly involved in the planning process.

PHASED PUBLIC ENGAGEMENT APPROACH

Public engagement will occur in three key phases, which will be defined through the public engagement plan, as well as agency coordination. These three phases will also help to identify and establish the relationships to assist the MPO while it looks forward on the next planning effort by creating strong collaborative relationships. The MPO's Technical Advisory Committee (TAC) will play an important role in the engagement process as project milestones will be presented to ensure open and continuous conversations between the project team and TAC. These presentations will happen at least ten times during the project lifespan.

We will work with stakeholders to develop the public engagement plan to refine community engagement strategies that make the most sense for the region, reach target groups, and provide meaningful opportunities for input. A key step in development of the public engagement plan is audience identification. We will identify underrepresented populations in order to strategize on how to reach these populations throughout the study engagement process in order to ensure diverse community input. This will involve creating a comprehensive public engagement plan that outlines strategies to engage various demographic groups. Our approach will include both traditional and digital methods to reach different segments of the population effectively.

We will engage the public in three key project phases with specific engagement goals for each phase. First, we will Investigate to understand community transportation needs, then we will deliberate regarding a range of solutions and investment alternatives, and finally we will facilitate to build consensus towards a recommended and adopted transportation vision and plan.



PHASE ONE: INVESTIGATE

In the initial phase, the goal is to gain a deep understanding of existing community needs, values, and aspirations for the transportation system. To achieve this, a variety of engagement tools and activities will be use:

INPUTiD™: This will allow people to share their thoughts on an interactive map, highlighting their favorite spaces as well as those that may need improvement, in a live and interactive online manner.

Public Surveys: Surveys are crucial for gauging public sentiment and ensuring that planning decisions reflect the community's needs and desires. These will be dispersed and collected to better understand the opinions of a wide range of people. We will have printed versions of these surveys in strategic locations, as well as a digital version to be shared with various project stakeholders. To broaden the reach and availability of the survey, we propose deploying sidewalk stickers in strategic, high pedestrian and transit traffic areas with a QR code to access the survey. Flyers with survey information will be distributed to targeted locations within the planning area such as senior centers and churches.

Minot Pop-up Events: Pop-up events are informal community engagement activities set up in public spaces to gather input and raise awareness about planning projects. They are designed to reach a diverse audience by meeting people where they are, making participation more accessible and convenient. This event will provide an informal setting for Minot residents to engage with the project team and share their feedback in an informal and accessible setting. We will work with stakeholders to understand the best and most meaningful community events that line up with project engagement timing. Prairie Sky Breads is an example of a potential good fit location for a pop-up event. Another possibility is engagement at the Midsummer Festival.

In-Person Open House in Surrey: In-person events foster direct dialogue, allowing for real-time feedback and collaboration. We will collaborate with the Surrey Good Neighbors Club to host an open house to directly engage with Surrey residents, ensuring their voices are heard.

In-Person Open House in Burlington: Similarly, an open house will be held at the Hacienda in Burlington to gather input from the Burlington community.

Focus Group Listening Sessions: We will hold a one-day series of in-person focus group listening sessions to engage up to six specific groups. The engagement plan process will assist in identifying specific target groups for this effort. This could be active community groups representing underserved populations, potentially a group needing language translation services, a local business group or chamber, freight/trucking businesses, emergency responders, or major employers. The purpose of the focus groups is to ensure specific input is received from the target group.

Project Communication Strategies: In this phase, we will create a project website and a project information sheet. Engagement opportunities will be announced on the website and through social media posts. We will encourage partner agencies to share the social media posts regarding the project in order to generate more exposure.

PHASE TWO: DELIBERATE

The second phase focuses on evaluating different transportation system scenarios and gathering feedback on these alternatives. The engagement strategy in this phase includes:

Repurposing INPUTiD™: A feedback loop will be created with participants from phase one, ensuring continuous engagement and incorporating their earlier input into scenario planning.

Virtual Open House: A virtual open house will be held where participants will engage in presentation of project materials and breakout into discussion and comment groups where they can ask the project team questions.

In-Person Open House for Minot: To reengage Minot residents, a virtual open house will be hosted, making it convenient for them to participate and provide feedback.

In-Person Engagement in Surrey and Burlington: Returning to these communities for additional in-person sessions will highlight the value of their input and demonstrate a commitment to incorporating their feedback.

Project Communication Strategies: We will work to distribute project information in this phase through agency newsletters, websites, email distribution lists, and social media. We will provide informal and formal communication content to populate these media formats.

PHASE THREE: FACILITATE

In the final phase, the proposed transportation plan will be presented and community feedback on the recommendations will be gathered. This phase will include:

In-Person Meetings in Minot, Burlington, and Surrey: These meetings will provide an opportunity to showcase the entire project, highlighting how community input has been incorporated. The events will be designed to be engaging and family-friendly, encouraging parents to bring their children and making it a community event.

Overview of the Project: A comprehensive overview of the project will be given, detailing the recommendations and the rationale behind them, ensuring transparency, and building trust.

Project Communication Strategies: This phase of communication will focus on transparency of recommendations. Engagement events and project information will be announced on the project website and through social media posts. We will prepare press release text to announce this phase of public engagement to the public.

Agency engagement and involvement will be a cornerstone of this planning effort. The planning process will build regional trust between partners in establishment of a regional transportation system vision to implement overtime with federal, state, and local funding. Regular committee and board involvement will ground the plan in the needs of local agencies and allow for a rhythm of agency review, response, and incorporation of feedback.

TASK 3: EXISTING CONDITIONS

Understanding how the transportation system works today forms the foundation for creating a plan for the future. Our existing conditions analysis will start with review and incorporation of previous city, county, and state transportation plans and other relevant plans such as comprehensive plans from agencies within the planning area. Existing conditions information from relevant plans will be incorporated and brought into this effort as applicable.

We will explore regional existing conditions assessment beginning with conducting a demographic spatial analysis to understand where people are located, population characteristics, and how people use the transportation system. Transportation specific demographic factors to explore include: work/home destination, mode of choice, distance traveled, and commute times. Demographic trends will also be compiled including trends in aging, race, poverty, housing, and economic and employment areas. This task will provide the base analysis to comply with Environmental Justice and Title VI policies for mapping low-income and minority populations. A community and regional profile will emerge that will influence the public participation plan and inform transportation alternative development.

Specific emphasis for existing data collection and analysis will be given to the special priority areas of Burdick Expressway – Downtown Core, N Broadway between 19th Avenue NW and 21st Avenue NW, 21st Avenue NW corridor, and S Broadway from 11th Avenue SW to 20th Avenue SW. Subarea analysis will be completed for each special priority area, leading to phased implementation project recommendations.

System-wide regional existing condition data will be compiled for areas of the planning area not included in existing studies or plans and integrated with existing datasets. This task will focus on establishing a complete understanding of transportation modal networks including multimodal systems, transit and public transportation, and freight network. We will collect data for each mode that will create a foundational system profile for regional transportation planning. Below are system attributes that will be considered for existing conditions analysis.

Basic system attributes are required to understand the regional transportation system and will be collected as part of the existing conditions memo. Attributes for **roadways** in the regional existing conditions profile include: roadway surface conditions, existing vehicle to capacity ratio or level of service capacity analysis, functional classification, roadway jurisdiction designation, roadway maintenance responsibilities, traffic control information, AADT, and intersection crash data for a five-year period.

Freight attributes tie in closely with roadways and add another layer of regional transportation function. Attributes to incorporate are: existing truck routes and major thoroughfare characteristics, heavy commercial AADT if available, rail facilities, freight intermodal facilities, commercial trucking uses, and rail quiet zone inventory.

Multimodal infrastructure will be inventoried for the full planning area to understand system connectivity. The regional system includes standalone regional trail and sidewalk facilities. Crash data will be analyzed specific to bicycle and pedestrian crash locations to identify regional hotspots that may warrant added analysis or project investment. We will explore multimodal level of service as part of the issues identification phase.

Transit and public transportation rely on federal transportation funding and are an integral part of the regional transportation plan. Existing transit service will be inventoried to understand the type of service, service operations, existing fixed route, existing Dial-a-Ride or medical transit service, other van pool or community-based non-profit services.

Airport service and structure will be inventoried as another key and required mode for this plan. The existing conditions task will inventory information on flight services and operations, multimodal and intermodal connections, airport layout, and related airport studies and plans.

We will also inventory and map environmental features across the CDMPO area that have the potential to limit changes to the transportation system. Such features may include, but are not limited to, wetlands, parks, commonly known/publicly documented property of cultural significance, and hillsides. Understanding such features provides a cursory level understanding of potential project feasibility given practical constraints and potential National Environmental Policy Act-related limitations. Our team performed a similar environmental scan as part of the 2025 Minot Transportation plan.

The work in this task will establish the existing conditions for the comprehensive, multimodal regional transportation system. As an outcome of this and the issues identification task, we will uncover regional and local transportation data and planning needs and develop a list of recommended future studies.

TASK 3 AREAS OF EMPHASIS

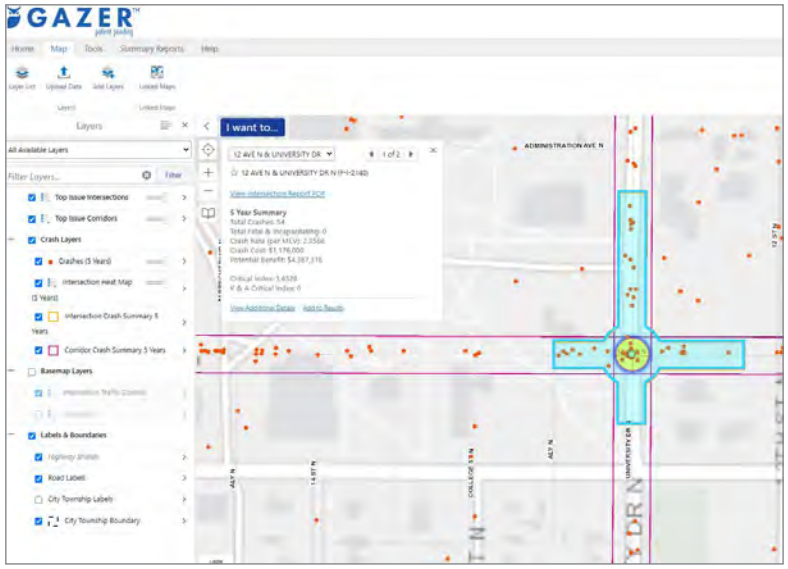
GAZER™

Our approach will leverage the power of the Bolton and Menk proprietary GAZER™ software. GAZER™ is an innovative, data-driven safety investment planning tool, to automate processes, output, and to better understand safety trends and factors. Using GAZER™, we will organize data collection, assist with the review, and complete analysis, which will save time and enhance the output deliverables.

VALUE-ADDED

GAZER™ is far more than a safety analysis and data collection tool. Some of the added value components can include:

- **Predictive Safety Analysis:** GAZER™ can actively gather crash and roadway data to identify what has happened and forecasts future conditions based on that data
- **Investment Report Development:** GAZER™ aides in prioritization of system investments so funds are widely distributed. The tool allows for automation of reports to compare investment strategies. Reports can be designed to match HSIP fund requirements or alike
- **Measured Success:** Continued use of GAZER™ allows success to measured over time so you can ensure you are moving the needle on quality of life for the public. These findings are powerful when supporting decisions to local leadership



TASK 4: GOALS, OBJECTIVES, POLICIES, AND PERFORMANCE MEASURES

We will develop goals, objectives, policies, and performance measures for the transportation plan that reflect the current desires and vision of the region. Our team understands the planning context of the MPO area, having developed goals and objectives for the Minot 2040 Comprehensive Plan and the Surrey Transportation Plan. The goals and objectives will set the framework for the plan by laying out a broad vision. Our team is aware of and has applied recent federal initiatives in recent planning efforts. We are prepared to do the same for CDMPO, with respect to initiatives such as verifying equitable distribution of transportation benefits.

The goal at the end of this process is for local jurisdiction staff, elected leaders, and NDDOT to understand how this language can be used to make project selections and define preferred regional outcomes. The language will be developed through intensive dialogue with area stakeholders associated with transportation (local jurisdiction staff, freight industry, transportation user groups, etc.) to identify current issues with the transportation system.

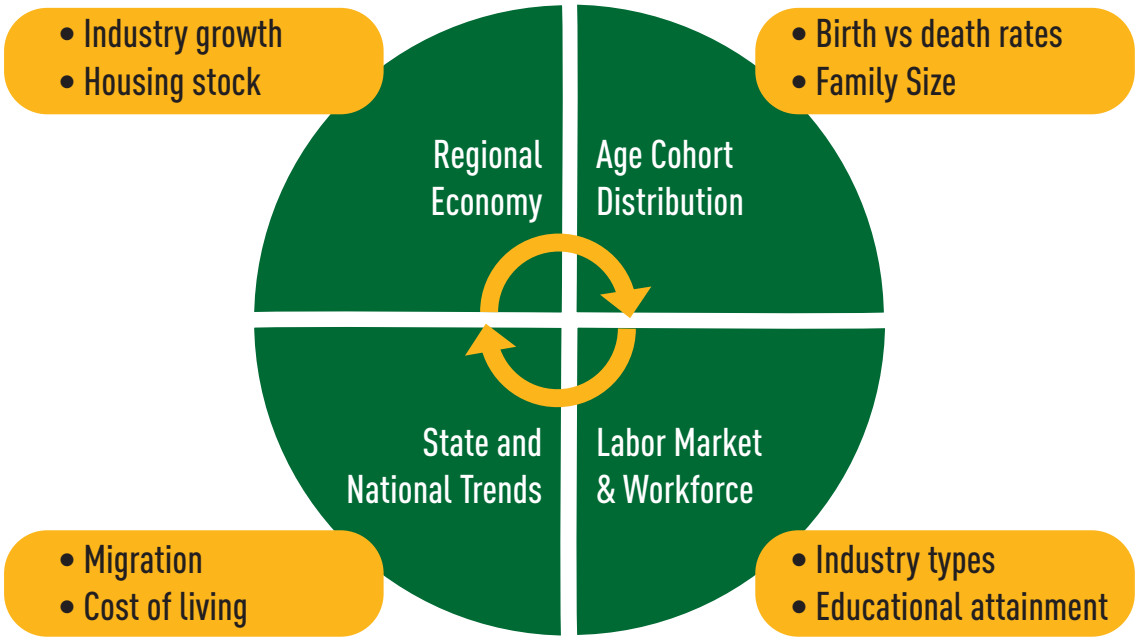
A technical memorandum will be provided that identifies the goals, objectives, policies, and performance measures for the plan. Specific policies will be developed through the process, including those stated in the RFP: Access Management, Corner Clearance, Traffic Calming Policy and Best Practices.

Engagement tactics with stakeholders on the Minot Comprehensive Plan involved rotating interviews that allowed engagement from each participant. A similar approach can be used in developing the transportation plan goals and objectives.

TASK 5: FUTURE NETWORK CONDITIONS

An initial step necessary before preparing forecasts traffic conditions is to prepare region-wide population, household, and employment forecasts from which to base future traffic conditions. While development of the forecasts is a technical task, they must also reflect input from the community and key stakeholders.

This illustration outlines some of the major ingredients that will be incorporated into the forecast process. In addition to readily available data sources, such as the US Census, American Community Survey (ACS), school enrollments, birth/death rates, and employment reports, we will also reference locally sourced data such as local household permit data. This data will be used to determine year 2024 levels of population, housing, and employment for each CDMPO local jurisdictions.



FORECAST PROCESS

The forecasts will specify population, household, and employment totals refined as far as five-year increments, starting with the 2020 census through year 2050.

HOUSEHOLDS: We propose a multipronged approach to estimate future distributions. This will rely heavily on the age cohort analysis, which considers several factors including the roles college students, young families, and retirees have on household size. A regression analysis will be performed on baseline data to determine the distribution of characteristics according to income, size, and other factors. This will be contrasted with nationally published studies of trends to assess what is consistent with and different from other areas of the country. A similar process will be performed to estimate housing type, ownership status, number of vehicles, children, and student projections for households through 2050.

EMPLOYMENT: Projections rely more heavily on economic projections for the region to establish overall gross domestic product (GDP) estimates. For specific industries, a time-series analysis will be performed using North American Industry Classification System (NAICS) codes to establish relative growth rates and trends by industry. This will then apply what economists refer to as life-cycle analysis using S-curves to identify the birth, growth, and maturity phases of individual industries.

To ensure the forecasts take into account the local context, we will engage with the representatives from following stakeholder groups who will help to provide helpful perspectives to trends and forecasts:

- Economic development
- Housing agencies
- Social service agencies
- School districts
- Higher education
- Real estate development

A focus group for each organization type will be interviewed. Any participants unable to attend focus group meetings will be interviewed separately or consulted via email. Interview summaries with associated key themes will be provided following the interviews.

Three forecast scenarios will be developed, with one to include a preferred growth scenario.

TRANSPORTATION ANALYSIS ZONE (TAZ) DEVELOPMENT

What is a TAZ? TAZs are the basic unit of travel demand model geography, dividing the MPO area into areas of land use activity that are relatively similar. TAZs contain socioeconomic data (baseline/2024 data, 2035 and 2050 forecast data) and represent the origins and destinations of travel activity within the MPO area. We understand only a portion of the MPO area has TAZs developed.

We will work with the local jurisdictions and the steering committee to update and develop new TAZs for the entire MPO area. Existing and planned street networks and local land use and comprehensive plans will provide a starting point in the process, in addition to review and verification with local jurisdiction staff. TAZ boundary development will occur in parallel with the allocation of socioeconomic forecast data to each TAZ.

ATAC MODEL PERFORMANCE REVIEW AND VALIDATION

Our DBE subconsultant, HFTE will work to provide quality control on the outputs from ATAC. Additionally, HFTE will verify initial travel model runs will be conducted for 2035 and 2050 to test system capacity (level of service). Note that these tests can also be placed in ArcGIS online to share with CDMPO and its partners for review. Our own team's knowledge of the local network will help to provide a reality check to the capacity checks. These tests can help to find model issues/errors such as TAZ loading points and appropriate roadway segment lane capacities.

CURRENT AND FUTURE FREIGHT SHIFTS

Forecasted traffic on the CDMPO area's freight system will be given special focus. Capacity constraints placed on truck routes, for example, may necessitate review of alternative truck routes that are less constrained by forecasted traffic. Shifts in the freight system can also be evaluated given forecasted changes in commercial and industrial land use and how those land use changes might influence the transportation network. A technical memorandum of the existing plus committed future network conditions will be provided.

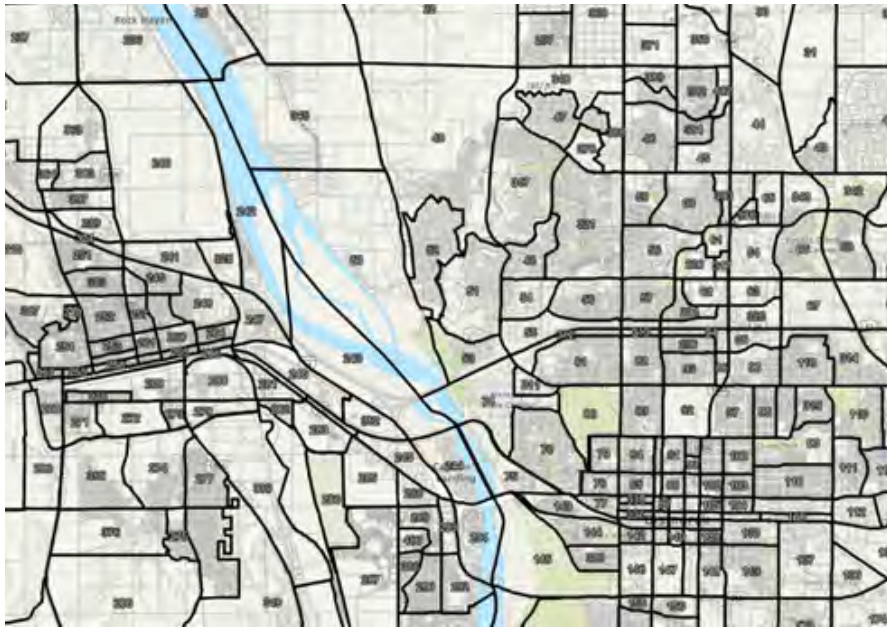
TASK 5 AREAS OF EMPHASIS

SOCIOECONOMIC DATA ALLOCATION

We will use GIS parcel data in combination with zoning and land use plan information to assign demographic characteristics for individual TAZs. We will approach this by jurisdiction. Each community has unique characteristics relative to where they can accommodate growth. Also, this approach will ensure that the deliverables maintain all demographic projections add up and align with the overall MPO projections.

We propose to use ArcGIS Online to collaboratively input and display data for each TAZ. Compared to stand-alone ArcGIS, the online version allows the MPO and jurisdiction staff to input, edit, and review the data at their own pace, and provides a potential long-term portal for the MPO.

It will be important to recognize the growth pattern for individual jurisdictions. For example, some may direct growth to fringe areas, others to infill developments. These differences must be reflected in the TAZ assignments. Similarly, jurisdictional priorities may favor (sometimes disproportionally) residential or commercial development. These adjustments will be accounted for as we move through the process and will result in some shifts in projections to ensure the overall MPO projection is reflected by the assignment of characteristics to the TAZs.



ArcGIS Online Interface used with local jurisdiction staff in the Bismarck-Mandan MPO area to work together in allocating appropriate socioeconomic data across all TAZs.

TASK 6: IDENTIFICATION OF ISSUES

From our analyses, we will work with MPO and agency staff to identify significant transportation deficiencies that should be further investigated. The issues identification report will investigate issues by mode to understand system needs for each area of the transportation system. This effort fuse qualitative analysis from the previous technical reports and qualitative feedback from the various public involvement efforts..

For roadway system issues, we will focus on operations and safety analysis. Existing and future traffic operation conditions from previous tasks will be summarized as part of this task. We will identify system needs by using current design capacities and land use/density assumptions and by using other system performance metrics to ascertain ADT, peak hour travel and commute patterns, and the needs of special priority areas. Security and emergency and disaster response will also be integrated to better understand the transportation system.

Issues identification will be completed by mode moving from system existing conditions inventory and mapping to system analysis by mode. Freight issues will be identified focusing on highway and rail needs. Airport needs will consider operations, facility needs, and freight aspects for issue identification analysis.

We will provide extra emphasis to issue identification for the network. We will implement our multimodal level of service (MMLOS) tool to understand how well multimodal facilities are serving the users. We will perform a gap analysis to identify system gaps in the multimodal network based on poor level of service or missing facilities.

This will include identification of bicycle and pedestrian crossing needs based on crossing barrier identification.

We will work with transit providers to move from existing conditions to issues identification in order to connect to a future transit system vision. We will incorporate existing plans and work with agency stakeholders to accomplish this task.

Issues identification will establish the direction for alternatives development for each mode. From our analyses, we will work with MPO and agency staff to identify key transportation deficiencies to address and influence with alternatives development including:

- Highway capacity issues and connectivity barriers
- Freight trucking operation and connectivity issues
- Intersection/interchange problems
- Crash and safety issues
- Access management concerns
- Multimodal system gaps, barrier and crossing needs, and level of service deficiencies
- Freight, rail, and intermodal needs
- Transit service needs
- Current airport services gaps and infrastructure needs
- Emergency service and disaster response limitations
- Sensitive natural and cultural resource constraints
- Operations and maintenance issues for all modes

TASK 6 AREAS OF EMPHASIS

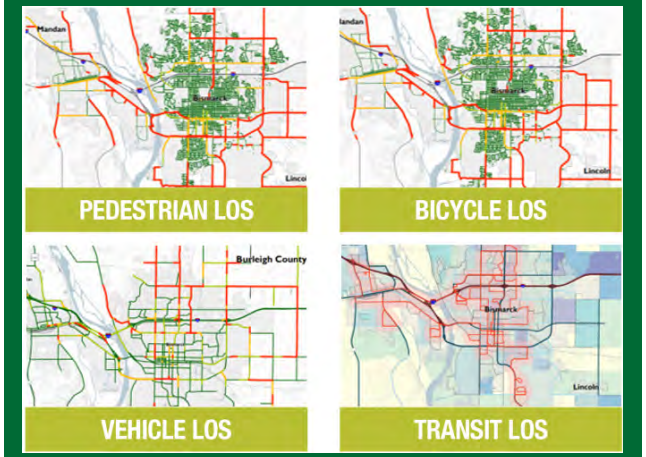
MULTIMODAL LEVEL OF SERVICE

Despite our planning documents packed to the brim with policies, goals, and objectives related to pedestrians and bicycles, our planning dollars overwhelmingly are spent evaluating vehicular operations. The regional travel demand model (TDM), for example, is used to prioritize hundreds of millions of dollars in investments but does not factor in pedestrians, bicycles, transit, trucks, ride-hailing, or parking.

Bolton & Menk's approach will leverage our multimodal level of service tool for each mode of travel. This allows for an independent review or an aggregation of modes. This tool leverages GIS automation to evaluate MMLOS along each of the functionally classified corridors for vehicles, pedestrians, bicycles, and transit. For an additional fee, trucks, parking, and ride-hailing can be assessed.

A primary input into the MMLOS will be Streetlight data for existing conditions and the travel demand model for future conditions. This data will be used to evaluate the following:

- Vehicular speeds
- ADTs and truck percentages
- Daily distributions
- Origins-destinations



TASK 7: RANGE OF ALTERNATIVES

The planning area is served by a diverse regional transportation system, including highway, rail, air, transit, bicycle, and pedestrian systems and alternatives. We will seek to balance the needs of all modes. The key objective for this task is to develop a range of multimodal alternatives that address regional goals, objectives, performance measures, and identified system deficiencies. We will work closely with the MPO and agency stakeholders to create and vet alternative options to make sure they reflect feasible and reasonable expectations for local implementation.

PROJECT INVENTORY AND DEVELOPMENT

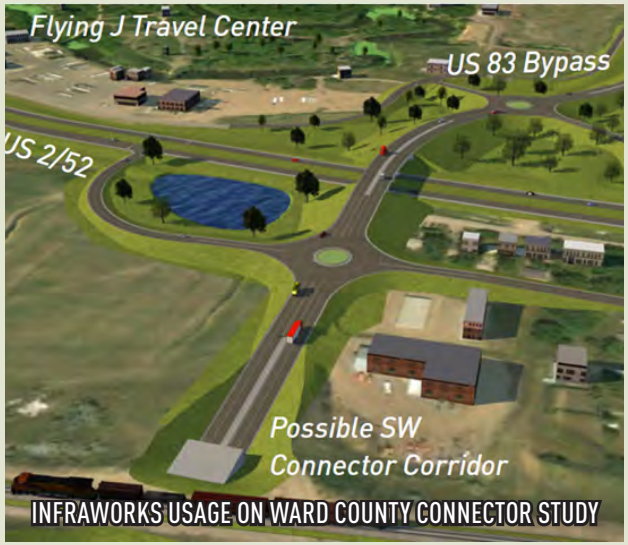
Our first step will be to compile an inventory of programmed, planned, and proposed projects. We will gather projects from existing current and past planning document recommendations to populate an initial project list for discussion. Project identification will also come from the issues identification phase and incorporate agency and stakeholder input on priority issues.

For new projects not previously included in a planning document, we will develop a planning level improvement concept in order to understand the scope and costs associated with each and review planning level impacts. We have budgeted for up to five hotspots to study and analyze further. Best fit alternatives will be considered at each hot spot with budget for a sub-option. Project candidate selection for development will consider and weigh priority and evaluation areas related to the goals, objectives, and performance areas as well as specific environmental, energy, economic impact factors. Improvements to special priority focus areas will be included in the project lists identification process.

FOUR-DIMENSIONAL SKETCH MODELING

With the potential to consider so many fresh alternatives region-wide, efficient analysis will be imperative. Bolton & Menk will use InfraWorks to lay out route options and provide planning level cost estimates. AutoCAD's InfraWorks is a design software that models, analyzes, and visualizes design concepts using real-world information on the built and natural environment. This approach provides the following benefits :

- **Accurate:** This software more accurately incorporates the topographical constraints that will add cost, when compared to traditional 2D planning level drawings
- **Refined:** Infraworks models, in four dimensions: X, Y, Z, and cost, allowing the study team to make million-dollar cost saving decisions effortlessly in the planning phase of the process
- **Intelligent:** The software platform also allows for the user to identify constraints and key barriers throughout the study area. The software can then optimize vertical and horizontal curvatures to minimize right-of-way costs, balance earthwork through the corridor, avoid impacts to sensitive areas, etc.
- **Efficient:** This software was designed for efficiency. Laying out new routes takes hours, not days, for results. This means our team can evaluate three times as many alternatives than what was budgeted for in the RFP
- **Engaging:** Visualization outputs are a byproduct of the design work and can be provided in views easily understood by the public and with critical details, instead of just the 2D overhead and typical section views common in planning studies. Information can be transmitted to the public or design team through realistic isometric views, fly-through videos, or a user controlled dynamic 3D viewer, providing a front seat into the design



INFRAWORKS USAGE ON WARD COUNTY CONNECTOR STUDY

Once a full range of project candidates are identified, projects will be sorted by mode and project type to understand potential role in and impact on performance measures related to each mode or priority project area. We will work with MPO staff and agency stakeholders to identify the project type or investment type buckets. Potential categories include: highway mobility, highway modernization, freight, safety, transit, bicycle, pedestrian, and pedestrian crossing.

The plan will establish a full list of projects from this task that will be carried forward into the range of alternatives but will also stand alone as an unconstrained project list that represents and communicates the regional transportation investment need. Investment scenario alternatives will be developed to consider different mixes of project investment types and understand regional impacts from different investment approaches. For example, a higher investment percentage towards safety projects could have a significant impact on reducing severe and fatal crashes, conversely less investment in mobility and highway expansion projects could have a negative impact on congestion and highway level of service measures. Highway investment needs will be weighed with investment needs for other modes, although highway investments often include improvements for freight, bicycle, and pedestrian modes if implemented within a complete streets framework.

A major component of developing alternatives will be prioritizing projects within each mode or investment category for inclusion in the investment scenarios. Although the main recommendation from the plan will be investment direction, specific projects need to be identified as part of alternatives evaluation to understand long-term network impacts. Programmed or funded projects will be included in the short-term timeframe and planned projects will be considered for the mid- to long-term implementation timeframes. This will result in project alternative groupings specific to each investment scenario.

We will work closely with agency stakeholders to create up to three investment alternatives. We will clearly identify the pros and cons of each scenario in order to communicate the different transportation system outcomes to the public. We will engage the public to understand community priorities related to investment direction for long-term transportation funding priorities.

TASK 8 FINANCIAL PLAN

We will work with CDMPO and its partners to create a financial plan for federal-aid eligible transportation network. To initiate this work, we will perform an initial review of the following:

- Revenue trend findings
- Forecast and cost inflation assumptions
- The Bipartisan Infrastructure Act
- The North Dakota county bridge funding program
- The North Dakota Flexible Transportation Fund Program (Flex Fund)
- Other relevant legislation

The analysis will differentiate between maintenance, operations, and capacity expansion. This baseline model will allow us to visualize long-term financial trends and support evaluation of the region's financial capacity to introduce new facilities and operations. Our methodology for revenue forecasting is logical and straightforward and our financial planning tool allows cost efficient, iterative scenario runs for alternative analysis.

FUNDING LANDSCAPE AND REVENUE FORECASTING

We will initiate and facilitate targeted local staff discussions, document the state and federal landscape for viable funding sources, and review CDMPO partner agency financial documentation to develop reasonably expected forecasts from public and private sources. We will compile pertinent revenue and expenditure data from CDMPO cities, counties, Minot Transit, and NDDOT Minot District from the past ten years. This will help gauge the accuracy of past revenue projections (state and federal) and offer information to improve future forecasting. We will work with steering committee members to review past state, federal, and local funding levels and determine an annual percentage growth factor for these revenue streams that can be "reasonably expected."

Using the agreed upon growth factors, we will forecast revenues for local, state, and federal levels for the planning horizon (to 2050). Forecasted revenue will be segregated into short-, mid-, and long-term. Local revenues will be forecast for each city and Ward County, while federal and state revenues will be projected for the CDMPO area. These forecasts will be further informed, and possibly adjusted, for the short-term time band by projects already programmed in local capital improvement and similar plans, and for the short-term in the North Dakota Statewide Transportation Improvement Program.

FINANCIAL NEED FOR TRANSPORTATION SYSTEM PRESERVATION

Our analysis will also include working with each jurisdiction to compare their future preservation (non-expansion) needs to forecasted revenues within each time band, to document any balances or deficits that exist and could affect maintaining their current system in a state of good repair. We will identify future preservation needs (e.g., what level of expenditures are needed to keep the system in a state of good repair) using readily available information provided by the partner agencies. In addition to pavement information, other major infrastructure (such as bridges, transit, or bicycle/pedestrian facilities) will be added to the overall system needs if condition data is readily available.

Future preservation costs will be increased to account for inflation over the time period. Year of expenditure (YOE) will be estimated at the mid-point of the three-time bands. For each time band, an assessment will be made to compare forecasted revenues to forecasted preservation expenditures. If a shortfall is indicated, future revenue will be reallocated to preservation needs until an acceptable balance is achieved to ensure a state of good repair for the primary roadway system.

BALANCE OF FUNDS FOR CAPITAL TRANSPORTATION PROJECTS

By this analysis, we will verify and document the balance of capital funds that remain after addressing preservation activities. Per FHWA fiscal constraint guidance, only after forecasted preservation needs are satisfied for NHS and principal arterials will remaining federal revenue be considered available for system expansion or new construction.

OTHER POTENTIAL FINANCING OPTIONS

The team will explore and document innovative financing options to contribute to the funding of existing project costs, as well as the capital and Operations and Maintenance (O&M) costs of proposed projects. For example, our review and analysis of financing techniques will include new starts, tax districts, new funding sources, local option taxes, external funding sources, and private funding.

FISCAL CONSTRAINT

The MTP will fully demonstrate fiscal constraint by including sufficient financial information to confirm that recommended projects can be implemented using committed or available revenue sources, with reasonable assurance that the federally supported transportation system is being adequately operated and maintained. Our team will prepare a logical, straightforward methodology for forecasting revenues, estimating costs, and balancing needs with available funding and expected expenditures.

TASK 9: RECOMMEND FUTURE NETWORK AND IMPLEMENTATION

A future system plan will be created based on the outcome and feedback of the range of alternatives phase. The future system plan can be a combination of projects from the alternatives that were considered. We will facilitate a project prioritization process for the future system plan—the fiscally constrained project list—that reflects local needs, transportation system performance goals, federal/state requirements, needs identification, and range of alternatives analysis and public and agency feedback. The fiscally constrained project list will first identify short-term projects already funded or reasonably planned by agencies. The mid- to long-term project list will bring forward a mix of regional priority projects that reflect the desired investment direction and system vision and long-term outcomes. All projects in the system plan vision can be included as illustrative projects, with projects moving into fiscal constraint once funded through a formal plan amendment process.

We will work closely with involved parties on development of project priorities to include in the plan's fiscally constrained project list. Members of our team have extensive experience in preparing fiscally constrained planning documents for cities, counties, state DOTs, and MPOs. As described in the Financial Plan section, improvements will be identified within the short-, mid-, and long-term timeframes, to establish YOE data, and to account for construction cost inflation over the programming period.

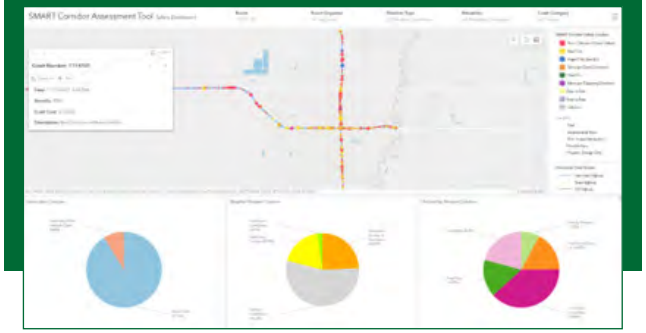
For new MPOs it can be a challenging shift to regional priority thinking, as local members must transition from a local to a metropolitan multimodal project prioritization process. We will develop a project priority dashboard of evaluation factors that will assist agencies in understanding project benefits and costs with a transparent methodology. Screening and prioritization of projects based on criteria related to the goals and objectives will result in a data driven and objective approach to project prioritization resulting in a balanced set of transportation investments for the long-term vision of the region.

TASK 9 AREAS OF EMPHASIS

TRANSPORTATION SYSTEM MANAGEMENT AND OPERATIONS (TSMO) SOLUTIONS

The analysis we recently completed on the Statewide Transportation Management Center Plan, indicated that nearly two-thirds of delays and crashes on the interstate system were related to non-recurring events such as inclement weather, work zones, special events, or other incidents. Generally speaking, most regional planning efforts provide little to no analysis or solutions for these types of problems. **Meaning we're spending thousands of hours solving a fraction of the problems.**

More specific to the region, When evaluating the state's technology needs as part of this effort, segments of US 2 and US 83 were found to be some of the corridors with the highest crash and reliability issues in the entire state. These corridors are likely to benefit most from TSMO intervention. Our approach to the MTP will include a diagnosis of potential TSMO solutions for corridor we identify as having needs. Potential solutions can range from adaptive signal control for urban corridors, variable speed limits for freeway segments, or regional traffic operations centers for incident management.



TASK 10: FINAL PLAN AND EXECUTIVE SUMMARY

We will prepare a draft transportation plan in advance of the September 1, 2025 deadline and distribute to MPO staff and agency stakeholders for review. The draft transportation plan will be revised per agency feedback and finalized for distribution to local officials, NDDOT, FHWA, and other agency stakeholders. We will engage the public during a review and comment period for the draft transportation plan and use an executive summary document to make the content more accessible and digestible for public review. The executive summary will communicate key investment decisions and project implications from the plan. Revisions will be considered based on public and agency feedback and incorporated into the document as applicable and per MPO staff and TAC direction. The final document will be prepared following consideration of public and agency comments and subsequent revisions in advance of the October 11, 2025 deadline and presented for Policy Board approval in advance of the December 2025 deadline.

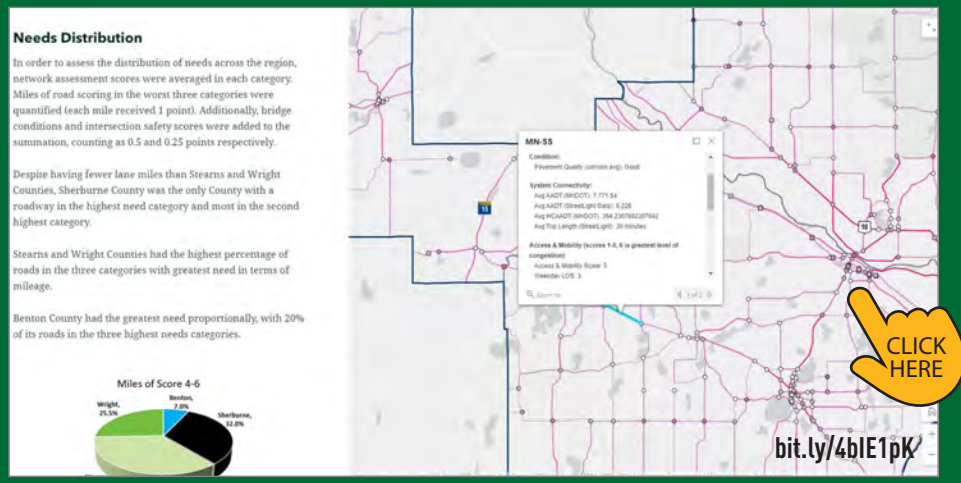
We will continue to use GIS Story Maps and dashboard tools to assist in the draft and final plan phase. This will incorporate data and project prioritization information from other phases to communicate draft and final plan recommendations and decisions. This tool will be used to illustrate recommended system plans and the fiscally constrained project list.

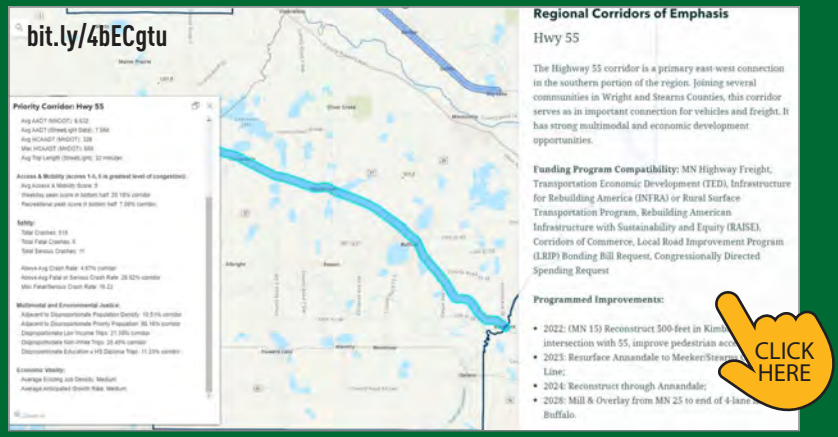
Final plan adoption will mean compliance with all federal and state metropolitan transportation planning requirements. We will ensure the transportation plan is in full compliance with all federal and state requirements, including those required under IIJA and/or 23 CRF 490.107. We will also coordinate to ensure full compliance with FTA requirements.

TASK 10 AREAS OF EMPHASIS

STORY MAP AND DASHBOARDS

We call it a resource. It's a living GIS Story Map that allows for interactive stakeholder diagnostics and connected engagement findings and funding inputs. These tools can be designed to pull and disaggregate new data on a cyclical basis to provide updated information. Below is a graphical and link representation of the Resource from our recent Region 7W LRTP. This approach does skip on the technical methodology summarization but rather chooses to provide this in the form of links to keep the product concise and welcoming.

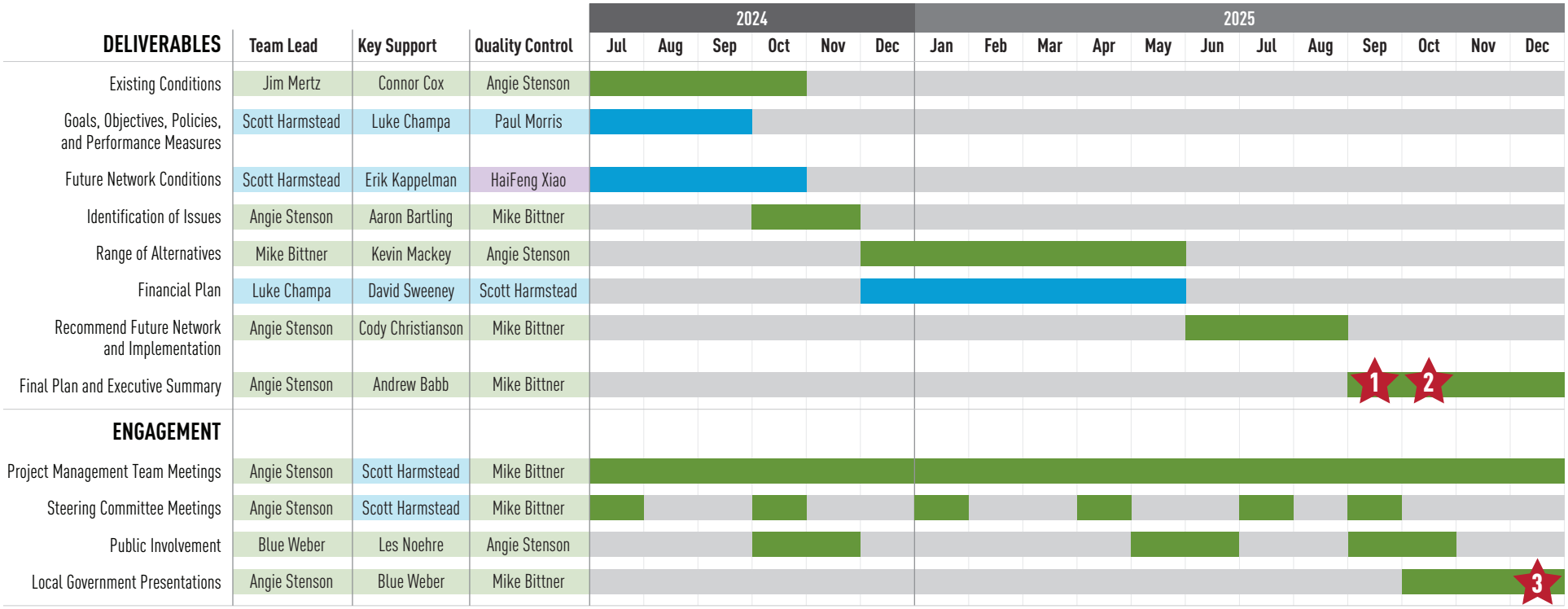




SCHEDULE

We have developed a schedule detailing the anticipated work tasks, task relationships, critical path timeline, deliverable due dates, and completion dates. This schedule is based on our review of the project background, description, and scope of services included in the Request for Proposals and our experience on other similar projects. Upon selection, Bolton & Menk will work with MPO staff and other project partners to revise and update this schedule as needed to ensure successful delivery of this project.

DELIVERABLES	Team Lead	Key Support	Quality Control
Existing Conditions	Jim Mertz	Connor Cox	Angie Stenson
Goals, Objectives, Policies, and Performance Measures	Scott Harmstead	Luke Champa	Paul Morris
Future Network Conditions	Scott Harmstead	Erik Kappelman	HaiFeng Xiao
Identification of Issues	Angie Stenson	Aaron Bartling	Mike Bittner
Range of Alternatives	Mike Bittner	Kevin Mackey	Angie Stenson
Financial Plan	Luke Champa	David Sweeney	Scott Harmstead
Recommend Future Network and Implementation	Angie Stenson	Cody Christianson	Mike Bittner
Final Plan and Executive Summary	Angie Stenson	Andrew Babb	Mike Bittner
ENGAGEMENT			
Project Management Team Meetings	Angie Stenson	Scott Harmstead	Mike Bittner
Steering Committee Meetings	Angie Stenson	Scott Harmstead	Mike Bittner
Public Involvement	Blue Weber	Les Noehre	Angie Stenson
Local Government Presentations	Angie Stenson	Blue Weber	Mike Bittner



PROPOSED STAFF INFORMATION

Bolton & Menk understands the importance of developing solutions that can be supported by stakeholders and implemented efficiently. We have provided a brief background and description of key individual roles. These individuals have track records of successful projects and, just as importantly, are enthusiastic and committed to meeting and exceeding your expectations.

ANGIE STENSON, AICP
PROJECT MANAGER

TRAFFIC FORECASTING

- **SCOTT HARMSTEAD, AICP, MPA** — Goals, Objectives, Policies, and Performance Measures/TAZ Allocation Support for ATAC
- **HAIFENG XIAO, PE** — Travel Demand Model QA/QC
- **PAUL MORRIS, PE** — Future Data Analytics
- **ERIK KAPPELMAN** — Economist

ISSUES IDENTIFICATION

- **JIM MERTZ, GISP** — Existing Conditions Lead
- **CONNOR COX** — Pedestrian and Bicycle Specialist
- **AARON BARTLING** — Transit Lead
- **ANDREW BABB, PE, AICP** — Transportation Planning Specialist
- **IAN JACOBSON, AICP** — Transportation Planning Support

ALTERNATIVES DEVELOPMENT

- **MIKE BITTNER, PE, PTOE, PTP, RSP, PMP, IMSA II** — Special Priority Areas Lead
- **CODY CHRISTIANSON, PE, ENV SP** — Cost Estimates
- **KEVIN MACKEY, PE, PTOE** — Travel Demand Model Review and Scenarios

FUNDING AND IMPLEMENTATION

- **LUKE CHAMPA, AICP** — Financial Plan
- **DAVID SWEENEY, AICP** — Financial Plan Support
- **SARAH COUTURE** — Planner

STAKEHOLDER ENGAGEMENT

- **BLUE WEBER** — Engagement Lead
- **LES NOEHRE, PE** — Stakeholder Liaison
- **EMILY HOLMAN** — Project Communications

Bolton & Menk | SRF | HFTE

ANGIE STENSON, AICP | PROJECT MANAGER

Angie is a senior transportation planner at Bolton & Menk who began her career in 2008. She brings expertise in metropolitan planning organizations and transportation system planning. Prior to joinnig Bolton & Menk, Angie managed traffic and transportation planning for Carver County, addressing fast-paced suburban growth and rural and small city transportation needs.

St. Cloud APO
Angie previously served as the St. Cloud APO Executive Director and Senior Transportation Planner. She was the project manager, lead planner and author of the 2040 Long Range Transportation Plan. She is proud of successfully leading the planning process through plan adoption, which included gaining agreement from the APO's nine-member agencies and 33-member Policy Board.

Danville Area Transportation Study MPO
Angie was the MPO's first full-time employee after it was established as an MPO. She led the development of and authored the region's 2035 Long Range Transportation Plan. She also authored the area's first bicycle plan.

Scott County, MN
In her role as principal transportation planner at Scott County, Angie was project manager for the Scott County 2040 Transportation Plan.

Consulting Services for MPOs
Angie is currently serving as the project manager for the St. Cloud APO's Future Regional Arterials and Collectors Study and Comprehensive Safety Action Plan. She has completed work as lead planner on the Willow Creek Investment and Subarea Study with the ROCOG, and is leading the study through alternatives evaluation, feasibility analysis, and investment planning stages.

MIKE BITTNER, PE, PTOE, PTP, RSP, PMP, IMSA II | SPECIAL PRIORITY AREAS LEAD

Mike is the rare hybrid transportation professional that can carry a project from the earliest phases of planning to the most technical phases of construction. Mike's exemplary work, leadership, creativity and communication skills have been commended regionally and nationally as a top Young Professional by the ENR Mountain Region, Midwest International Transportation Engineer's (ITE) Rising Star Award winner, Young Transportation Professional of the Year Award from North Central (ITE), presentations at a dozen national conferences and author of three papers in the area of innovation traffic control, invitation into ITE's Leadership training program and election onto the Midwest ITE Board of Direction.

Local, Award-Winning Planning Experience

Mike has helped the communities he's served turn challenging problems into award-winning results. Specifically, Mike has been a ND ACEC Study Award winner five of the past six years. Most notably, this includes two local projects:

- Minot Broadway Corridor Study – Project Manager
  - 2022 ACEC Award Winner
- Ward County Connector Study – Project Manager
  - 2023 ACED Award Winner

Regional Transportation Planning Experience

Mike has helped lead a variety of critical regional transportation planning efforts throughout his career. He brings a unique style to planning that leverages state-of-the-art technology and engaging communication to realize big ideas. Below is a list that helps illustrate his relevant experiences.

- Arrive 2045 MTP | Bismarck-Mandan, ND | Lead Planner
- Fargo Transportation Plan | Fargo-Moorhead Metro COG | Lead Engineer
- Region 7W Long-Range Transportation Plan | Benton, Sherburne, Stearns, and Wright Counties, MN | Project Manager
- Statewide Transportation Management Center Plan | North Dakota | Project Manager
- Pedestrian and Bicycle Master Plan | Grand Forks, East Grand Forks, ND | Conditions Assessment and Engagement
- Safe Routes to Services and Complete Streets Plan | Bismarck-Mandan, ND | Project Manager
- Safe Streets for All Plan | Grand Forks, East Grand Forks, ND | Conditions Assessment and Quality Manager

SCOTT HARMSTEAD, AICP, MPA | GOALS, OBJECTIVES, POLICIES, AND PERFORMANCE MEASURES, TAZ ALLOCATION SUPPORT FOR ATAC

Scott has 18 years of planning experience in the public and private sectors, with a Master of Public Administration degree from Arkansas State University, and a Bachelor of Science in City and Regional Planning from California Polytechnic State University. His primary focus has been the development of land use and transportation studies and plans in North Dakota. Scott is also involved in management of transportation design projects. This gives him a strong understanding of safety and the connection between transportation planning, funding, and project implementation.

2040 Comprehensive Plan, City of Minot, ND

Scott managed the development of the plan, which was adopted in 2023. A main focus of the plan, and Scott's time, was local engagement. This included intensive stakeholder focus group meetings and area-focused public workshops.

Infrastructure Safety Action Plan, City of Williston, ND

Scott managed the plan which was completed in five months in order to allow for a USDOT grant application deadline. The plan was adopted in April 2023.

East Main Avenue Corridor Study, City of Bismarck, ND

Scott managed the development of a corridor study of a commercial and industrial corridor on the east side of downtown Bismarck. Tactical engagement was used to connect with local disadvantaged populations. Key considerations included corridor safety, redevelopment opportunities, and multimodal access.

Air Force Base Joint Land Use and Transportation Study, City of Minot, ND

Scott managed and conducted public involvement effort (surveys, technical and policy committee meetings, and public meetings) over an eight-county region in coordination with the US Air Force.

Land Development Ordinance, City of Minot, ND

Scott led an update to much the city's development ordinance, which centered on extensive stakeholder committee engagement and review.

CONNOR COX | PEDESTRIAN AND BICYCLE SPECIALIST

Connor is a senior transportation planner on the Bolton & Menk team who began his career in 2012. He is responsible for leading active transportation planning work across our Midwest offices and is an expert in pedestrian and bicycle plans and studies, safe routes to school projects, complete streets projects and policies, trail studies and master plans, and safety action plans.

Fargo-Moorhead Bikeways Gap Analysis, Fargo-Moorhead Metro COG

Connor, while with a previous employer, was the project manager for this bikeway corridor analysis project, which included analyzing 16 bikeway gaps in the Fargo-Moorhead metro region and recommending design concepts for each gap. Connor organized and facilitated meetings with the study review committee, engaged with community members, and used the results of public feedback to inform the bikeway concept design recommendations in the final report.

District Bicycle Plans, MnDOT

While with a previous employer, Connor was the project manager and lead planner on the MnDOT District Bicycle Plans. He worked with the Minnesota Department of Transportation (MnDOT) to build upon its Statewide Bicycle System Plan and develop eight district bike plans to assist with bikeway project implementation in each district across the state. In addition to managing the eight plans, he was responsible for facilitating technical advisory committee meetings with stakeholders across Minnesota, developing an online interactive map, developing the project prioritization framework, and drafting the district bicycle plans.

- RBTN Bikeway Facility Treatment Guidelines and Measures Study, Metropoitan Council (MN)

CODY CHRISTIANSON, PE, ENV SP | COST ESTIMATES LEAD

Cody began his career in transportation engineering in 2008. He has expertise in roadway engineering and design, bike and pedestrian planning and design, and sustainability. Cody has national bicycle and pedestrian expertise that helps build support for improved multimodal infrastructure. By listening to community input, coordinating with project stakeholders, and using his industry experience, Cody designs improvements that create an inviting environment, enhance pedestrian and bicycle safety, and address community goals. He uses that experience to create accessible designs that integrate into the existing infrastructure, are easy to navigate, and improve the region's transportation system for those who walk, bike, or roll.

Pedestrian and Bicycle Plan, Grand Forks-East Grand Forks MPO

Cody led a pedestrian and bicycle master plan process for the Grand Forks-East Grand Forks MPO and the Cities of Grand Forks and East Grand Forks. The plan provides a list of priority projects, programs, policy tools, design guidance, and an implementation schedule for building the MPO's multimodal network in a way that is safe, enjoyable, and sustainable.

Safe Routes to Services Plan and Complete Streets, Bismarck-Mandan MPO

The Safe Routes to Services Plan's goal was to understand the needs and challenges of the residents of different areas in the Bismark-Mandan area and identify opportunities to make transportation safe, fair, and easy for all. Cody served as the design and implementation lead, guiding the team in making a practical safety plan for the communities' future transportation projects.

KEVIN MACKEY, PE, PTOE | TRAVEL DEMAND MODEL REVIEW AND SCENARIOS

Kevin is a traffic engineer who has been working with travel demand models since beginning his career in 2011. He has developed brand new travel demand models for communities in North Dakota and has been working with North Dakota MPO models throughout his entire career. Beyond travel demand modeling, Kevin has worked on many transportation plans, corridor studies, and subarea studies throughout the upper midwest, including many plans and studies in North Dakota.

SW and SE Connector Corridor Study, Ward County, ND

Kevin performed traffic modeling and safety analysis as part of the evaluation of a potential bypass route for US Highways 2, 83, and 52 around the City of Minot. Analysis included the evaluation of more than 10 routing alternatives, evaluating how each alternative would operate and how traffic pattern changes associated with each alternative could impact mobility and roadway safety within Minot.

Broadway Avenue Corridor Study, City of Minot, ND

Kevin was the lead traffic forecaster for the Broadway Corridor Study in Minot. Given the significance that Broadway has on the overall Minot roadway system, Kevin led growth scenario analysis to understand a range of potential futures that the corridor should be capable of accommodating safely and effectively. In addition to traffic forecasting, Kevin helped guide traffic operations analysis, safety analysis, and the development of a multiphased implementation plan for improvements along the Broadway corridor.

- 2045 Long-Range Transportation Plan, Bismarck-Mandan MPO
- Master Transportation Plan, City of Watford City, ND
- Master Transportation Plan, City of Jamestown, ND
- Fargo Transportation Plan, Fargo-Moorhead Metro COG

AARON BARTLING | TRANSIT LEAD

A senior transit planner, Aaron has been providing right-sized solutions to transportation projects since 2013. He manages transit planning projects and is an expert in transit, community and regional, and transportation planning, as well as implementation. Aaron is driven by his passion for developing thriving communities and the sustainable nature of transit.

Safe Routes to Services Plan and Complete Streets, Bismarck-Mandan MPO
To understand the needs and challenges of the residents of different areas in their communities, the Bismarck-Mandan MPO initiated the Safe Routes to Services project. Making transportation safe, fair, and easy for all was a driving force for the MPO and stakeholders, and is guiding the Bolton & Menk team in making a practical safety plan for the communities' future transportation projects. Through the use of community advisor groups, we were able to connect with residents to gather public opinions, encourage others to attend community meetings, and spread the word of what the project entails and how to get their voices heard. This project is currently underway, beginning in June 2023. Aaron is serving as the lead transit planner on the project.

I-494 Corridor Service Planning, Southwest Transit (MN)
Southwest Transit (SWT) desired to transition their on-demand transit service along the I-494 Corridor in the Twin Cities to a fixed route. By using previously awarded grant funding, Bolton & Menk developed a service plan to implement the new route on the corridor, including the identification of schedules, routing, and stop locations based on customer feedback. Aaron is serving as project manager, supporting SWT staff through the planning and implementation of the new service.

- Systemwide Study, Minnesota Valley Transit Authority (MVTA)
- 2023 Transit Development Plan, City of Mankato, MN
- Equity Evaluation of Transportation Investments, Metropolitan Council (MN)

JIM MERTZ, GISP | EXISTING CONDITIONS LEAD

Jim is a GIS project manager who began his career in 2011 and has served in a variety of project roles, including project management, GIS project development, UAV services, multimodal transportation planning, public engagement, and safety and mobility analysis. He believes that the power of technology can help create more sustainable communities. A problem-solver at heart, Jim is passionate about providing creative solutions using a broad array of technological resources.

Broadway Avenue Corridor Study, City of Minot, ND
The Broadway Corridor is a dense, commercial corridor that is a major barrier for all modes of local traffic and required a study to improve its conditions. The Bolton & Menk study leveraged context sensitive design, scenario growth planning, detailed simulation modeling, and rigorous public engagement to develop multiple improvement packages that can move directly into project development activities. Jim worked on the implementation plan and recommendations.

SW and SE Connector Corridor Study, Ward County, ND
Bolton & Menk is working with Ward County to evaluate alternatives for a future route to alleviate traffic volume and safety concerns along the US 2/52 corridor. Using technologies including Infraworks, StreetLight, INPUTiD™, and scenario planning to inform decision-making, manage data, and obtain and respond to stakeholder feedback, the team will arrive at a safe and reliable connector route. Jim aided in existing conditions, public engagement, and the implementation plan. He also identified and applied for project funding.

- Fargo Transportation Plan, Fargo-Moorhead Metro COG

BLUE WEBER | ENGAGEMENT LEAD

Blue is a community outreach specialist on the Bolton & Menk team who started his career in community engagement in 2015. He is responsible for building and expanding our relationship with clients, communities, and community-based organizations. Blue is an expert in growing businesses and engaging community stakeholders and ensures our communities are successful through his grassroots engagement approach.

Transportation Management Center and I-29 SMART Corridor, NDDOT
The Transportation Management Center and I-29 SMART Corridor Plan was initiated to develop a roadmap to build an innovative statewide Transportation Management Center (TMC) in North Dakota that incorporates a SMART Corridor along I-29 to better manage the state's network of Intelligent Transportation Systems (ITS) devices and sensors, expand roadway monitoring and condition reporting to a 24/7/365 schedule, and streamline the deployment of advanced technologies. Blue served as engagement lead on the project.

Safe Routes to Services Plan and Complete Streets, Bismarck-Mandan MPO
To understand the needs and challenges of the residents of different areas in their communities, the Bismarck-Mandan MPO initiated the Safe Routes to Services project. Blue led engagement for this effort, using community advisor groups to connect with residents to gather public opinions, encourage others to attend community meetings, and spread the word of what the project entailed and how to get their voices heard.

- University Drive and 10th Street Corridor Study, Fargo-Moorhead Metro COG

LES NOEHRE, PE | STAKEHOLDER LIAISON

Les is a senior transportation project manager who began his career in 1993. He is responsible for oversight of transportation plans, and working closely with the public, elected officials, and other agencies to carry out successful projects. Les is passionate about strategic planning and turning visions into constructed projects.

Safe Routes to Services Plan and Complete Streets, Bismarck-Mandan MPO
To understand the needs and challenges of the residents of different areas in their communities, the Bismarck-Mandan MPO initiated the Safe Routes to Services project. Les assisted with listening sessions for the underserved members of the community, ensuring their needs and concerns were captured for the plan.

Metropolitan Transportation Plan, Grand Forks-East Grand Forks MPO
While working for the NDDOT Grand Forks District, Les served as a 20-year member of the GF-EGF MPO technical advisory committee, assisting with the development and implementation of numerous MTPs. Les was instrumental in ensuring workplans were coordinated between all MPO agencies and local stakeholders such as law enforcement, EMS, schools, businesses, and interest groups.

Multiple Projects, Grand Forks-East Grand Forks MPO
Les worked closely with the City of Grand Forks and GF-EGF MPO providing planning, leadership, and funding on numerous projects in the metropolitan area. He worked with all levels of city government, elected officials, and the public on projects ranging in size from locally funded minor improvements like the rain garden on Washington Street and 32nd Avenue. Projects included interchange beautification to state- and federally-funded major reconstruction projects such as Washington Street and DeMers Avenue.

ANDREW BABB, PE, AICP | TRANSPORTATION PLANNING SPECIALIST

Andrew is a transportation planner and traffic engineer on the Bolton & Menk team who began his career in 2014. His career has included numerous MTPs and other community-wide transportation planning efforts. Andrew's experiences in traffic engineering and community planning gives him the ability to be holistic and detail-oriented on every project.

2045 MTP, Greater Dalton MPO, Georgia
Andrew helped lead key portions of the Dalton Area's MTP while working for a previous firm. This MTP included the updating of the region's travel demand model, identification, evaluation, and prioritization of potential projects, fiscal constraint analysis, and environmental justice considerations. Project prioritization and selection were based on a balanced approach considering both the goals and preferences of the community as well as technical performance metrics, ensuring that the plan is consistent with the community's needs and vision.

2050 MTP, Rome-Floyd County MPO, Georgia
Andrew, while with a previous employer, led the project analysis of considered roadway improvements as part the Rome-Floyd County MPO's 2050 MTP. This included developing a transportation network file with all considered improvements and using model outputs to analyze the comparative impact on travel time and patterns each investment could have. Projects ultimately included in the fiscally-constrained plan were then coded into a final transportation network as part of the MTP.

- Comprehensive Transportation Plan, City of Peachtree Corners, GA
- Destination 2040: Gwinnett County's Comprehensive Transportation Plan, Gwinnett County, GA
- Transportation Master Plan, Effingham County, GA

LUKE CHAMPA, AICP | FINANCIAL PLAN

Luke joined SRF in 2022 with diverse experience in regional planning, transportation planning, urban design, rural design, and landscape architecture. He works closely with federal, state, and local agencies to forward public interest and deliver products that clients and stakeholders take pride in. Luke strives to understand the big-picture and build relationships across diverse groups of people. He focuses on recognizing client and stakeholder needs to deliver high-quality, actionable products grounded in big-thinking practicality.

Metro 2050 – MTP, Fargo-Moorhead Metro COG
Luke is serving as lead planner for the MTP. His professional experience in public engagement, stakeholder facilitation, metropolitan transportation planning, transportation policy, and transportation funding allow Luke to be involved in critical aspects of project development.

Arrive 2050: Transportation Plan, Bismarck-Mandan MPO
Luke coordinated with the MPO and served as project manager to execute tasks related to the TDM and socioeconomic update. Luke facilitated focus group meetings to supplement population forecasts and provided technical expertise on the socioeconomic projections process and TAZ allocation. He continues to assist in technical metropolitan transportation planning. This project is ongoing.

- Regional Comprehensive Safety Action Plan, Fargo-Moorhead Metro COG
- East Main Avenue Corridor Study, City of Bismarck, ND
- Intrastructure Safety Action Plan, CIty of Williston, ND
- Area Plan, City of Medora, ND

PAUL MORRIS, PE | FUTURE DATA ANALYTICS

Paul's work at SRF frequently focuses on evaluation of complex transportation issues, such as congestion management strategies and development of highway improvement concepts. He also specializes in modeling freeway operations and developing traffic forecasts using regional travel demand models. Paul has built on his experience in transportation engineering through work on several project prioritization studies using data-based performance measures including travel time reliability.

2050 Demographic Forecasts, Fargo-Moorhead Metropolitan COG

Paul served as technical lead for the development of year 2050 population and employment forecasts for the Fargo-Moorhead metropolitan planning area. He worked with staff to research nationally best practices, incorporate several disparate data sources, and perform sensitivity analysis to ensure reasonable results.

Interstate Operations Study - Phase II, Fargo-Moorhead Metro COG

Paul evaluated expected operational deficiencies on the Fargo-Moorhead interstate system and developed a series of solution sets to address these issues. This involved review of travel demand and traffic operations modeling results, along with documentation of study findings and presentations to stakeholders.

- Main Avenue Bridge Study, Fargo-Moorhead Metro COG
- Transportation Planning - Capital Improvement Plan, McKenzie County, ND
- Main Avenue Reconstruction - University Drive to 25th Street, City of Fargo, ND

ERIK KAPPELMAN | ECONOMIST

Erik works on socioeconomic forecasting and analytics projects as well as travel demand forecasting projects at SRF. His contributions include demographic forecast preparation and travel demand model creation and curation, as well as involvement in highway planning studies, benefit-cost projects, preparing reports, data visualizations, and presentation materials. His previous work with the Montana Department of Transportation gives him valuable insight into the practical workings, needs, and goals of government planning bodies.

Arrive 2050 Forecasts, Bismarck-Mandan MPO

Eric developed population, employment, and household forecasts as the basis for the development of the MPO's MTP. This included a cohort analysis that estimated five-year age group cohort populations by county in five-year increments for years 2020 to 2050. Erik created materials detailing methods and results including charts and graphics, presentations, and written documentation.

2050 Demographics Forecast, Fargo-Moorhead Metro COG

Erik developed population, housing, and employment projections for the Fargo-Moorhead Metro COG, county-wide, and for relevant cities and townships. This included a cohort analysis that estimated five-year age group cohort populations by county in five-year increments for years 2020 to 2050. R (programming language), Power BI, Excel, ArcGIS, and Census APIs were used to acquire, analyze, and display data. Erik created materials detailing methods and results including charts and graphics, presentations, and written documentation. He presented results of analysis to the COG and worked together with council members to hone demographic forecast results.

- Household Travel Survey, City of Billings, MT

SUPPORT STAFF

**EMILY HOLMAN	ENGAGEMENT SUPPORT** Emily is a project communication specialist whose career began in 2019. She has a passion for graphic design, marketing, and communication. She has extensive experience in creating effective communication strategies, branding materials, and marketing collateral for a wide range of projects.	• Safe Routes to Services and Complete Streets Plan, Bismarck-Mandan MPO • Downtown Placemaking Master Plan, City of West Fargo, ND • South Washington Street Corridor Analysis in Bismarck, NDDOT
**IAN JACOBSON, AICP	TRANSPORTATION PLANNING SUPPORT** Ian is a transportation planner at Bolton & Menk whose career began in 2017. His responsibilities include working on a variety of transportation related projects, master plans, corridor studies, bike and pedestrian planning, and public engagement.	• Fargo Transportation Plan, Fargo-Moorhead Metro COG • Comprehensive Land Use Plan, City of Albert Lea, MN • Comprehensive Plan, Boone County, MN
**DAVID SWEENEY, AICP	FINANCIAL PLAN SUPPORT** Dave has provided planning and technical assistance to a variety of planning agencies and communities across North Dakota. He strives to develop practical plans and tools driven by community engagement and analytics.	• Capital Improvement Planning Services, McKenzie County, ND • Comprehensive Plan Update, City of Minot, ND • 2050 Land Use plan Updates, City of Grand Forks, ND
**SARAH COUTURE	PLANNER** Sarah brings experience in stakeholder outreach and meeting facilitation, grant writing, and general document preparation. She has experience researching and managing grant programs.	

DBE/MBE PARTICIPATION

Although we have the in-house expertise to independently deliver most services requested by the CDMPO, we proudly foster a collaborative atmosphere for all our partners. We recognize the effort and experience makes each entity better. In fact, **in 2023, our DBE/MBE partners helped us deliver more than $1 million of our firm's revenue.**

Haifeng Transportation Engineering Inc. (HFTE) will be providing QA/QC services for travel models used for the 2025 MTP.

Established in October 2018, HFTE is a certified minority-owned DBE. It provides transportation engineering consultant services in the Twin Cities and beyond.

HAIFENG XIAO, PE | TRAVEL DEMAND MODEL QA/QC

Haifeng is a senior transportation specialist with more than 20 years of experience in transportation planning, traffic forecast, traffic simulation, highway design, and accident studies. He is highly respected for his expertise in travel demand forecast and micro-simulation analysis as well as subarea model development for corridor and subarea studies. His specialties include Cube/TP+ (the platform for the latest Twin Cities Activity Based Travel Demand Model), ArcGIS, VISSIM, CORSIM, Synchro, VBA for MS Excel, and C++.

- 2050 Metropolitan Transportation Plan, St. Cloud APO
- Golden Spike Corridor Traffic Study, City of Sauk Rapids, MN
- 2040 Travel Demand Model Update, Dakota County, MN
- Work Zone Travel Demand Modeling (Phase I, II, and III), MnDOT Metro

STAFF HOURS PER TASK

	Angie Stenson	Mike Bittner	Connor Cox	Cody Christianson	Kevin Mackey	Aaron Bartling	Jim Mertz	Blue Weber	Les Noehre	Andrew Babb	Ian Jacobson	Emily Holman	Scott Harmstead	Luke Champa	Paul Morris	Erik Kappelman	David Sweeney	Sarah Couture	Haifeng Xiao
Task 1: Project Management	98	20	0	0	0	0	0	15	0	0	0	0	40	0	0	0	0	0	0
Task 2: Community Engagement	147	40	0	0	0	0	47	172	67	0	34	125	98	80	0	0	0	0	0
Task 3: Existing Conditions	16	6	32	0	0	24	128	0	0	102	103	0	0	0	0	0	0	0	0
Task 4: Goals, Objectives, Policies, and Performance Measures	4	0	0	0	0	0	0	0	0	0	0	0	16	20	0	0	72	0	0
Task 5: Future Network Conditions	8	0	0	0	0	0	0	0	0	0	0	0	20	120	60	184	0	0	30
Task 6: Identification of Issues	10	8	30	0	30	0	84	0	0	6	16	0	0	0	0	0	0	0	0
Task 7: Range of Alternatives	22	40	0	50	74	0	0	0	1	64	84	0	0	0	0	0	0	0	0
Task 8: Financial Plan	6	0	0	0	0	0	0	0	0	0	0	0	28	104	0	0	0	0	0
Task 9: Recommend Future Network and Implementation	16	4	8	0	8	8	16	0	1	36	63	0	3	56	40	0	0	78	0
Task 10: Financial Plan and Executive Summary	14	4	8	0	0	10	42	14	0	20	40	0	0	0	0	0	0	0	0
TOTAL	341	122	78	50	112	42	317	201	69	228	340	125	205	380	100	184	72	78	30

SIMILAR PROJECT EXPERIENCE AND REFERENCES

Bolton & Menk has assembled an experienced and proven team to complete the project tasks required by the CDMPO. Below are several examples of our recent work, highlighting the relevant experience of key team members.

SOUTHWEST AND SOUTHEAST CONNECTOR CORRIDOR STUDY, WARD COUNTY, ND

The Ward County Southwest and Southeast Connector Corridor Study (Connector Corridor) was initiated by Ward County to lay the foundation for future roadway connections south of Minot. This area experiences the rare convergence of three US Highways, the new Trinity Hospital's location, Minot's primary growth area, and the direct haul route for a major air force base missile silo reconstruction route. This study included several landmark analyses and results:

- Developed a fully customized GIS dashboard tool to help understand the utility of potential full SW or SE connections. The dashboard embedded possible routes, Bluetooth tracking origin-destination information, and travel time algorithms to forecast future vehicular and truck traffic on proposed routes
- Use of Infraworks sketch concept development tool to compare more than 50 route combinations. The area has limited accessibility due to challenging terrain, a historic railroad trestle, sporadic properties, wetlands, streams, and other environmental barriers. This tool allowed the team to test a wide array of alternatives with reduced costs and quickly eliminate cost- and impact-prohibitive alternatives
- A strategic and thorough engagement plan. The plan included focus groups that connected with more than 30 emergency responders, freight, institutional, and agricultural stakeholders to understand regional needs. Next, three separate full-house property owner meetings were held. Finally, the team leveraged cutting-edge and proprietary INPUTiD™ engagement technology to engage the public at large regarding the advantages and disadvantages of various routing alternatives
- A five-phased implementation strategy tied directly to nearly a dozen funding sources was identified. The improvement implications are widespread, expecting to improve the quality of life for tens of thousands of people every day. The total price tag on the plan ranged from $150M to $220M, depending on route and connection alternative

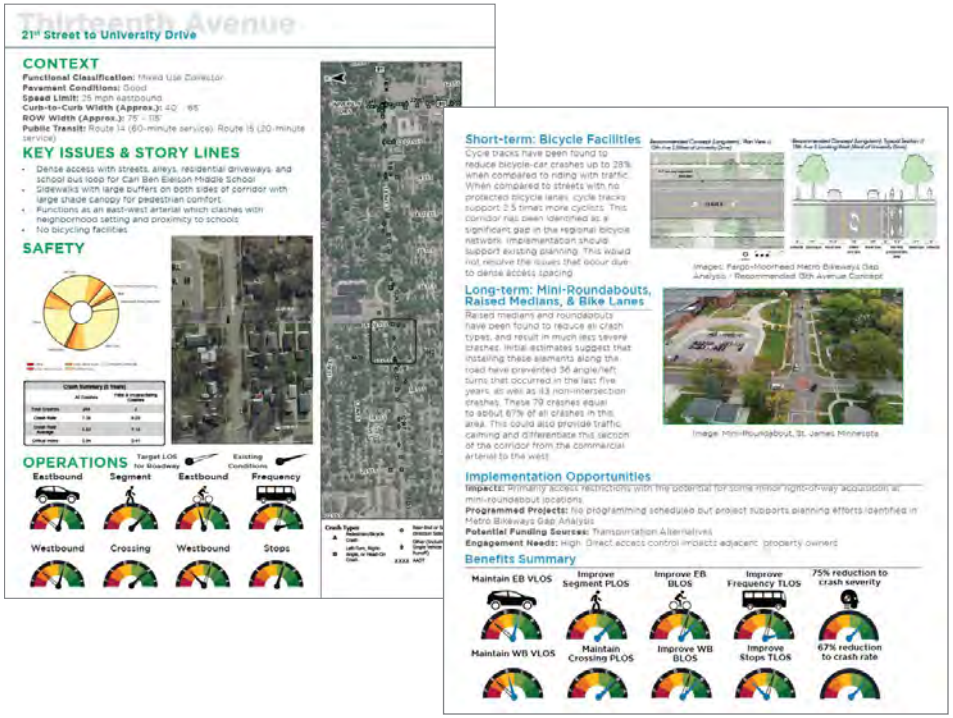
Broadway has a uniqueness unlike any other corridor in the state and provides life to the entire city. To tens of thousands of motorists and freight carriers, it's the regional connection between Minot and the rest of the world. To business owners, it's home where access and safety are constantly in competition. To many of Minot's residents, it's a major barrier whose speeds and congestion limit access to major destinations by bike or foot. It is clear how important Broadway is to Minot. Nearly one-third of all Minot residents live within one mile of the corridor and more than half of all the commercial properties directly abut the corridor. The convergence of high speeds on the periphery and uncontrolled access through the heart of city have made this one of the highest crash rate and volume corridors in the entire state.

The study leveraged context sensitive design, scenario growth planning, detailed simulation modeling, and rigorous public engagement tactics to develop several dozen improvements packages that evolved through the corridor. In the south segment, where commercial growth is most common, frontage road and bottleneck solutions we core to the improvement strategy. Through the heart of the city, access management through various raised median and backage road improvements were the focus. Finally, on the north end, more rural style improvements were considered to match the high-speed high crash severity issues present in this area. Throughout the entirety of the corridor, pedestrian, bicycle, and transit facility and crossing enhancements were considered. In the most crash prone areas, the package of improvements is expected to reduce crash potential by as much as 69 percent.

FARGO TRANSPORTATION PLAN (PLAYBOOK), FARGO-MOORHEAD METRO COG

After decades of planning at a macro-, regional-, and later at the micro-level, the City of Fargo felt a gap. On a macro-scale, projects weren't properly factoring in all modes of travel and ignoring safety when prioritizing improvements. This gap led to scope creep, communication challenges, and missed funding opportunities once projects finally made it through programming. The vision of the Fargo Transportation Plan was to fill that void by developing a meso-level roadway playbook. The final product found resolution using emerging and innovative solutions at the city's six most challenging corridors, improved transparency with decision-makers, and developing ongoing processes to improve project scoping.

To establish needs, Bolton & Menk used GIS automation to evaluate multimodal levels of service along each of the functionally classified corridors for vehicles, pedestrians, bicycles, and transit. This output was accomplished by disaggregating various big datasets, including Streetlight travel time data for vehicles, reliability for trucks, and travel distances for pedestrians and bicycles. The results were groundbreaking, as previous efforts had never combined each mode into one decision-making tool. To assess safety, the team used the proprietary GAZER™ tool to organize, analyze, prioritize, and illustrate critical safety needs through the community.

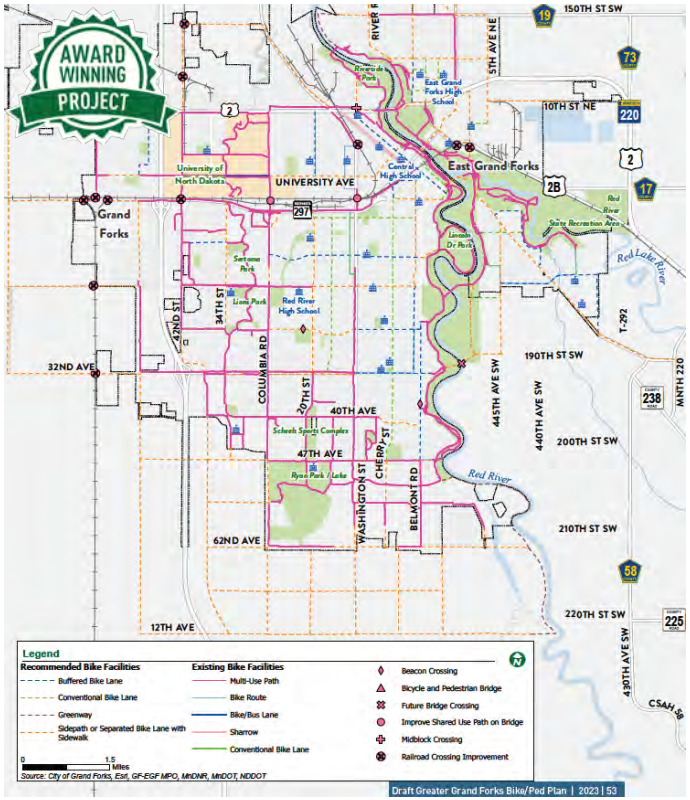


PEDESTRIAN AND BICYCLE PLAN, GRAND FORKS-EAST GRAND FORKS MPO

Bolton & Menk led a pedestrian and bicycle master plan process for the Grand Forks-East Grand Forks MPO and the Cities of Grand Forks and East Grand Forks (MSA population approximately 103,000). The plan will serve as an element of the MPO's Long Range Transportation Plan.

The plan included a robust public and stakeholder engagement process including in-person and interactive web-based events and tools. Engagement was supplemented with a thorough technical analysis of the metropolitan area's supply and demand for active transportation infrastructure and safety needs. Recommendations were developed for network and crossing improvements and safe routes to school infrastructure. The plan provides a list of priority projects, programs, policy tools, design guidance, and an implementation schedule for building the MPO's multimodal network in a way that is safe, enjoyable, and sustainable. The project included coordination with FHWA and state DOT representatives, as well as local advocates and agency representatives.

Comprehensive safety analysis of bicycle and pedestrian crashes was completed to understand multimodal safety issues. Safety needs were further analyzed through a bike safety audit with community members. Safety emerged as a major priority area in identifying multimodal projects for implementation.

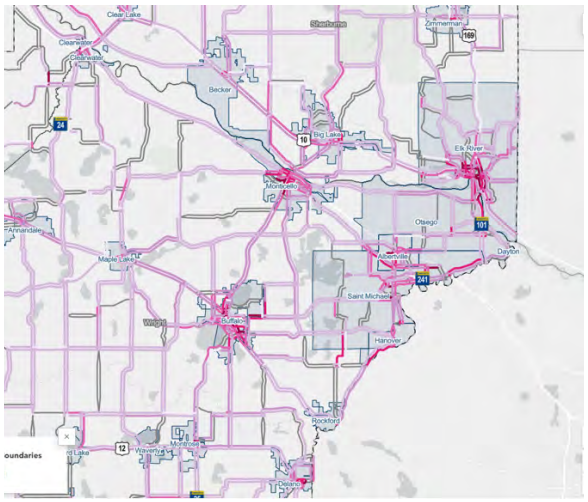


REGION 7W LONG-RANGE PLAN, MNDOT DISTRICT 3

Region 7W covers Benton, Sherburne, Stearns, and Wright Counties, except for the St. Cloud Area. The general purpose of Region 7W is to address regionally significant transportation issues, conduct regional transportation studies and plans, and solicit and select projects seeking federal transportation funding. Outside of the Twin Cities, Region 7W is the fastest-growing region in Minnesota. Strong population, housing, and business growth will continue to stress the transportation network. Its proximity to the Twin Cities and the significant corridors of I-94, Hwy 10, and Hwy 169 impact this region.

The purpose of the Long-Range Transportation Plan was to build a cohesive vision for long-term investment. Given the magnitude of the area and limitations of past planning datasets, the primary driver for decision-making was politics leading. This approach led to friction among the various decision-making bodies. To enable collaboration and build cohesion, the following key strategies were used:

- Collaborative dissection of critical values and priorities to establish agreed-upon scoring criteria to assess projects moving into the future
- Big data assessment of existing conditions. This approach was a breakthrough for the study; allowing the study team to quantify needs without an exorbitant budget allowed the group to understand and appreciate the collective needs. The following datasets were used:
  - Streetlight data for vehicular travel times and reliability, trip lengths to understand connectivity, and multimodal potential
  - Crash data was analyzed using the proprietary GAZER™ software to identify areas of overrepresented crash and severity rates relative to the subarea
  - ESRI Business Analyst to understand demographics, population, and employment components to appreciate the economics and needs of the region
  - Other readily published MnDOT and county datasets: pavement and bridge conditions, multimodal facilities, transit routes, etc.
- Use of INPUTiD™, a proprietary engagement platform that allowed the public to be educated on the needs and quickly and easily provide comments under staunch pandemic restrictions
- A strategic funding strategy to help identify underused pots of money to help narrow the timeline between critical needs and implementation
- A Story Map report allowed limitless functionality, the ability to zoom into critical areas, interactive functionality to identify key issues in specific areas, and interconnectivity to detailed comments from the public



2040 COMPREHENSIVE PLAN, CITY OF MINOT, ND

SRF led the development of the City of Minot's comprehensive plan update. The process involved extensive outreach to develop the plan with public input. Virtual engagement included an online survey and an online mapping input tool. Focus groups based on plan elements, such as transportation and housing, worked through two series of meetings to help develop draft goals and objectives for the plan. Community workshops were held in three different city neighborhoods to help focus on different geographic focus areas like downtown and the southwest and northwest growth areas. Study partners included Odney and Confluence, who assisted with plan engagement and land use mapping, respectively.

2050 MTP, FARGO-MOORHEAD METRO COG

SRF is currently assisting the Fargo-Moorhead Metro COG with the development of their 2050 MTP. The region has begun its transition to a Transportation Management Area (TMA) following a 2020 census estimated population of 216,214 residents. The Metro 2050 plan will guide decision-making through the transition, establishing a project list and congestion management plan process. The planning process will address a number of critical issues while reflecting local values and vision. The bi-state region includes NDDOT and MnDOT, two counties, and a number of growing urban areas, each with individual issues and priorities. Additionally, the region is home to three universities, North Dakota State University, Minnesota State University – Moorhead, and Concordia College, adding another layer of mobility needs and considerations.

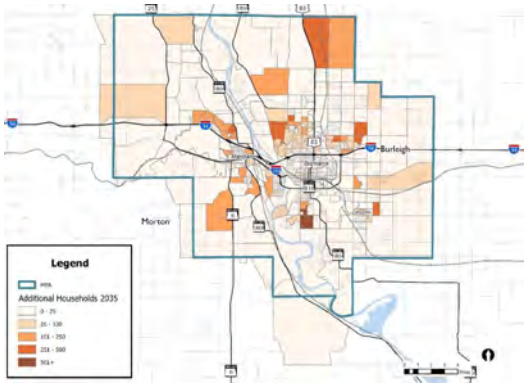
To facilitate active participation from all representatives, our approach focuses on collaboration to create a plan that will

- Respond to current local and regional trends and activities, including the construction of the Fargo-Moorhead Diversion, growing population, and shifting modal splits
- Balance growth and maintenance needs in a growing region with miles of existing infrastructure
- Provide safe, efficient, accessible, cost-effective, and aesthetically pleasing transportation systems
- Improve multimodal transportation circulation of people and goods using both motorized and non-motorized transportation modes
- Address system preservation needs and provide a fiscally constrained approach to new projects.
- Use a collaborative approach with the community, stakeholders, and agencies to collect feedback that will drive plan input and analysis
- Create a usable plan for all to understand

The planning process is at its midpoint, with a goal of completion by September 2024.

METRO 2050
TRANSPORTATION • MOVING • AHEAD

ARRIVE 2050 PLAN FORCASTS AND MTP, BISMARCK-MANDAN MPO



SRF is currently partnered with HDR to complete the Arrive 2050 Plan, which is scheduled for completion later this year. SRF specifically led the following plan components:

- **2050 Socioeconomic Forecasts -** SRF's economist modeled population and employment forecasts based on local, regional, and national data. Local stakeholders were interviewed to provide a qualitative lens to the analysis to understand appropriate forecast scenarios.
- **TAZ reallocation -** SRF worked extensively with local jurisdictions to translate local land use plans and recent development information to 2035 and 2050 job and household expectations for each TAZ. Associated job and household information was then provided to NDSU's (ATAC for the update of the TDM.
- **Goals and Objectives -** SRF recently completed the draft goals and objectives for the plan in coordination with local stakeholders.

In addition to the above tasks, SRF is providing in-person engagement assistance, pavement and bridge condition information, and pavement management recommendations.

REFERENCES

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PROPOSAL FOR

2050 Metropolitan Transportation Plan

PREPARED BY: STANTEC CONSULTING SERVICES INC.

PREPARED FOR: **Central Dakota Metropolitan Planning Organization**

PROJECT NO 2024-01 | MAY 22, 2024

Contents

May 22, 2024

ATTENTION:
Stephen Joersz
Minot Traffic Engineer

Lance Meyer
Minot City Engineer

John Van Dyke
Executive Director
Central Dakota MPO
1025 31st St SE
Minot, ND 58701

PROPOSAL FOR:
2050 Metropolitan Transportation Plan
Stantec Consulting Services Inc.
Central Dakota MPO
PROJECT NO 2024-01

Dear Stephen, Lance, John and members of the selection committee,

Congratulations on establishing the Central Dakota Metropolitan Planning Organization! These first steps you're taking with the development of the 2050 Metropolitan Transportation Plan (MTP) for communities across Ward County will establish a clear vision for transportation improvements across the region. We're excited about the opportunities that will arise through a holistic planning approach that integrates creativity, collaboration and efficiency to deliver an MTP that meets both federal requirements and the needs of a growing region.

We are excited to partner with Ackerman-Estvold to develop the 2050 MTP for the you. Having worked on a multitude of planning and design projects in the area, our team knows the challenges you are currently facing. Together, we have proven experience engaging with local stakeholders in communities across Ward County to strategically prioritize projects and develop implementable plans.

Our team focuses on identifying cost-effective strategies to target limited funding resources at high-impact projects. Building on community feedback that describes your vision for growth and mobility needs, we will leave you with a clear vision to support strategic initiatives which will become the foundation of the 2050 MTP.

Our approach is built on three key pillars:

Vision—We will work with you to establish a clear and easy-to-understand vision for transportation in the Central Dakota MPO area. This is accomplished through identification of key themes and initiatives to drive transportation decision-making. The vision sets the tone for how the MTP performs as a living document and points you in a viable direction for the next 20 years by embracing new innovations in transportation technology and asset management.

Performance Management—We will patiently guide the MPO planning process to a full FAST and Infrastructure Investment and Jobs Act (IIJA)-compliant performance-based system. Because you are a new MPO, our process will educate key stakeholders and decision-makers, and clarify expectations for future performance of the Central Dakota MPO transportation system.

Investment and Implementation—A new strategy is needed to stretch limited dollars across a growing urbanized area. This includes better coordination among potential funding partners and identification of high impact and lower cost project solutions.

We have assembled a solid team of technical experts to work with you on the 2050 MTP—experts who are both experienced with national best practices and attuned to the unique growth challenges facing the central North Dakota region. We are excited to work with you and welcome an opportunity to share the qualifications of our team.

Sincerely,

STANTEC CONSULTING SERVICES INC.

Timothy Tresohlavy, AICP, GISP
Project Manager
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Timothy.Tresohlavy@stantec.com

Wendy Van Duyne PLA, LEED AP
Principal in Charge
701-333-8924
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Firm Overview

Since 1954, our local strength, knowledge, and relationships, along with world-class expertise, allow us to go anywhere to meet our clients' needs in more creative, personalized ways. The Stantec community unites more than 31,000 employees working in over 450 locations across 6 continents. We are planners, scientists, designers, engineers, and project managers, innovating together at the intersection of community, creativity, and client relationships. Balancing these priorities results in projects that advance the quality of life in communities across the globe.

From rural to urban, we lay the foundation for creating communities of today and the future. Planning is problem solving. To create careful and thoughtful options for communities, we consider site conditions, public input, client needs, and project requirements. We understand the value of process, collaboration, and consensus building among stakeholders, while never losing sight of client and project goals.

Subconsultant Partners

Stantec is pleased to include Ackerman-Estvold on our project team. Ackerman Estvold acutely understands the local issues impacting infrastructure development as well as the private development growth patterns that are straining current transportation networks. Their local experience will strengthen the conversations we have at the onset of this process, as we work to build an overarching vision that guides the development of the 2050 MTP.

Ackerman-Estvold is a full service architectural and civil engineering consulting firm serving clients throughout North Dakota, Montana, and Idaho. Project expertise ranges from initial planning to closeout and every step in between. The company was founded in Minot, ND, in 2003 as a civil engineering firm to serve the residents of their hometowns in northwestern North Dakota. Over the years the company has grown to encompass a wide range of professionals within the Minot, Williston, Fargo, Boise, and Ackerman Surveying offices. Their team includes civil engineers, architects, construction inspectors, GIS specialists, drone pilots, financial specialists, communications specialists, and professional land surveyors. With a longstanding presence in the Minot and Ward County communities.

Company Information

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Project Manager's Contact Information

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timothy.tresohlavy@stantec.com

Please see pages 18 and 20 for Timothy's experience and qualifications.

HOW YOU BENEFIT

Stantec brings the Central Dakota MPO an approach that is stakeholder-based, strategic, integrative, user-friendly, equitable, and implementation-focused.

For more than 20 years, Stantec has been helping MPOs grow and work smarter, encourage community collaboration, and leverage state and federal funding opportunities. We will bring this experience and put our expertise to work for you as you establish the Central Dakota MPO.

Executive Summary

Strengths and Innovations of our Project Team

The Central Dakota MPO requires a consultant to assist in preparing its first Metropolitan Transportation Plan (MTP). The Stantec/Ackerman-Estvold team offers you local knowledge and quality planning expertise.

Our team understands the Central Dakota region including its unique characteristics, challenges, and opportunities. We know the local demographics, land use patterns, and existing transportation infrastructure.

Knowledge and experience: Our technical planning process integrates practices honed from vast experience preparing MTPs. Our approach combines data analysis, modeling, and stakeholder engagement to develop effective strategies for your plan. Our team has successfully collaborated on municipal and regional planning efforts.

History of quality and integrity: Our core team members have collaborated on regional planning efforts and have pioneered models for integrating transportation and land use in planning studies that others have followed. Our references provided can attest to our expertise and commitment to excellence.

Qualified and available team: Our key personnel includes specialists from the region, supplemented by transportation planning experts from across the country. Our project manager, Timothy Tresohlavy, possesses a track record of successful transportation planning projects.

Effective visioning through innovative stakeholder engagement: Our process will include two-way communication throughout the development of the MTP. We will implement tools used successfully on recent projects. We intend to go beyond typical public involvement efforts to partner with schools, community watch programs, festival organizers, business owners, and many others to create interesting and informative engagement opportunities to establish a clear vision for your plan.

Investment and implementation: Our team features professionals who have both experience in these studies and devote their time to professional organizations that advocate for best practices in community development. Our team includes members who are engaged as Complete Street Coalition board members; Certified Master Instructors from the League of American Bicyclists; and LEED-certified professionals. MTPs are the cornerstone of what we do. Our similar experience, in combination with our community, coalition and board involvement, means we will hit the ground running on this assignment and incorporate innovative ideas we have used successfully on other projects into your MTP.

We work in communities of various sizes across North America to help synthesize a clear and achievable vision through public engagement programs, research, planning, and implementation strategies that bring aspirations to reality. Our multidisciplinary team of 25+ planning and multimodal professionals help clients tackle complex community-centered transportation issues.

Through our work in communities and with MPOs across North Dakota, we understand how high priority projects need to stretch infrastructure investments further to make the biggest difference in your community.

Stantec's planning practice is more than just a collection of technical skills—it's an integrated approach that ***connects the dots*** to unlock bigger opportunities. We're a team with broad national expertise and local knowledge.

Our Differentiators

We have thoughtfully developed this proposal to address the conditions and needs of the Central Dakota MPO area.

- We have a **unique array of technical expertise** blending multimodal transportation planners with an urban and community planning practice with experts in regional housing and real estate markets, military installation planning and logistics, and redevelopment and maturing communities. These position us to understand the Minot area's current and future needs and how to engage the different sectors of its economy.
- Our **recently completed work on housing dynamics in the Minot area** gives us a sophisticated view on forecasting and understanding nuances in the region's potential growth to 2050.
- Our work on metropolitan transportation plans throughout the United States has focused on smaller-scale metropolitan regions, many of which face growth pressures but also need the investment in transportation choices to attract a diversity of economic investment. **We understand the power of smaller projects that fit within more constrained fiscal forecasts**.
- Our broad range of professional expertise has allowed us to develop innovative approaches to project selection criteria and other methods of evaluation and monitoring, **allowing MPOs to recognize greater community impact for their transportation funds**.

B. RESPONSE TO ADMINISTRATIVE QUESTIONS

Authorized Negotiator and Contact Information

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701-989-7100 | 701-989-7101 | wendy.vanduyne@stantec.com

Workload and Manpower Summaries

We are better together. We take that core value seriously at Stantec. That's why we have assembled a team of our top experts to provide you with the best project experience possible. Workload capacity and manpower summaries are located on page 19.

STAFF AVAILABILITY AND RESOURCES

The Stantec/Ackerman-Estvold team is available immediately upon notice to proceed. We are committed to supporting your 2050 MTP project timeline. We recognize unexpected project changes can occur. Our resource capacity will keep the project running smoothly–within budget and on schedule. (See our proposed 18-month schedule on page 17).

We recognize the importance of gauging current and anticipated workloads; therefore, Stantec has project and risk management systems in place that provide a clear picture for realistically forecasting staffing needs.

As a global firm, Stantec has a rich resource of subject matter experts to support our local offices. Stantec's structure allows us to clearly delegate assignments, promote on-time delivery, and integrate coordination and communication. We continually forecast our staffing needs and will draw upon the depth of our resources and our partner Ackerman-Estvold's resources to meet project objectives and deadlines.

Our team has the training and tools that are critical to efficiently deliver your MTP for you and your Central Dakota MPO communities.

Presently we have the capacity to take this work on without hesitation. We are continually hiring new talent to address workload needs, and we work across our network to staff projects with the appropriate resources. Our team will combine our industry expertise with the our regional knowledge and expectations to deliver custom solutions and successful execution of the work in an efficient manner.

Please see summary charts of our key personnel's roles, responsibilities, workload capacity and the estimated staff hours on page 19.

HOW WE WORK

INTEGRATED + INTERDISCIPLINARY

The development of the 2050 Metropolitan Transportation Plan will combine the skills and expertise from a variety of disciplines–including Central Dakota MPO staff, city/county stakeholders, technical staff, general public, and previous planning efforts–to inform policy direction and generate dynamic results.

IMPLEMENTATION FOCUSED

We think about implementation from the beginning. Working closely with you, we will develop an implementation and action strategy that clearly relates the plan's policy and planning outcomes to the everyday activities of decision-makers and local governments.

USER FRIENDLY + VISUALLY RICH

We will illustrate selected concepts so the public, local boards and committees, and regional staff can envision the plan and its goals. The planning process and products will include a variety of maps, diagrams, photos, charts, graphs, tables, and text.

C. SUMMARY OF PROPOSED TECHNICAL PROCESS/PLANNING PROCESS

Project Understanding

UNDERSTANDING OF CENTRAL DAKOTA AREA AND LOCAL FACTORS

The Central Dakota region has a rich history shaped by railroads, pioneers, economic booms, and resilience. The area is home to the descendants of early Scandinavian and European settlers mixed with a dynamic and diverse population, due in part to the Minot State University, the Minot Air Force Base, and the oil, gas, and coal industries. The Central Dakota region is a growing regional hub with the challenge of providing safe transportation infrastructure systems to meet local needs, as well as support continued growth and the workforce needed by area businesses. Unlike many other areas, it also contends with an unusual number of external conditions that cause fluctuations in its economy and population including:

- Changes in staffing levels at the air force base
- The ups and downs of the petroleum industry
- Flood-related losses and disruptions

These conditions are a part of the Central Dakota ongoing reality and bear on its markets and population, with ripple effects on its transportation infrastructure future needs and maintenance. Some factors that impact the Central Dakota MPO MTP include:

Economic Opportunities: The coal mining areas and the Bakken oil deposits have attracted new professional jobs and company expansions, supporting oil, gas, and mining activities.

Burlington and Surrey Communities: The Burlington and Surrey communities face limited commercial services and employment options. Residents often commute to Minot for goods, services, and work.

Flooding and Housing Challenges: The Central Dakota area faced devastating flooding in 2011 that destroyed neighborhoods and exacerbated already strained housing challenges due to the Bakken Oil boom that was at its peak. As a result, the City, County, State, and FEMA installed miles of flood walls, flood fences and protection levees. In upcoming years, these projects are expected to protect most of the area from flood events but will continue to displace existing residents whose homes and properties must be removed or relocated to make room for the necessary flood improvements. The recently completed Minot Housing Needs and Market Analysis conducted by Stantec shows current and projected demand challenges do and will exist into the future and ways to mitigate.

Air Force Base Modernization: The Minot Air Force Base is preparing for the Sentinel project—an update to our country's nuclear defense systems in Montana, Wyoming, and North Dakota. This initiative is anticipated to draw an estimated 3000 contracted workers to meet workforce needs on base and off-base with five missile alert facilities and 150 launch facility renovations spread across several counties. Once the Minot AFB Sentinel project has kicked off, it is anticipated to take and impact infrastructure for 5-10 years.

UNDERSTANDING OF THE PROJECT SCOPE

The Central Dakota MPO is seeking an experienced partner with demonstrated success delivering an FHWA-compliant MTP product. This facilitated process must follow the performance-based planning and programming guidelines, including a defined local vision for coordinated growth, and goals that relate to 10 federal planning factors for metropolitan transportation planning process.

The public engagement process described must be compliant with Title VI requirements for accessibility, include vulnerable populations, and consider all modes of travel. Projects will be screened for potential impacts and preparation for future NEPA processes, as appropriate. Special priority areas, identified by your RFP, will be examined for more comprehensive mobility and land use considerations to better understand the site-specific challenges, strategies, and opportunities.

The multimodal transportation projects identified must be prioritized into short-, medium-, and long-term project needs, using a data-driven process for evaluation and ranking. Financial revenue projections will be incorporated, based on reasonable assumptions for available transportation funds, and factors for year of expenditure (YOE) costs for individual projects. Agency review of the draft MTP should incorporate comments from FHWA, USEPA, NDDOT, and local stakeholders.

Technical Planning Process

TASK 1 – PROJECT MANAGEMENT

A project of this nature is is typically coordinated over 18-months, resulting in draft MTP documents for review by stakeholders, agencies, and the general public, and incorporating comments for the final MTP documents. Although this schedule could be compressed, we recommend the full 18-month process to establish planning norms and committees for the newly formed Central Dakota MPO.

Work Program: The Stantec team will provide a project work program (PWP) and milestone schedule at the beginning of the planning process. This PWP and schedule will be updated monthly to reflect scheduling needs, adjustments, and progress made to date.

Production Meetings: Project Team (Stantec and MPO PM) meetings will be conducted monthly to keep team members focused on their assignments and the overall project schedule and address the myriad of issues that tend to pop up during a project.

MTP Steering Committee: We will form a MTP Steering Committee (MTPSC) that includes MPO staff, city engineers and planners, NDDOT, and study team staff. We will arrange MTPSC meetings to review and validate the MTP recommendations. As a steering committee focused on transportation planning, MTPSC members will play a critical role to the process by providing a direct conduit between MPO staff, elected officials, interested stakeholders, and the public which will assist in providing a successful planning process. The MTPSC members will provide feedback and guidance throughout plan development and work on technical and non-technical issues that arise within the overall planning process.

MPO Meetings/Presentations: The Stantec team will provide regular updates on the project included with our monthly invoice process. We are committed to (virtual) board briefings as necessary, and maintaining TAC involvement during the MTPSC meetings.

TASK 1 DELIVERABLES:

- Prepare project work program, MTPSC meetings and schedule followed by regular updates
- Plan presentations to local government boards

TASK 2 – COMMUNITY ENGAGEMENT

It is critical to identify local champions during the planning phase and enlist their help in continuing the momentum for implementation long after the plan is adopted. Our team will remain flexible regarding the need for on-site meetings or virtual format meetings to maximize participation and convenience within our new post-pandemic world. We have several virtual meeting platforms, such as Zoom, or Microsoft Teams, for meeting facilitation and discussion. Collaborative workspaces such as ArcGIS Online, Microsoft Teams, or Mural have also been proven to be valuable tools for crowd-sourcing ideas and future vision.

Public Participation Plan (PPP): The Stantec team has experience developing public participation plans (PPPs) that follow state and federal guidelines. It's important to incorporate innovative and virtual community outreach techniques without losing the standard grassroots methods to connect with those *hard to reach* communities.

ENGAGEMENT TOOLS & TECHNIQUES

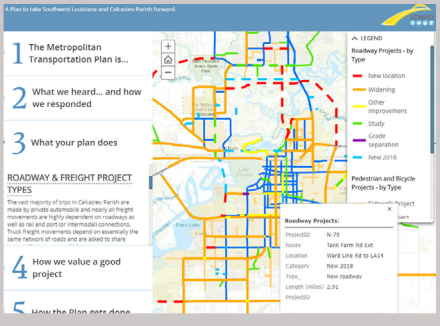
Below is a sample of facilitation techniques Stantec has employed in previous projects. Specific techniques will be chosen in collaboration with the Central Dakota MPO.

Did You Know?
In small groups, participants are asked a series of questions related to existing conditions and trends. Groups have time to discuss and determine their answer. The answers will be elaborated on as a learning opportunity.

Expressing Priorities
This activity seeks input on priorities for action items once they have been drafted. Participants can use sticker dots or post-it notes to rank what they think are the top priorities. This activity will help to inform the final MTP plan and its implementation.

Six-Word Stories
Participants are asked to state their future vision/aspirations for the city in six words or less. This technique can effectively generate word clouds that capture the essence of what people want.

Virtual Meetings and Webinars
Webinars can be used to host virtual meetings, open houses, and other meetings/engagements throughout the planning process. Presentations and activities such as polling remotely, online breakout sessions, etc., can be hosted during virtual meetings. This allows the opportunity for the public to take part during the planning process if they are unable to attend or participate in person.



Testing Futures
This activity uses development scenario models as a tool to help consider the effects of different potential futures for the public and how factors such as population growth, could impact transportaton needs. The models are then tested with the public to help shape the preferred scenario, which becomes the basis for the MTP.

Pop-Up-Engagement
Multiple engagement events can be held during local area events. This allows engagement to occur at various locations across the region. During pop-up engagement, staff and volunteers share information about the planning process with passers-by. These events range in scale and can include community brewery tours, community picnics, farmers' markets, festivals, etc.

"Words cannot do justice to the hard work you and your talented group accomplished this week. In a world where people say '*we don't communicate with each other anymore*' your firm acts and delivers just the opposite. I believe that you not only listened but cared about the Beaufort people and the project, which is a great combination. How fortunate we are to have you provide new opportunities for our community."

- Kyle Garner, Planning Director, Town of Beaufort, NC

We will work with the Central Dakota MPO to develop a plan that details standard engagement activities and those that will be the most effective at targeting the public input including input from vulnerable and hard to reach populations. It will detail the who, what, and where aspects of public engagement activities and establish a metric for measuring the effectiveness of the public engagement activities. The plans goals will be established to identify the opportunities and events that will bring awareness to the project and receive quality information from our local communities.

The PPP will include methodologies for documenting comments accurately and how to maintain transparency and make sure the location and manner of public input are Title VI compliant. Once the PPP is established, Central Dakota MPO may choose to adopt or amend the PPP as the standard for future Public Engagement activities. At a minimum these activities will include:

Project Website: Our team will prepare a project website to provide information about the process and organize engagement activities such as launching the project survey and interactive map. Project contact information will be included to maintain an open channel of communication. This often includes the following elements: project schedule, project background, ways to stay involved, interactive online tools for input, public input summaries, and project contact information.

The Stantec/Ackerman-Estvold team will provide information in the form of images, maps, applicable videos, and text to be included in this website. We will be responsible for the setup, content, and maintenance of the website domain through the completion of the project.

Community Meetings (two): Our team will work with the Central Dakota MPO to prepare invitations for the public, as well as the elected officials and their key staff, which can substantially boosts attendance. The Stantec/Ackerman-Estvold team will prepare exercise(s), in accordance with the PPP established early in the planning process to conduct at this meeting, whether it is taking a survey (live polling), participating in interactive mapping exercises, or working in small groups to develop strategies to problems that the our team outlines for them.

The first-round community meeting will involve a visioning exercise to help participants collaborate to craft our study guiding principles. The first community meeting will align with the initial phase for due diligence, data inventory, and the visioning process.

The second-round community meeting will take place once the recommendations are developed and approved by the Client. During the second meeting, the team will focus on validating what they heard during the first meeting and input on the proposed recommendations.

Public Input: We will prepare a (digital) public survey (e.g.: Survey Monkey, or equivalent) to solicit feedback from the public and to be included in the report efforts. We will work with the Central Dakota MPO to use their contact database

information and public lists to distribute the online survey to participants, targeting outreach to minority/disadvantaged populations. The project website/webpage will have a link to the digital survey.

Steering Committee meetings (up to six): We anticipate holding up to six virtual meetings and in-person when appropriate. The MTPSC will help develop the project's vision, validate the existing conditions data collection, and retrieve input on solutions.

MPO Committees and Boards: We anticipate providing progress updates and seeking input from the Central Dakota MPO TAC and Policy Board.

City and County Meetings (regular): Our team will provide a copy of the report and provide a presentation to the City and County representatives prior to adoption.

TASK 2 DELIVERABLES:

- Print-ready PPP
- Content and maintenance of a project website
- Social media content ready to share digitally
- Interactive surveys for input
- Two community meetings
- Summary of public input and stakeholder coordination.

Types of engagement activities for various groups/participants

TASK 3 – EXISTING CONDITIONS AND PERFORMANCE

This task assembles existing datasets and prior planning efforts to review current conditions and establish a baseline status of the system memorandum. As a part of this task, the our team will submit a data needs request letter to the MPO/DOT of the relevant data required to develop the MTP. We will set up coordination meetings with NDDOT, MPO, and FHWA staff to confirm data availability and access.

Review of Existing Plans and Data Needs

The Stantec, MPO, NDDOT and local member jurisdictions team will assemble relevant data from the MPO/DOT and employ a critical review method that summarizes key data, recommendations, and policies for the planning process reflected in the past, adopted plans and policy reports (identified in your RFP) using three criteria:

1. Plan/policy title, date of adoption/last update,
2. Description of content (summary of goals and recommendations, status of plan implementation, new issues since plan adoption)
3. Contact points, including information gathered from past planning processes and observations made by the review team. We will evaluate post-plan issues and opportunities to address.

System Performance

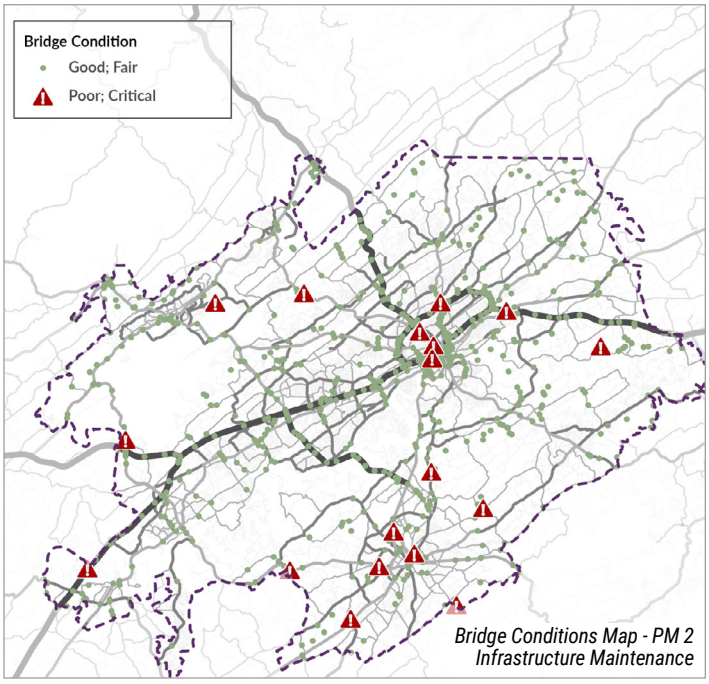
A significant data assembly effort will be conducted at the outset of this task. Several data needs will be identified using a data needs list to include system performance and reporting to evaluate FAST Act Performance Measures:
PM 1 – Safety
PM 2 – Infrastructure Maintenance
PM 3 – Performance: Level of Travel Time Reliability (LOTTR).

Our team will review existing relevant background data and documents to evaluate system performance and identify existing system deficiencies. This analysis will establish the mobility framework to help identify strategies for mitigating deficiencies (congestion and multimodal) for Tasks 6-7. Primary tools are likely to include outputs from the travel demand model (TDM), crash summaries, INRIX/ RITIS probe analytics platform, and population and employment forecasts.

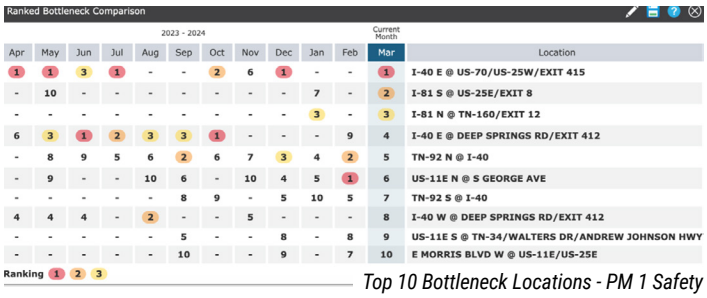
Travel Demand Model

Our travel demand model team will perform an initial validation of the base year mode, incorporating new census data as available. Looking forward, our team will recommend access management, Intelligent Transportation System (ITS) improvements, travel demand reduction programs, Complete Streets, and network connectivity. Network deficiencies or improvements will use two independent tools: (1) Outputs from the travel demand model, and (2) multimodal level-of-service analysis to assess performance and benefits from recommendations.

Freight Assessment: Freight is an essential aspect of economic activity in this region, and introduces specific challenges and opportunities for the overall development of the transportation system. We will use INRIX Probe Analytics tools for freight to identify bottleneck locations of need for capacity or safety improvements. We will review State and local freight plans and make recommendations regarding applicable policies, plans, and programs at the State and Federal level.



Bridge Conditions Map - PM 2 Infrastructure Maintenance

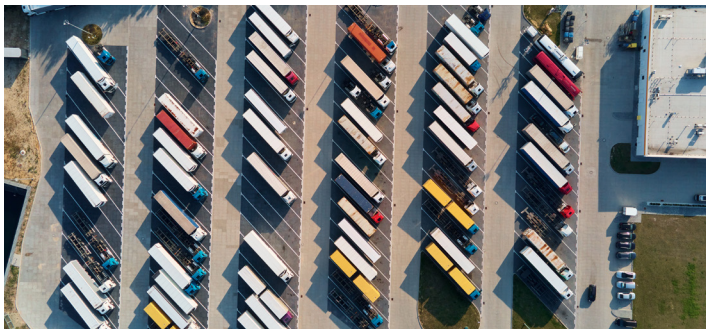

Ranked Bottleneck Comparison

2023 - 2024 | Current Month

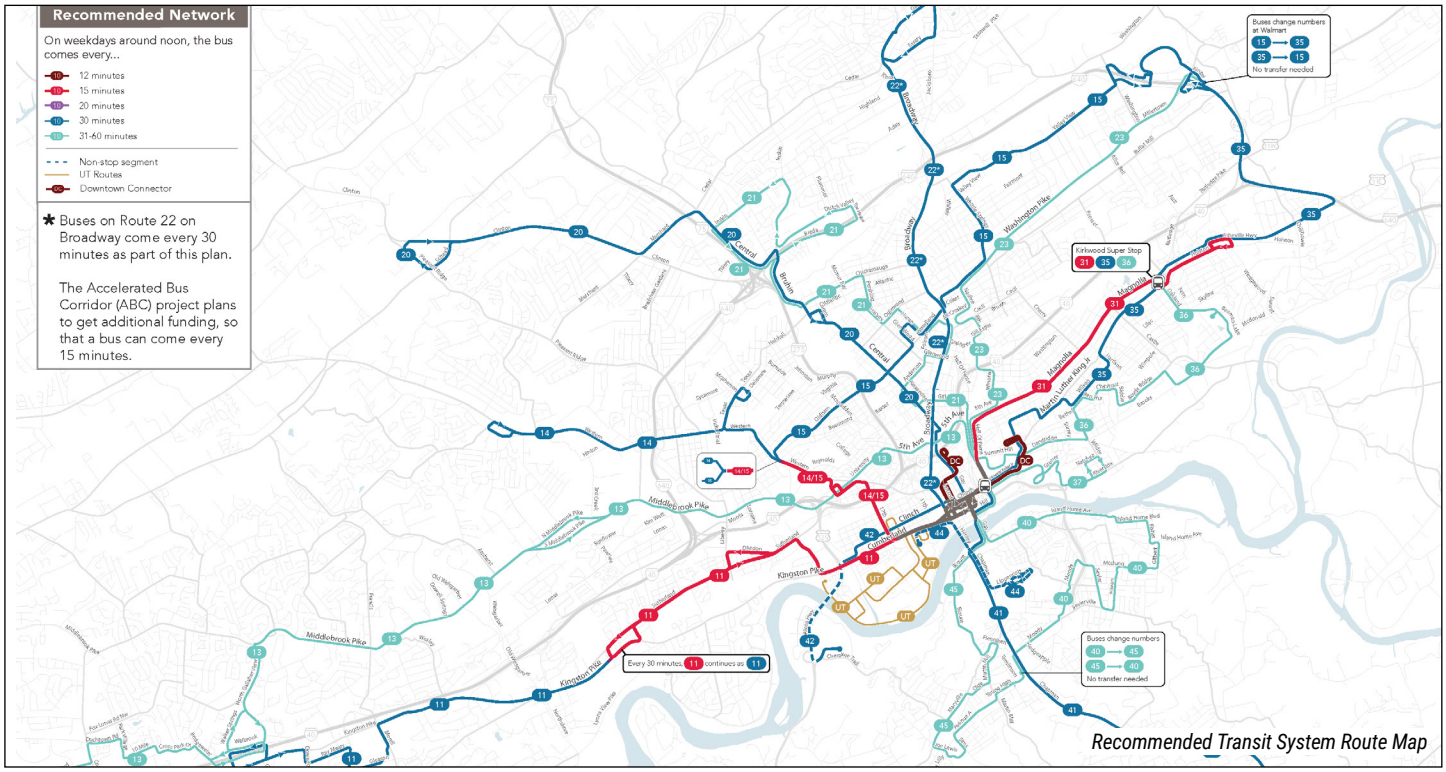
Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Location
1	1	3	1	-	-	2	6	1	-	-	1	I-40 E @ US-70/US-25W/EXIT 415
-	10	-	-	-	-	-	-	-	7	-	2	I-81 S @ US-25E/EXIT 8
-	-	-	-	-	-	-	-	-	3	-	3	I-81 N @ TN-160/EXIT 12
6	3	1	2	3	3	1	-	-	-	9	4	I-40 E @ DEEP SPRINGS RD/EXIT 412
-	8	9	5	6	2	6	7	3	4	2	5	TN-92 N @ I-40
-	9	-	-	10	6	-	10	4	5	1	6	US-11E N @ S GEORGE AVE
-	-	-	-	-	8	9	-	5	10	5	7	TN-92 S @ I-40
4	4	4	-	2	-	-	5	-	-	-	8	I-40 W @ DEEP SPRINGS RD/EXIT 412
-	-	-	-	-	5	-	-	8	-	8	9	US-11E S @ TN-34/WALTERS DR/ANDREW JOHNSON HWY
-	-	-	-	-	10	-	-	9	-	7	10	E MORRIS BLVD W @ US-11E/US-25E

Ranking 1 2 3

Top 10 Bottleneck Locations - PM 1 Safety



Multimodal Assessment: We will gather data on street widths, shoulder type, bicycle/pedestrian accommodations, and transit frequencies/accommodations from the Client or other available resources. We will conduct a multimodal assessment of major travel ways (i.e., arterials) and intersections to complement traditional volume-to-capacity (V/C) and safety (crash data provided by NDDOT) maps that only evaluate roadway congestion. We will incorporate regional bicycle and pedestrian planning efforts, and incorporate existing multimodal needs directly into project recommendations for prioritization scoring.



Recommended Transit System Route Map

Public Transportation

Our team will summarize existing service using route and ridership data collected through the comprehensive operational analyses, and current route information provided by agencies. Our transit team members will coordinate with management and planning staff to identify planned transit service and capital improvement projects. In addition, the transit team will provide a status update and future activities planned. This task assumes virtual coordination with local, and regional and national transit service providers such as Souris Basin Transportation, Jefferson Lines, and Amtrak.

Our team will identify a list of possible future studies to further examine the transportation-land use relationship within certain priority areas, identified in your RFP.

TASK 3 DELIVERABLES:

- Base year review of existing conditions
- Freight assessment
- Integrate bike-ped planning efforts, and multimodal assessment
- Public transportation assessment of service and planned capital improvements
- Status of the Region Mobility report

TASK 4 – GOALS, OBJECTIVES, POLICIES, AND PERFORMANCE MEASURES

Establishing Guiding Principles and Mobility Goals

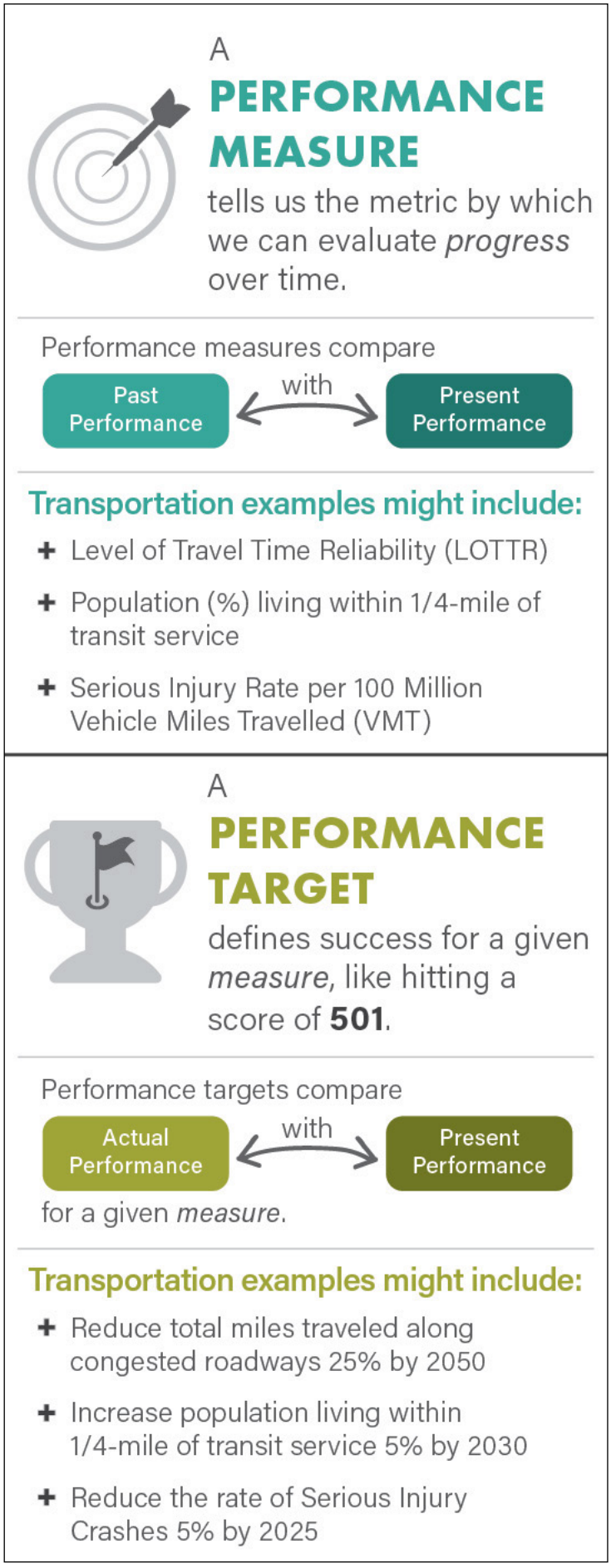
Built upon feedback received by the public and stakeholders, as well as a thorough review of previous planning efforts, the Stantec team (in cooperation with Central Dakota MPO planning staff and NDDOT) will craft a series of guiding principles. These value statements will reflect a broad context for the region, including land development policies and resiliency, and be used as a guide for the development of regional transportation goals.

We will review and reference the following information when developing mobility goals: adopted comp plan(s), regional growth strategy, and previous MPO member MTPs; Federal Planning Emphasis Areas (FAST Act Implementation, Regional Models of Cooperation, and Ladders of Opportunity); Ten Federal Planning Factors required by 23 USC 134 and 23 CFR 450, including: economic vitality; safety; security; accessibility and mobility; environment; integration and connectivity; efficiency; preservation of the existing system; resiliency and reliability of the transportation system and mitigation of stormwater impacts of surface transportation; and enhancement of travel and tourism.

The Stantec team will assist the MPO with research on best practices, assembly, and outlining local policies for Vision Zero, Complete Streets, access management, corner clearance, and traffic calming (speed reduction in residential areas).

TASK 4 DELIVERABLES:

- Develop and refine project Guiding Principles, and Mobility Goals
- Outline project evaluation criteria, and link with performance measures/targets
- Assembly of best practices relating with local policies for transportation improvements



TASK 5 – FUTURE NETWORK CONDITIONS

The Stantec Team acknowledges that the base year and future year model network will be developed outside of this MTP project, by the Advanced Traffic Analysis Center (ATAC), with an anticipated delivery date of December 2024. The base year model will incorporate 2020 socioeconomic conditions, with interim years (2030 and 2040), and a planning horizon year of 2050.

A future year (2050) Existing plus Committed (E+C) network will be generated by ATAC, and the Stantec team will examine the patterns of roadway capacity deficiencies (volume over capacity ratios) to identify deficiencies—areas that are anticipated to operate at unacceptable levels of service in the future.

These segments will be reviewed for potential capacity improvement projects, or a combination of multimodal improvements and access management strategy projects. We will work with ATAC to model the list of projects and make sure what it implements will fix the deficiencies.

TASK 5 DELIVERABLES:

- Technical memorandum describing the review of base year and future year model networks
- Identification of potential future multimodal projects.

TASK 6 – IDENTIFICATION OF ISSUES

Combining feedback from Task 2 (Community Engagement), technical analysis from Task 3 (Existing Conditions and Performance), synthesized needs from Task 4 (Goals, Objectives, Policies, and Performance Measures) and a snapshot of potential future conditions from Task 5 (Future Network Conditions), this task will summarize the mobility challenges of the region.

We will consider safety, connectivity, integration, congestion/level of service, travel time reliability, people and goods movement, maintenance, and preservation, ITS, all forms of mobility and accessibility in this summary.

TASK 6 DELIVERABLES:

- Technical memorandum summarizing mobility issues from Tasks 2-5.

TASK 7 – RANGE OF ALTERNATIVES

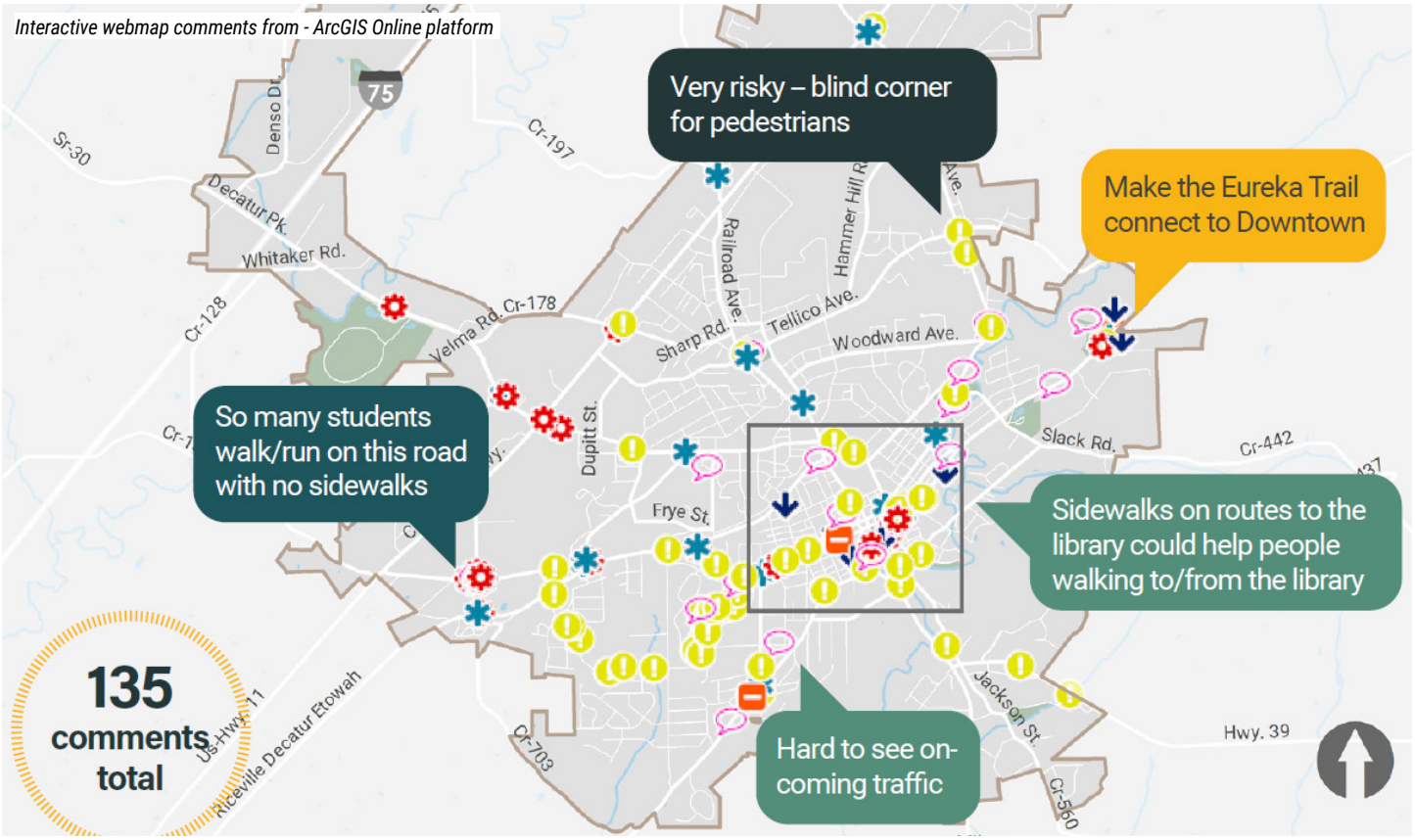
This task further develops multimodal recommendations and a program of phased projects supported by the region's vision, goals, stakeholder, and public input. Safety will be considered when reviewing future infrastructure needs – and not just for vehicle operators. Pedestrians, bicyclists, and transit riders will be a core consideration in identifying opportunities to improve safety throughout the transportation system. Emphasis will be placed on a Safe Systems Approach to Long-Range Planning, incorporating FHWA guidance and adopted local Safety Action Plans or Policies.

System-level Maps: Detailed system-level maps for all modes (by horizon year) will be developed. A discussion of national trends in transportation, including network resiliency and functional evacuations will be incorporated. Coordination with MPO/NDDOT staff is anticipated because this will be the initial set of regional transportation needs for the Central Dakota MPO.

Federal requirements have placed increased interest on performance management within the Federal-aid highway program and transit programs, and requires use of performance-based approaches in metropolitan transportation planning. The Stantec team will review the existing quantitative performance measures and targets for the State of North Dakota, and suggest adjustments or refinement for local needs.

TASK 7 DELIVERABLES:

- Assembly of multimodal transportation recommendations for specific corridors and intersections
- Develop performance measures and criteria used for network evaluation analysis.



TASK 8 – FINANCIAL ASSUMPTIONS

Financial Assessment: The Stantec team will build and utilize a financial revenue forecast model (excel spreadsheet) of key revenues and expenditure factors, incorporating consumer price index (CPI) trends. A review of funding programs and allotments will be included to gauge the various funding programs that have been successfully used within the larger region, acknowledging that Central Dakota MPO is new, and does not have a 10-year history of funding revenues.

Roadway construction revenues will be forecasted independently from maintenance revenues. Existing and anticipated transit revenues over the same MTP timeframe (2050 horizon) will also be generated to account for programmed service expansions as well as capital investments in fleet replacement or facilities.

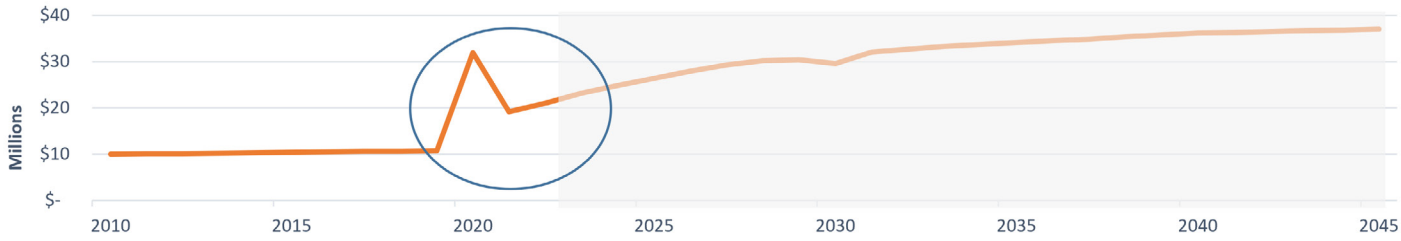
TASK 8 DELIVERABLES:

- Summary of anticipated funding programs (by source) and expenditures forecasted to 2050 for roadway improvement projects, maintenance, as well as public transportation services
- Comparison of available, forecasted revenues compared against projected year-of-expenditure cost

How are these projects implemented?

Identifying a project is easy, finding the appropriate funding is not. ***Stantec's North American Funding Program (NAFP)*** will outline a funding strategy to evaluate, confirm, and prioritize efforts that prepare for upcoming Federal funding cycles.

Our team includes more than 250 funding specialists in North America, and has secured more than $8 billion in grants and loans. We will leverage this expertise when reviewing project prioritization and funding by horizon year.



Financial revenue forecast model - chart output

North America Funding Program

We help turn your plans into projects by simplifying a complex and competitive process.

Through the program, our funding specialists help our clients in three areas: research and strategy, application preparation, and grant administration.

250+
Stantec funding experts across North America

100+
Funding Programs leveraged to advance critical community projects

$300M+
Secured grants and loan funding for our clients with a success rate of more than 90% with EPA Brownfield grants

100+
Secured and/or implemented EPA grants in more than 20 states throughout 8 EPA regions

$8B+
Secured in grant and loan funding for our clients

$130M+
USDA Rural Development Community Facilities and Water/Waste Grants and Loans

TASK 9 – RECOMMEND FUTURE NETWORK AND IMPLEMENTATION

We are committed to a data-driven process that incorporates performance measures that evaluates projects with high-, moderate-, or low-priority scoring. Using geographical information system (GIS) databases, an objective data-driven evaluation process will be constructed to score and prioritize projects based on regional needs. Building on guiding principles, our team will confer with MPO staff and NDDOT to develop the criteria used, assignment of weights, and generating the initial ranking of projects (by mode) for review and refinement.

Project selection by horizon year will be the product of the team, NDDOT, MPO staff, and representatives of the MTPSC. We recognize at least one round of project balancing will be required to align anticipated costs to future revenues by horizon year. The refined implementation plan will include roadway (with pedestrian and bicycle projects) and transit enhancement projects that are fiscally-constrained for the interim and horizon years. Projects above and beyond these funding caps will be categorized as unfunded (Vision Plan) to facilitate the long-term horizon years.

We will also develop and recommend policy and regulatory measures (Best Practices) to help local government practitioners implement transportation improvements, for example policies for traffic impacts (TIAs), connectivity standards, access management, trails and sidewalks, Complete Streets, and traffic calming strategies.

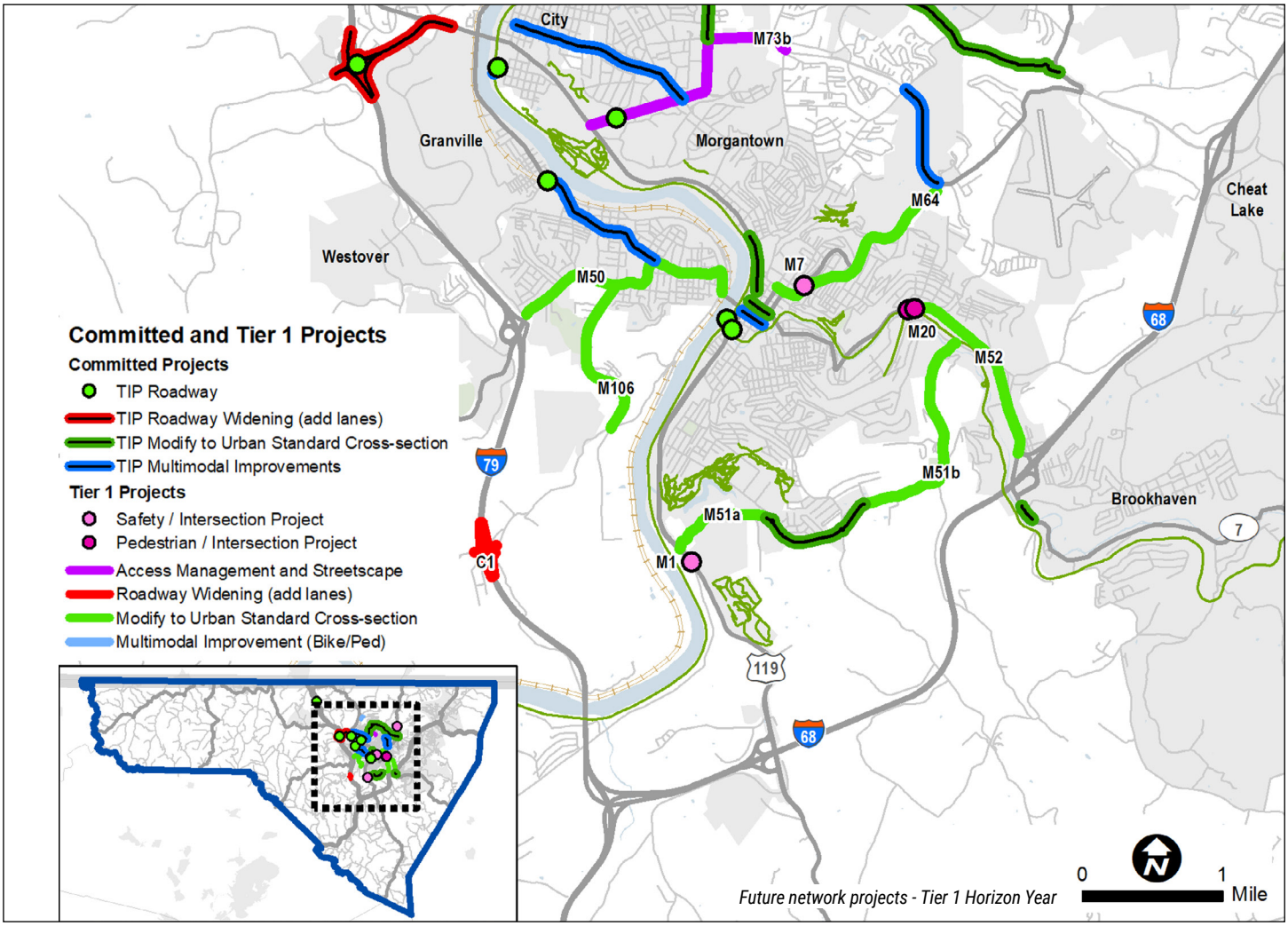
Desktop Screening: In combination with traditional environmental features, Justice40 resources will be utilized to screen candidate projects for equitable transportation investments. More specifically, projects will be screened for their relationship with:

1. Climate and disaster risk burden
2. Environmental burden
3. Health vulnerability
4. Social vulnerability
5. Transportation insecurity within the region.

Planning-level costs for projects, including potential mitigation efforts, will be developed.

TASK 9 DELIVERABLES:

- Mapped projects by horizon year (fiscally-constrained into phases)
- Project prioritization and fiscal constraint table list by horizon year
- Summary map and table indicating pertinent information and location of each recommended project by horizon year
- Opinions of probable costs for each recommended project, by mode. Raw files will be digitally transferred to the Client in .XLSX and .PDF format.



Future network projects - Tier 1 Horizon Year

TASK 10 – FINAL PLAN AND EXECUTIVE SUMMARY

We create deliverables that are concise, clear, and user-friendly for the community. The Stantec team will prepare a multimodal transportation plan that summarizes your vision, the planning process, key findings and recommendations, as well as a fiscally-constrained implementation plan. The MTP, created in InDesign (.indd) format, will summarize the detailed contents of the preceding tech memos/reports in a more graphical manner.

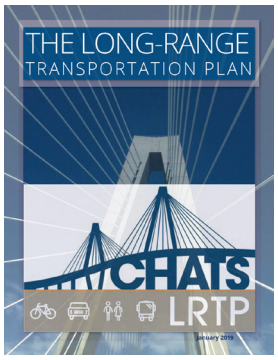
The Central Dakota MPO will coordinate with MPO staff, City and County representatives, TAC, Policy Board, and MTPSC members to receive comments, aggregate, and provide one consolidated set of revisions. The Stantec team will make one round of revisions to the draft report.

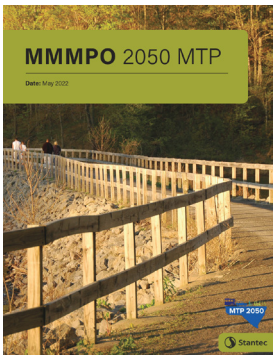
We prefer to write throughout the process, meaning the following sections are proposed to be submitted to Central Dakota MPO for review as they become available:

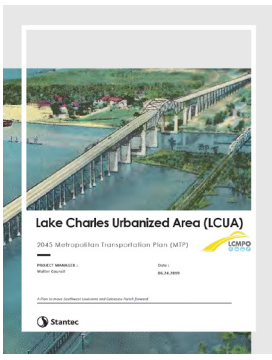
- Planning context: public participation plan and engagement summary
- Existing conditions assessment: multimodal/ intersection analysis
- Future conditions: draft project recommendations and mapping
- Financial plan, and draft/final MTPs

TASK 10 DELIVERABLES:

- Complete draft report for distribution and review by the MTPSC, MPO, cities, county, NDDOT, and FHWA stakeholders
- Modify report based on one set of combined comments by the MPO
- Generate a final MTP document for approval
- Provide the MPO with the finalized ArcGIS databases, supporting files, and documentation to allow the MPO to fully take advantage of, manage, and update the digital resources
- Submit to NDDOT for concurrence that the deliverable is viewed as complete and consistent with State requirements.







Proposed Time Schedule

#	TASK / MONTHS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	Project Management	★	●			●			●			●			●		●		
2	Community Engagement					◆									◆				
3	Existing Conditions																		
4	Goals, Objectives, Policies, and Performance Measures																		
5	Future Network Conditions																		
6	Identification of Issues																		
7	Range of Alternatives																		
8	Financial Plan																		
9	Recommend Future Network and Implementation																		
10	Final Plan and Executive Summary															□			■

LEGEND: ★ Kickoff Meeting ● Steering Committee Meeting ◆ Community Engagement Event □ Draft MTP ■ Final MTP

D. PROJECT STAFF INFORMATION

Why choose us? Get to know our team identified in the organizational chart below and in their qualifications and experience profiles on the following pages to find out why.

ORGANIZATIONAL CHART

CENTRAL DAKOTA METROPOLITAN PLANNING ORGANIZATION

Timothy Tresohlavy AICP, GISP
Project Manager

Will Hutchings AICP
Deputy Project Manager

Wendy Van Duyne PLA, LEED AP
Principal in Charge

ENGAGEMENT
Will Hutchings AICP
Joanne Cho
Tim Arens PE ■
Patrick Samson PE, CFM ■
Wade Frank PE | NDDOT Liaison

TRAFFIC ANALYSIS | SAFETY | ITS
Angie Bolstad PE
Adam Capets PE, PTOE
Catrina Meyer AICP, GISP

GOALS | PERFORMANCE MEASURES
Timothy Tresohlavy AICP, GISP
Dan Hemme MPA

GROWTH & DEVELOPMENT PROJECTIONS | TRAVEL DEMAND | MODELING
David Schellinger PE
Mark Butler AICP, ENV SP
Tim Arens PE ■
Austin Becker PE ■

FINANCIAL PLAN & POLICY
Joel Mann
Katy Shackelford AICP, PTP
Dan Hemme MPA

TRANSIT/RAIL PLANNING
Ella Rasp AICP
Becca Hughes AICP
Ryan White PE

MULTIMODAL | COMPLETE STREETS
Will Hutchings AICP
Joanne Cho

VISUAL COMMUNICATIONS & REPORTING
Joe Polacek AICP
Astrid Mayak

■ Ackerman-Estvold

ADDITIONAL CAPABILITIES

GIS analysis and mapping | advanced travel demand modeling | charrette planning | 3D visualization | financial planning grant writing | code writing | fiscal policy | land use/ordinances | transmodeling | VISSIM | videos | landscape architecture signal operation and design | environmental analysis | social analysis | cost estimating | parking analysis | crash analysis

Project Manager Qualifications

Timothy specializes in mobility planning and coordinated, long-range strategies for local, regional, state, and federal government clients. He advocates for data-driven planning that combines analysis with community input. He leverages data to inform decision-making that leads to positive outcomes for regional growth, mobility choice, and resilient communities.

His experience includes long-range transportation and mobility plans (MTP/CTP), community engagement and meeting facilitation, complete streets corridor studies, transit-oriented community planning, bicycle and pedestrian planning for municipalities and universities, downtown parking studies, and small area planning.

Timothy's experience with MPO organizations makes him ideal to lead Central Dakota MPO's MTP project. Timothy incorporates strategic processes during the programming phase of transportation investment decision-making for metropolitan areas. Timothy is familiar with sources of funding and the strategies and methods for prioritizing these strategies. He knows how to navigate the challenges MPOs face in advancing projects, programs, and activities.

Staff Roles, Workload and Estimated Staff Hours

The Stantec and Ackerman-Estvold team is comprised of highly skilled professionals who are available and committed to supporting the Central Dakota MPO on the 2050 MTP. We recognize unexpected project changes can occur. Our depth of resource capacity will keep the project running smoothly—within budget and on schedule. We acknowledge the importance of gauging current and anticipated workloads. As evidence of our availability and commitment, we have assembled this chart to illustrate which team members will be working on specific aspects of this study.

Staff Roles, Responsibilities, and Workload Capacity Summary

KEY STAFF MEMBER	ROLE	TASK INVOLVEMENT/RESPONSIBILITIES	WORKLOAD CAPACITY: % TIME AVAILABLE			
			20%	40%	60%	80%
Timothy Tresohlavy AICP, GISP	Project Manager, Goals, Performance Measures	Tasks 1, 2, 3, 4, 5, 6, 7, 8, 9, 10				
Wendy Van Duyne PLA, LEED AP	Principal-in-Charge	Tasks 1, 2, 3, 4, 6, 9, 10				
Will Hutchings AICP	Deputy Project Manager, Engagement, Multimodal, Complete Streets	Tasks 1, 2, 3, 4, 5, 6, 7, 9, 10				
Joanne Cho	Engagement, Multimodal, Complete Streets	Tasks 2, 3, 6, 7, 9				
Wade Frank PE	Engagement, NDDOT Liaison	Tasks 1, 2				
Angie Bolstad PE	Traffic Analysis, Safety, ITS	Tasks 3, 5, 7, 9				
Adam Capets PE, PTOE	Traffic Analysis	Tasks 3, 5, 7, 9				
Catrina Meyer AICP, GISP	Safety	Tasks 3, 5, 6, 7, 9, 10				
Dan Hemme MPA	Goals, Performance Measures, Financial Plan	Tasks 2, 3, 4, 7, 8, 9				
David Schellinger PE	Growth Development Projections, Travel Demand, Modeling	Task 5				
Mark Butler AICP, ENV SP	Travel Demand, Modeling	Tasks 3, 5, 7, 9				
Joel Mann	Financial Plan & Policy	Tasks 2, 3, 4, 5, 6, 7, 8, 9, 10				
Katy Shackelford AICP, PTP	Funding Programs & Policy	Tasks 7, 8, 9, 10				
Ella Rasp AICP	Transit/Rail Planning	Tasks 3, 5, 7, 9, 10				
Becca Hughes AICP	Transit/Rail Planning	Tasks 3, 5, 7, 9				
Ryan White PE	Transit/Rail Planning	Tasks 3, 5, 7, 9				
Joe Polacek AICP	Visual Communications & Reporting	Tasks 3, 7, 10				
Astrid Mayak	Visual Communications & Reporting	Tasks 2, 4, 5, 10				
Tim Arens PE ■	Engagement, Growth Development Projections, Travel Demand, Modeling	Tasks 2, 3, 5, 6, 7				
Patrick Samson PE, CFM ■	Engagement	Tasks 2, 3, 5, 6, 7				
Austin Becker PE ■	Growth Development Projections, Travel Demand, Modeling	Task 5				

■ Ackerman-Estvold

Estimated Staff Hours by Staff Classification and Task Breakdown

#	TASK CLASSIFICATION	PIC	PM	SR. PLANNERS	PLANNERS	ENGINEERS	TDM	DESIGNERS	ADMIN	TOTAL HOURS
1	Project Management	40	80	80					80	**280**
2	Community Engagement	20	80	260	200	40		60		**660**
3	Existing Conditions	12	40	140	264		8			**464**
4	Goals, Objectives, Policies, and Performance Measures	8	40	72	24			36		**180**
5	Future Network Conditions		20	36	40	24	104	16		**240**
6	Identification of Issues	8	20	44	80					**152**
7	Range of Alternatives		20	46	140	40	12	24		**282**
8	Financial Plan		8	144	48					**200**
9	Recommend Future Network and Implementation	16	40	80	88	12	16			**252**
10	Final Plan and Executive Summary	16	20	60	40			240		**376**
	TOTAL HOURS	**120**	**368**	**962**	**924**	**116**	**140**	**376**	**80**	**3086**

Key Personnel Resumes

Timothy Tresohlavy AICP, GISP

Project Manager

YEARS OF EXPERIENCE: 17

EDUCATION: MA, Human Geography, East Carolina University | BS, Environmental Land Use and Planning, SUNY College

For two decades, Timothy has specialized in mobility planning and coordinated, long-range strategies for local, regional, state, and federal government clients. He believes transportation is fundamental, and our streets are for everyone. As a transportation planner he prioritizes safe, convenient, and equitable network of roads, sidewalks, and greenway trails for all individuals, regardless of the mode of travel or socio-economic class.

He advocates for data-driven planning that combines analysis with community input. He leverages data to inform decision-making that leads to positive outcomes for regional growth, mobility choice, and resilient communities.

Through his wide-range of planning work, Timothy coordinates long-range, and short-term safety and multimodal improvement strategies. Timothy's project experience includes comprehensive transportation and safety mobility plans, innovative and inclusive community engagement and meeting facilitation, Complete Streets safety studies, transit-oriented and safe-streets community planning, regional and municipal bicycle and pedestrian planning.

RELEVANT EXPERIENCE

- Knoxville TPO 2050 MTP Update | Knoxville, TN | Project Manager
- Lakeway Area Metropolitan TPO 2050 MTP Update | Hamblen County, TN | Project Manager
- Morgantown-Monongalia MTP Update | Morgantown, WV | Project Manager
- Cleveland MPO Regional Transportation Plan | Cleveland, TN | Project Manager
- Lake Charles MPO Metropolitan Transportation Plan | Lake Charles, LA | Project Manager
- Northeast Area Study Land Use and Transportation Plan | Wake County, NC | Project Manager
- Knightdale Comprehensive Transportation Plan (CTP) | Knightdale, NC | Planner
- French Broad River MPO Hendersonville Road Corridor Study | | Asheville, NC | Transportation Planner
- Morgantown MPO Bike and Pedestrian Transportation Plan | Morgantown, WV | | Quality Control
- NCDOT Laurinburg Bicycle Plan | Laurinburg, NC | Project Manager
- New Bern Avenue Station Area Planning | Raleigh, NC | Safety and Mobility Planner
- Sunset Avenue Corridor Study | Rocky Mount, NC | Transportation Planner
- TNDOT Summer Avenue Complete Streets Safety Plan | Memphis, TN | Lead Transportation Planner
- NCDOT Shallotte Bicycle and Pedestrian Plan | Shallotte, NC | Project Manager

Wendy Van Duyne PLA

Principal in Charge

YEARS OF EXPERIENCE: 17

EDUCATION: Bachelor of Landscape Architecture, Kansas State University, Manhattan, Kansas

Wendy is recognized throughout North Dakota as an experienced landscape architect specializing in community planning. She leads multidisciplinary planning teams on a variety of planning studies—from long-range transportation planning, to downtown revitalization, to campus planning, to industrial development. She currently serves as a Planning and Zoning Commissioner, as well as the chair of the Bismarck-Mandan Chamber, EDC. Wendy's understanding of the nuances and variables of the area will provide keen insight to the project team.

RELEVANT EXPERIENCE

- Fargo-Moorhead MetroCOG Horace Comprehensive and Transportation Plan | Horace, ND
- Bismarck-Mandan MPO Bicycle and Pedestrian Master Plan | Bismarck-Mandan, ND*
- Mandan School Placemaking Master Plan | Mandan, ND
- Southside Park Master Plan | Mandan, ND*
- Three Affiliated Tribes-South Segment Community Development Corporation Twin Buttes Community Master Plan | Twin Buttes, ND*
- Aberdeen Recreational Trails Plan | Aberdeen, SD
- Dykshoorn Park and Heritage Plaza | Mandan, ND
- Downtown Moorhead Master Plan | Moorhead, MN

Will Hutchings AICP

Deputy Project Manager

YEARS OF EXPERIENCE: 10

EDUCATION: Bachelor of Architecture, Portland State University, Portland, Oregon

Will is an planner with experience in municipal government planning, as a transportation planner with the Bismarck-Mandan Metropolitan Planning Organization, and as a senior planner for the City of Bismarck. With his background in architecture, rural and urban design, transportation and land-use planning, engagement, his understanding of various municipal review processes, and experience leading public engagement programs, Will is adept at coordinating multiple planning activities. He has the ability to anticipate and evaluate future needs against potential challenges, while respecting and integrating diverse viewpoints.

RELEVANT EXPERIENCE

- Minot Housing Needs and Market Analysis | Minot, ND
- Comprehensive Plan Update | Bismarck, ND*
- Mandan School Placemaking Master Plan | Mandan, ND
- Downtown Sub-Area Study | Bismarck, ND
- Bismarck-Mandan MPO Transportation Planner | Bismarck, ND*
- Bismarck-Mandan, ND*
- Zoning Code of Ordinances Update | Mandan, ND*
- Bismarck-Mandan MPO Bike Friendly Community Designation | Bismarck-Mandan, ND*
- Bismarck-Mandan MPO Surveillance/Monitoring Report | Bismarck-Mandan, ND*

** denotes projects completed with other firms*

Joanne Cho

Engagement, Multimodal, Complete Streets

YEARS OF EXPERIENCE: 5

EDUCATION: Master of Urban and Regional Planning and MS, Civil Engineering, University of Minnesota-Twin Cities, BA, Beloit College

Joanne is a transportation planner with a dual master's degree in civil engineering and urban and regional planning. Joanne delivers long-range transportation plans and studies consisting of bicycle-pedestrian plans, comprehensive plans, roadway functional classification and jurisdiction studies, state-aid mileage request reports, transit plans, and land use plans with a focus on transportation related goals and policies. As a transportation planner, she leads efforts to collect and document existing and planned conditions, develop various resource and issues maps, conduct stakeholder meetings, and complete multipart alternatives' evaluation processes.

RELEVANT EXPERIENCE

- Mayhew Lake Road Corridor Study | Sauk Rapids, MN*
- Bicycle and Pedestrian Master Plan | Melrose, MN*
- Transit Needs Study | Anoka County, MN*
- Leech Lake Tribal Transportation Development Plan | Minnesota*
- MnDOT TH 19 Corridor Study | Minnesota*
- Princeton Transportation Plan | City of Princeton, MN*
- St. Croix Valley Roadway Jurisdiction Study (Phase II) | Washington County, MN*

Angie Bolstad PE

Traffic Analysis, Safety, ITS

YEARS OF EXPERIENCE: 12

EDUCATION: Bachelor of Science, Civil Engineering, University of North Dakota, Grand Forks, North Dakota

Angie is a transportation planner and engineer with experience in corridor studies, long range transportation plans, comprehensive plans, public engagement, preliminary design alternatives, leading plan production teams, and writing environmental documents. Her engineering and planning background work together to foster a wide understanding of issues and project needs, from the beginning planning stages through final design. Angie's strong communication and organizational skills, enhanced by her passion for her work, drive her to complete successful projects.

RELEVANT EXPERIENCE

- Bismarck Mandan 2045 Metropolitan Transportation Plan (MTP) Update | Bismarck, ND
- 76th Avenue South Complete Streets Corridor Study | Fargo, ND
- Comprehensive and Transportation Plan | Valley City, ND
- I-90 Spearfish Rest Area/Welcome Center Corridor Study | South Dakota
- Comprehensive and Transportation Plan | Valley City, ND
- TH169 Corridor Study | Sand Creek Township, MN
- Center Ave Planning & Preliminary Engineering Study from Red River to 8th Street | Moorhead, MN
- NDDOT Highway 17 Grade Raise, Widening, Riprap, Culverts, Inslope Repair, Subcuts, HMA, Base, and Incidentals

Wade Frank PE

NDDOT Liaison

YEARS OF EXPERIENCE: 22

EDUCATION: Bachelor of Science, Civil Engineering, North Dakota State University

Wade is a senior project manager and bridge engineer. He has been involved in planning and design of more than 150 structures in six states across the region including numerous county structures in North Dakota, such as the Carpio Bridge over the Des Lacs River. Wade's experience includes managing projects from the preliminary design and environmental documentation phase through construction. He possesses thorough knowledge and expertise in bridge design in accordance with AASHTO, FHWA, and multiple state DOTs standards and practices.

RELEVANT EXPERIENCE

- Carpio Bridge Replacement | Ward County, ND*
- Pedestrian Bridge North Broadway | Minot, ND*
- Washington Street Corridor Study | Grand Forks, ND*
- MnDOT TH 43 Reconstruction | Winona, MN
- NDDOT US85 Corridor Expansion | Watford City to Williston, ND*
- NDDOT Rainbow Arch Bridge | Valley City, ND*
- NDDOT Cherry Creek Bridge Widening | McKenzie County, ND*
- NDDOT Liberty Memorial Bridge Repairs | Bismarck, ND*
- NDDOT Lewis and Clark Bridge over Missouri River | North Dakota

Adam Capets PE, PTOE

Traffic Analysis, Safety, ITS

YEARS OF EXPERIENCE: 6

EDUCATION: Bachelor of Science, Civil Engineering, Virginia Tech and Certified Professional Traffic Operations Engineer

Adam serves as a transportation project engineer specializing in traffic engineering. Adam's focus includes traffic operations and safety analysis, traffic signal timing, conducting multimodal traffic and corridor studies, and performing traffic modeling with Synchro and Vissim. Adam blends his passion for safety and multimodal transportation into the work he performs. Adam has worked on projects for various state and municipal clients, including MnDOT, NDDOT, WYDOT, Minneapolis MN, Oak Park Heights MN, and Cody WY, as well as many private clients.

RELEVANT EXPERIENCE

- NDDOT I-29 & County Road 20 Interchange Study | Fargo, ND
- Lauderdale Speed Limit Study and Analysis | Lauderdale, MN
- MnDOT TH43 Reconstruction | Winona, MN
- SDDOT I-90 Exit 32-40 Corridor Study and Design | Meade County, SD
- MnDOT MN Hwy 7 Safety Assessment | McLeod County, MN
- MN Hwy 36 Backage Road/Roundabout Study | Oak Park Heights, MN
- MnDOT MN Hwy 7 Safety Assessment | McLeod County, MN
- TH 36 and Norell Avenue Roundabout | Oak Park Heights, MN
- Fast Lane C-Store Traffic Impact Study | Shoshoni, WY

** denotes projects completed with other firms*

Catrina Meyer AICP, GISP

Traffic Analysis, Safety, ITS

YEARS OF EXPERIENCE: 7

EDUCATION: Master of City and Regional Planning, Rutgers University, BA, Historic Preservation, Urban Studies Minor and GIS Certification, University of Mary Washington

Catrina is a transportation planner in Stantec's urban mobility group. Her experience is in transportation planning, with an expertise in synthesizing data to drive decision-making. Catrina's work includes transit market analysis studies, regional mobility plans, transportation impact assessments, and numerous safety studies. She helps clients create transportation impact analysis guidelines, prioritize locations for safety investment, and understand travel patterns through big data. Catrina also supports transportation components for multidisciplinary projects, and contributes GIS and data analysis to a variety of planning efforts.

RELEVANT EXPERIENCE

- Greater Buffalo Niagara Regional Transportation Council Scajaquada Corridor Vision and Mobility Plan | Buffalo, NY
- Worcester Vision Zero Safety Action Plan | Worcester, MA
- Berkeley Vision Zero Action Plan | Berkeley, CA*
- Los Angeles Vision Zero Transportation Assessment | Los Angeles, CA*
- City of Buffalo Smart Streets Design Plan (SSDP) | Buffalo, NY
- TNDOT Gainesboro Mobility Plan | Gainesboro, TN
- TNDOT Athens Mobility Plan | Athens, TN

Dan Hemme MPA

Goals, Performance Measures

YEARS OF EXPERIENCE: 6

EDUCATION: Master of Public Administration, East Carolina University, Juris Doctor, University of North Carolina-Chapel Hill School of Law, BA, University of Florida

Dan serves as transportation planner in Stantec's Raleigh, North Carolina office. He approaches every project from a people-first perspective, working with clients to find equitable solutions that meet the needs of all community members. His interests are in bicycle and pedestrian planning, smart mobility and policy analysis for public and private entities, including colleges and universities, public-private partnerships, local governments, and metropolitan or regional planning organizations. A veteran of the micromobility industry, he is passionate about finding innovative solutions with transformative potential for their communities.

RELEVANT EXPERIENCE

- Knoxville TPO 2050 MTP Update | Knoxville, TN
- Lakeway Area Metropolitan TPO 2050 MTP Update | Hamblen County, TN
- Morgantown-Monongalia MPO 2050 MTP | Monongalia County, WV
- Cleveland MPO Regional Transportation Plan | Cleveland, TN
- Knightdale Comprehensive Transportation Plan | Knightdale, NC
- Northeast Area Study Update | Wake & Franklin Counties, NC
- Gainesboro Community Mobility Plan | Gainesboro, TN
- Hendersonville Road Corridor Study | Asheville, NC

David Schellinger PE

Growth & Development, Projections, Travel Demand, Modeling

YEARS OF EXPERIENCE: 42

EDUCATION: Master of Urban and Regional Planning and BA, University of Minnesota

David leads a group of transportation analysts responsible for the development and application of travel demand models. He has extensive tolling experience and is highly regarded by toll agencies and metropolitan planning organizations. David has estimated and calibrated several mode choice models and route choice models for toll feasibility assessment projects across the nation. He also prepared a series of Level 2 and Level 3 traffic and revenue studies.

RELEVANT EXPERIENCE

- Morgantown-Monongalia MTP Update | Morgantown, WV
- TNDOT Cleveland MPO Regional Transportation Plan | Cleveland, TN
- Northeast Area Study - Land Use and Transportation Plan | Wake County, NC
- Northwest Corridor PPP Managed Lane Project | Atlanta, GA
- I-35 and I-10 Managed Lane Level 2 Traffic and Revenue Study | San Antonio, TX
- SH 121 Toll Feasibility Study | Fort Worth, TX
- Mid-Currituck Bridge Traffic and Revenue Study | Corolla, NC
- I-485 Managed Lane Toll and Revenue Study | Charlotte, NC
- Wisconsin Interstate Toll Feasibility Study | Madison, WI
- RCTC I-15 Managed Lanes Investment Grade T&R Study | Riverside County, CA
- WSDOT SR-99 Tunnel T&R Study | Seattle, WA
- Wisconsin Interstate Toll Feasibility Study | Madison, WI

Mark Butler AICP, ENV SP

Growth & Development, Projections, Travel Demand, Modeling

YEARS OF EXPERIENCE: 23

EDUCATION: Master of Urban and Regional Planning and BA, University of Minnesota

Mark has transportation and comprehensive land use planning experience including the development of travel demand models, traffic forecasts, traffic simulations and other transportation plans. He has been an on-call modeler for the Kentucky Transportation Cabinet since 2006 and an on-call traffic forecasting consultant since 2011. Mark has prepared forecasts, model documentation, demand management strategies, development applications, and public outreach materials. His extended project experience includes NEPA planning and documentation, transit planning, freight studies, economic impact analyses and GIS data collection.

RELEVANT EXPERIENCE

- KYOVA Congestion Management Process | Huntington, WV
- Lake Charles MPO Metropolitan Transportation Plan | Lake Charles, LA
- Northeast Area Study Land Use and Transportation Plan | Wake County, NC
- Morgantown-Monongalia MTP Update | Morgantown, WV
- SCDOT I-85 Corridor Analysis | Greenville & Spartanburg Co., SC
- Indianapolis MPO 9-County TranPlan Long-Range Plan Update Model | Indianapolis, IN*
- SCDOT I-20/I-26/I-77 Region-wide Corridor Management Plan | Columbia, SC
- Lexington-Fayette Urban County Government Downtown Lexington Traffic Movement Revitalization Study | Lexington, KY

** denotes projects completed with other firms*

Joel Mann

Financial Plan and Policy

YEARS OF EXPERIENCE: 20

EDUCATION: Master of Regional Planning, City and Regional Planning, University of North Carolina, BA, Urban Studies, New College Florida

Joel has experience in transportation planning and transportation-focused contributions to development codes, comprehensive plans, and community master plans. His career pursuits have grown from an intersection of personal passions and commitments including bicycle and pedestrian mobility, streets as vital urban public spaces, and use of public resources to provide the best possible returns for citizens and their quality of life. He works to develop plans that promote balanced multimodal transportation, that enhance potential for land development and urban design, and that fit within community expectations.

RELEVANT EXPERIENCE

- Connect Atlanta Transportation Plan | Atlanta, GA
- Chamblee Mobility Plan | Chamblee, GA
- Gainesboro Community Mobility Plan | Gainesboro, TN
- Comprehensive Plan | Sandy Springs, GA
- Fayette Forward Comprehensive Transportation Plan | Fayetteville, GA
- Omaha Transportation Plan | Omaha, NE*
- Midtown Transportation Plan | Atlanta, GA
- Peachtree Street Design Study | Atlanta, GA
- Tampa TNC/Micromobility Plan | Tampa, FL
- Lyndale Avenue Suburban Retrofit Strategy | Bloomington, MN
- Mount Vernon Square Transportation Study | Washington DC*
- A1A Greenway Opportunities Study* | Fort Lauderdale, FL*

Ella Rasp AICP

Transit/Rail Planning

YEARS OF EXPERIENCE: 6

EDUCATION: BA, Urban Studies, University of Minnesota Twin Cities

Ella has a broad background in transportation planning with a focus on integrating human-scaled urban design into projects. She has proven experience in transit project development, building meaningful community partnerships in public sector projects, using creative engagement to unlock project champions, and creating placemaking plans that activate streets and corridors.

RELEVANT EXPERIENCE

- Statewide Multimodal Transportation Plan | St Paul, MN*
- 2021 Placemaking Plan | Savage, MN*
- Minneapolis Mobility Hub Pilot | Minneapolis, MN*
- Upper Harbor Terminal Park | Minneapolis, MN*
- Rochester BRT TOD and Public Realm | Rochester, MN*
- Cheyenne MPO Cheyenne Safe Routes to School Plan | Cheyenne, WY
- 1st Avenue N Reconstruction | Minneapolis, MN
- ABC Ramps Mobility Hub Pilot | Minneapolis, MN*
- Rice and Larpenteur Activations | St. Paul, Roseville, and Maplewood, MN*
- Metropolitan Council METRO Blue Line Light Rail Extension | Crystal, MN*
- MnDOT Third Avenue Bridge Construction Communication | MnDOT | Minneapolis, MN*

Katy Shackelford AICP, PTP

Financial Plan and Policy, Funding Specialist

YEARS OF EXPERIENCE: 12

EDUCATION: Master of Urban and Regional Planning, Virginia Polytechnic Institute, BA, Architecture, Ball State University

Katy is an innovative mobility planning professional and funding specialist with over ten years of experience. She specializes in transportation planning, public policy, and economic development for distressed and disadvantaged communities. As a member of Stantec's North American Funding Program, Katy helps clients navigate complex funding programs and position their projects for maximum community benefits. Katy is passionate about building places people love and has helped clients secure over $470M in federal, state, and private funding to bring their ideas to life.

RELEVANT EXPERIENCE

- SE Metropolitan Planning Organization (SEMPO) Long Range Transportation Plan 2045 | Cape Girardeau, MO*
- Long Range Transportation Plan | Harrison County, IN*
- Columbus Area MPO (CAMPO) Long Range Transportation Plan 2045 | Columbus, IN*
- Brilliant Bright Communities: Tri-County Regional Sustainability Plan | Peoria, IL*
- Envision Heart of Illinois: Peoria-Pekin Long Range Transportation Plan 2040 | Peoria, IL*
- CRIS Rural Mass Transit District Rural Transit Feasibility Study | Danville, IL*
- Multimodal Transportation Plan | Jasper, IN*
- Comprehensive Plan | Germantown Hills, IL*

Becca Hughes AICP

Transit/Rail Planning

YEARS OF EXPERIENCE: 22

EDUCATION: Master of Public Affairs - Transportation Planning, University of MN, BS, Land Use Planning, University of Wisconsin

Becca is a transportation team leader with experience in the private and public sectors. Before joining Stantec, Becca worked as a transportation planner and urban planner for the City of Minneapolis and was the project manager on several major capital initiatives including bicycle, pedestrian, transit, LRT, and street reconstruction projects. These projects prioritized the Transportation Action Plan, Complete Streets Policy, Climate Action Plan, and Vision Zero Action Plan. Becca further managed transportation studies, cooperative projects, program coordination, and policy work.

RELEVANT EXPERIENCE

- Minneapolis 2040 Plan and Transportation Action Plan | Minneapolis, MN*
- METRO Blue Line Extension LRT | Minneapolis, MN*
- Metro Transit Dedicated Bus Lane Projects | Minneapolis, MN*
- CSAH 52 (Nicollet Avenue) Reconstruction | Hennepin County, Richfield, MN
- Vision Zero Policy and Action Plan | Minneapolis, MN*
- 1st Avenue N Reconstruction | Minneapolis, MN
- Hennepin Avenue South Reconstruction | Minneapolis, MN*

** denotes projects completed with other firms*

Ryan White PE

Transit/Rail Planning

YEARS OF EXPERIENCE: 23

EDUCATION: Bachelors of Science, Civil Engineering, North Carolina State University

Ryan has experience in transportation engineering, transportation planning, and project management. He has a broad range of project experience across multiple modes including highways, rail, transit, and intermodal freight. His project experience includes highway improvement projects, passenger and freight rail corridor improvements, multimodal stations, intermodal freight facilities, and vehicular maintenance facilities. Ryan's long-range transportation planning experience includes managing the North Carolina Comprehensive State Rail Plan, overseeing the development and publication of the state's freight and passenger rail program. Ryan has utilized his freight and passenger rail knowledge and experience to lead the development of three USDOT TIGER and FASTLANE grant applications.

RELEVANT EXPERIENCE

- Fayetteville-Raleigh Passenger Rail Study | North Carolina NCDOT North Carolina Comprehensive State Rail Plan | NC*
- Amtrak NE Corridor Fencing Program | Philadelphia, PA
- Wallace to Castle Hayne Corridor Planning and Design Study | Wilmington, NC
- NCDOT CSXT Greenville Northern Siding Rail Yard Relocation Greenville, NC*
- SCDOT I-526 Lowcountry Corridor WEST Widening and Reconfiguration | Charleston, SC

Joe Polacek AICP

Visual Communications & Reporting

YEARS OF EXPERIENCE: 6

EDUCATION: Master of Urban and Regional Planning and Bachelor of Architecture, University of Minnesota

Joe is experienced in urban design, site design, and small area plans. He specializes in communicating complex issues and soliciting feedback in ways that are easy to understand so that more people can help shape their environments. Joe creates interactive websites, 3D models and renderings, environmental justice screening tools, urban design frameworks, and attractive plan documents.

RELEVANT EXPERIENCE

- Comprehensive and Transportation Plan | Horace, ND
- Aberdeen Recreational Trails Plan | Aberdeen, SD
- State Capitol Comprehensive Master Plan Update | Bismarck, ND
- Comprehensive Plan Update | Moorhead, MN
- 2050 Comprehensive Plan | Owatonna, MN
- 2050 Comprehensive Plan | Northfield, MN
- 2040 Comprehensive Plan | Mounds View, MN
- Comprehensive Plan Update | Sugar Land, TX
- Comprehensive Plan | Cottage Grove, MN
- Downtown Moorhead Master Plan | Moorhead, MN
- Lyndale Avenue Suburban Retrofit Plan | Bloomington, MN
- Flint Hills Regional Council Area-Wide Planning | Kansas
- Mankato Area Wide Plan | Mankato, MN
- Manhattan Plaza West Small Area Plan | Manhattan, KS

Astrid Mayak

Visual Communications & Reporting

YEARS OF EXPERIENCE: 6

EDUCATION: Master in Architecture II, Master in Urban Planning, Harvard University, Bachelor in Architecture, University Ricardo Palma

As a cross-disciplinary designer, Astrid combines her knowledge in urban mobility and street design to shape cities and create vibrant, inclusive, and resilient urban spaces. Her work is centered around the crucial nexus between land use and equitable development, championing integrated transportation solutions to elevate urban living and sustainability. Her expertise in visualizing design concepts and planning policies enriches her projects, offering clear, compelling visual narratives that bridge complex planning strategies with community engagement. Through her adept graphic language, she captures the essence of proposed improvements and facilitates meaningful dialogue among stakeholders and communities, underscoring her commitment to transforming cities into more accessible, healthy, and sustainable spaces.

RELEVANT EXPERIENCE

- Knoxville TPO 2050 MTP Update | Knoxville, TN
- TNDOT Shelby County Tchulahoma Corridor Study | Memphis, TN
- Foothills Regional Commission Henderson-Logan Complete Streets | Marion, NC
- Second Avenue Corridor Study | Siler City, NC
- Reimagine Ribaut Road Master Plan | Beaufort County, SC
- Sunset Avenue Corridor Study | Rocky Mount, NC
- Comprehensive Plan | Lebanon, TN
- Downtown Strategic Master Plan | Reading, PA
- El Paso Eastside Master Plan | El Paso, TX

Tim Arens PE ■

Engagement, Growth & Development Projections, Travel Demand, Modeling

YEARS OF EXPERIENCE: 21

EDUCATION: BS, Civil Engineering, North Dakota State University

Tim Arens leads Ackerman-Estvold's Transportation Division. With 20 years of experience in transportation and traffic engineering, he manages multi-million dollar design and construction projects and works closely with project staff, clients, and contractors to deliver quality, on-time projects. Arens' experience also includes environmental documents, traffic studies, right of way acquisition, and grant writing. He is an ATSSA Traffic Control design specialist who works closely with cities, counties, state and federal agencies, and developers to deliver a wide range of projects.

RELEVANT EXPERIENCE

- 37th Avenue SW and 23rd Street SW Traffic Signal Improvements | Minot, ND
- 37th Avenue SW/Trinity Regional Medical Center Traffic Operations Study | Minot, ND
- Mouse River Enhanced Flood Protection | Burlington, ND
- Wayfinding Sign Program | Minot, ND
- NDDOT US52 Turn Lanes | Logan, ND
- NDDOT Main Street (ND23) Reconstruction | New Town, ND
- NDDOT ND20 Mill & Overlay, ADA Ramps | Jamestown, ND
- NDDOT ND49 Mill & Overlay, ADA Ramps | Beulah, ND
- Minot Intermodal Facility | Minot, ND
- Park District Improvements | Minot, ND
- NDDOT Driver License Site | Minot, ND

** denotes projects completed with other firms | ■ Ackerman-Estvold*

Patrick Samson PE, CFM ■

Engagement

YEARS OF EXPERIENCE: 23
EDUCATION: BS, Civil Engineering, University of North Dakota, Certified Floodplain Manager

In addition to leading land planning, development, and design projects, Patrick's project experience includes client communication and public outreach. His experience includes managing projects with federal and state grant funding. Patrick's career includes private firm project management and design experience, along with several years of experience serving as city engineer for local municipalities. As a Certified Floodplain Manager (CFM), Patrick brings valuable insights to infrastructure planning and design that positively impact transportation corridors, traffic studies, and environmental assessments in the region.

RELEVANT EXPERIENCE

- City of Burlington Capital Improvement Plan | Burlington, ND
- Mouse River Enhanced Flood Protection | Burlington, ND
- 37th Avenue SW and 23rd Street SW Traffic Signal Improvements | Minot, ND
- Burlington Levee System Utility, Roadway, and Interior Drainage System Modifications (MREFPP Phase BU-1) | Burlington, ND
- 16th Street utility relocation (MREFPP Phase 2/3) | Minot, ND
- Harvest Heights 1st Addition and Water Booster Station | Burlington, ND
- Bolton Heights 160 Acre Mixed-Use New Residential Development | Minot, ND
- Park District Improvements | Minot, ND
- Minot State University Parking Improvements | Minot, ND

Austin Becker PE ■

Growth & Development Projections, Travel Demand, Modeling

YEARS OF EXPERIENCE: 10
EDUCATION: S, Civil Engineering, North Dakota State University

Austin is a transportation engineer with a wide range of transportation project experience enhancing a corridor's mobility, longevity, and safety. His experience includes design for multiple DOT's, municipal, and private clients throughout the upper Midwest and Texas. In North Dakota, Austin has designed projects in all eight NDDOT districts. He is experienced in leading design teams to project completion for urban and linear highway settings. He understands that for successful project completion, timelines of project deliverables are critical to make sure a project stays on schedule and within budget.

RELEVANT EXPERIENCE

- Minot Area Chamber EDC Minot Intermodal Facility | Minot, ND
- Wayfinding Sign Program | Minot, ND
- Mouse River Enhanced Flood Protection | Burlington, ND
- NDDOT ND5 Mill & Overlay | Mercer County, ND
- South Prairie School District Parking Lot Improvements | Minot, ND
- NDDOT ND5 Shared Use Path | Mohall, ND
- 41st Street NW Road Reconstruction | Mountrail County/New Town, ND
- Park District Improvements | Minot, ND

■ *Ackerman-Estvold*

WHY STANTEC/ACKERMAN-ESTVOLD TEAM?

We focus on implementation from the beginning planning stages through design to construction because:

- Our Stantec team has prepared **over 40 CTPs/ LRTPs and Land Use plans** within the past 15 years alone.
- Incorporating Design Concepts that **reflect physical, scaled improvements** for the roadway.
- We're **fully interdisciplinary**—and we'll pull in other Stantec expertise should the need arise in the planning/design process.
- We create **inspiring yet realistic** plans that reflect market conditions.
- We don't just talk about **community engagement**. We believe it produces better plans. We engage in transparent, stakeholder-led processes.
- We listen, but we also educate, so that community members **can make informed decisions**.
- We **understand the tradeoffs** needed to retrofit a major corridor to incorporate access management, safety, stormwater and multimodal treatments.
- And we know how to prioritize, phase and implement **projects that get built**!

E. SIMILAR PROJECT EXPERIENCE

This table highlights **project experience of our team** similar and/or relevant to your MTP. Unless otherwise noted these projects were led by Stantec. *Descriptions for the key projects in **bold** are provided on the following pages.*

* Stantec served as a subconsultant

PROJECT EXPERIENCE	SIMILAR SCOPE ELEMENTS														
	Land Use Planning	Complete Streets	Corridor Concept Designs	Multimodal Planning	Prioritization	Growth Strategies	Economic Development	Stakeholder Outreach	Transit Planning	Hot Spots / Intersections	Roadway Designs	Traffic Calming	Fiscal Constraint	Freight Planning	Travel Demand Modeling
Horace Comprehensive and Transportation Plan | Metro COG | Fargo, ND	■			■		■	■	■			■				
2013 Minot Comprehensive Plan Update | City of Minot | Minot, ND	■					■	■	■							
Minot Housing Needs and Market Analysis | City of Minot | Minot, ND	■				■	■	■	■							
Bismarck-Mandan Bicycle and Pedestrian Plan | MPO | Bismarck, ND		■	■	■				■							
Bismarck-Mandan School Safety Crossing Study | MPO | Bismarck, ND				■	■	■		■				■			
Bismarck-Mandan 2045 MTP | MPO | Bismarck, ND*				■	■	■		■	■				■	■	■
76th Avenue Corridor Study | Metro COG | Fargo, ND	■	■	■	■			■	■			■				■
Knoxville-Lakeway TPO 2050 MTP Update | TPO | Knoxville, TN	■	■		■	■	■	■	■	■				■	■	■
Morgantown-Monongalia 2050 MTP Update | MPO | Morgantown, WV	■	■	■	■	■	■		■	■	■	■	■	■	■	■
Cleveland Urban Area MPO 2050 Regional Transportation Plan | MPO | Cleveland, OH		■	■	■	■	■		■	■	■	■	■	■		■
IMCAL/Lake Charles MPO 2045 MTP | MPO | Lake Charles, LA	■	■	■	■				■		■			■		■
Charleston Area Transportation Study and Long Range Plan | MPO | Charleston, SC		■	■	■	■			■	■	■			■	■	■
Clemson University Long-Range Framework Plan (LRTP) | Clemson, SC	■	■	■	■				■		■	■				■
Spartanburg Area Transportation Study (LRTP) | MPO | Spartanburg, SC				■	■	■		■				■		■	
Knightdale (NC) Comprehensive Transportation Plan (CTP) | City of Knightdale | Knightdale, NC	■	■	■	■	■	■	■	■	■	■	■				■
CAMPO Northeast Area Transportation and Land Use Study 2.0 (CTP) | MPO | Cary, NC	■	■	■	■	■			■	■	■	■	■	■	■	■
Durham MPO Congestion Management Process (CMP) | MPO | Durham, NC	■	■		■		■	■	■		■				■	
Garner Comprehensive Transportation Plan (CTP) | City of Garner | Garner, NC	■	■	■	■		■	■	■		■					■
Mt Juliet Comprehensive Transportation Plan (CTP) | City of Mt Juliet | Mt Juliet, TN	■	■	■	■	■	■		■	■	■					■
CAMPO Southwest Area Transportation and Land Use Study (CTP) | MPO | Cary, NC	■	■	■	■	■			■	■		■	■			■
Charleston Comprehensive Transportation Plan (CTP) | City of Charleston | Charleston, SC	■	■	■	■			■	■	■	■		■			■
Charleston Area Congestion Management Process (CMP) | MPO | Charleston, SC	■	■	■	■	■	■	■	■	■	■			■	■	■
Athens Community Mobility Plan | City of Athens | Athens, TN		■		■	■	■			■						
Gainesboro Community Mobility Plan | City of Gainesboro | Gainsboro, TN		■		■	■	■			■						

Horace Comprehensive and Transportation Plan

Fargo-Moorhead MetroCOG
Horace, North Dakota

Located southwest of Fargo, the City of Horace, with its 2,700 residents, is one of the fastest growing cities in North Dakota. Anticipating long-term growth, the City sought a comprehensive and transportation plan to achieve its goals for growth and development while maintaining its small-town character. Stantec applied its extensive local planning and rural community planning experience to facilitate this effort.

Our staff collaborated with the community to develop a future land use plan, develop preferred options for recreation amenities, and enhance transportation connectivity. Because the city is experiencing significant developer interest, we accelerated completion of the updated future land use element. The planning team focused on parks and recreation and small areas plans. The final aspect of the project, infrastructure and transportation planning, was coordinated with a Stantec transportation corridor study also underway in the area.

Our team worked closely with the City to achieve community participation through hands-on exercises. When high public participation led to an extraordinary amount of input at the first public meeting, we added an extra meeting to fully share the outreach material.

Click here to see the plan

ADDITIONAL NORTH DAKOTA EXPERIENCE

- Housing Needs and Market Analysis | Minot, ND
- Comprehensive Plan Update | Minot, ND
- Riverfront Downtown and Neighborhood Plans | Minot, ND
- Bismarck-Mandan MPO 2045 Metropolitan Transportation Plan | Bismarck, ND
- Bismarck-Mandan MPO Bicycle and Pedestrian Plan | Bismarck, ND
- Bismarck-Mandan MPO School Safety Crossing Study | Bismarck, ND
- Land Use and Transportation Plan | Mandan, ND
- Zoning Ordinance Update | Mandan, ND
- Metro COG 76th Avenue Corridor Study | Fargo, ND
- I-94 Midway and Grant Marsh Bridge Feasibility Study | Fargo, ND
- I-94/ND10 Bridge Replacements over Maple River | Mapleton, ND
- ND23 Widening and Reconstruction | Watford City, ND
- ND37 from Junction ND23 to ND1804 Major Rehabilitation | Parshall, ND

Knoxville-Lakeway TPO 2050 MTP Update

Knoxville, Tennessee

The Knoxville Regional Transportation Planning Organization (KRTPO) is the MPO tasked with long-range mobility needs for the six county metro area. Guided by FHWA requirements, the TPO, and its Technical Committee updates its MTP document every 4-years to guide regional growth and mobility policy for future transportation projects. Title VI outreach to priority populations, and applying a safe systems approach to planning are critically important factors for the TPO with this MTP update.

Stantec's multimodal planning group was selected to facilitate this 20-month planning process, guiding an engagement strategy that offers virtual and in-person opportunities for the region's 925,000 residents. Stantec hosted community meetings, stakeholder listening sessions, online surveys, and an interactive webmap to document issues, barriers, safety hazards, and feedback on mobility needs.

Community vision was synthesized from feedback and discussion, which allowed the planning team to prioritize mobility improvement projects that would benefit residents the most. A data-driven evaluation process was incorporated to quantitatively score and rank projects based on proximity to community assets or safety/ maintenance needs.

Stantec constructed a revenue model that projects future revenues from federal, state, and local funding programs, incorporates year of expenditure (YOE) project costs, and identifies horizon year benchmarks to streamline project prioritization efforts with the Technical Committee.

Click here to see the website

Cleveland Urban Area MPO 2045 Regional Transportation Plan

Cleveland, Tennessee

Cleveland experienced a more than 2% annual growth, the City and region wanted to invest in transportation projects to improve all travel modes. Stantec delivered two rounds of public engagement within a five-month timeline, under COVID-19 protocols. Embracing the accelerated timeline, Project Manager Timothy Tresohlavy led the team through the use of digital tools including a project website, online surveys, and ArcGIS Online interactive map. To increase participation, these tools were supplemented with two public events hosted on Zoom and Facebook Live.

The 2045 RTP was a fiscally-constrained long-range transportation plan that not only satisfies FHWA and TNDOT requirements, but included concept design treatments for four problematic corridors.

These planning-level design treatments helped to generate interest and a vision for multimodal investments to improve streetscape and surrounding land uses, generating the local support needed to reinvest and redevelop.

Stantec delivered two rounds of public engagement using a project website, online survey, and ArcGIS Online interactive map. We supplemented these tools with two public events hosted on Zoom and Facebook Live.

→ **Click here to see the plan**

Lake Charles MPO 2045 Metropolitan Transportation Plan

Lake Charles, Louisiana

The Lake Charles MPO (LCMPO) area in Calcasieu Parish experienced significant growth including the adverse effects on infrastructure and the economy. Following Hurricane Rita in 2005, the economy and population suffered from locals permanently moving from the area. Since then, the area has rebounded and is postured for continued growth. Timothy Tresohlavy served as Project Manager for the team that developed a MTP for the LCMPO as well as a separate analysis and documentation for the non-metropolitan area of the Calcasieu Parish region. These plans reflect the needs and priorities for multimodal transportation as informed by citizens, organizations, and elected officials of the Lake Charles region. The LCMPO 2045 MTP is a financially and fiscally constrained transportation plan that complies with Federal Regulations: Moving Ahead for Progress in the 21st, Century Act (MAP-21), and the Fixing America's Surface Transportation Act (FAST Act), plus a regional Comprehensive Transportation Plan for Calcasieu Parish.

→ **Click for website and plan**

Morgantown-Monongalia 2050 MTP Update

Morgantown, West Virginia

The region's 2013 transportation plan had received minor updates in 2017. Federal guidance had changed significantly since then, and the development patterns with the City and County are constrained by topography and streams.

The MTP process was concurrent with both the Monongalia County Comprehensive Plan and City of Morgantown Comprehensive Plan updates. The Stantec Team facilitated an inclusive engagement process to redefine goals for regional mobility, and align them with needs and priorities for land use and transportation. We listened first, allowing feedback from citizens, organizations, and elected officials guide the process.

A user-friendly project website served as a single launching point for engagement tools, events, resources, and documents generated along the way. The 12-month planning process was a highly collaborative process, which involved eight jurisdictions, and many state and local agencies.

→ **Click for website and plan**

F. REFERENCES

Stantec References

CAMPO Northeast Area Study

Wake and Franklin Counties, North Carolina

Shelby Powell, AICP
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Lakeway Area MTPO 2050 Metropolitan Transportation Plan

Morristown, Tennessee

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Cleveland Urban Area MPO 2045 Regional Transportation Plan

Cleveland, Tennessee

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OUR **CLIENTS** SAY IT BEST

"THIS IS THE BEST LONG RANGE TRANSPORTATION PLAN THAT I HAVE EVER SEEN IN THE STATE (SC)"
Dan Hinton, FHWA

"I CAN'T BELIEVE THE LEVEL OF EFFORT AND QUALITY THAT YOU (STANTEC) HAVE PROVIDED ON OUR PROJECT, WELL DONE!"
Bob Harkrader | Spartanburg County SC Planning Director

"YOUR TEAM IS TRULY HELPING OUR COMMUNITY, AND I WANT YOU TO KNOW HOW MUCH WE APPRECIATE IT."
Mulberry Street Property Owner | Beaufort, NC

Ackerman-Estvold References

Burlington Levee System MREFPP Phase BU-1

Burlington, North Dakota

Jeanine Kabanuk, AICP
Mayor, City of Burlington
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701-833-7405

Mouse River Flood Protection

Minot, Burlington, and Ward County, North Dakota

Dave Ashley
Chairman, Souris River Joint Board
dashley@mouseriverplan.com
701-626-1566

G. DBE/MBE PARTICIPATION

We understand how important it is for the Central Dakota MPO and NDDOT to include DBE/MBE participation whenever possible on our project teams. For this endeavor, we did reach out to two NDDOT recognized DBE firms that politely declined due to their workload. Our team is committed to achieving DBE goals. With that goal in mind, if an opportunity arises within the course of this project to engage a certified DBE/MBE partner with skills and experience to fit our project scope, we will welcome the opportunity to add their expertise to our team.

Design with
community in mind

Stantec

2050 MTP RFQ Selection Committee Proposal Evaluation Form

The following evaluation form should be completed for each of the proposals.

It is recommended to perform a cursory review of each of the proposals prior to completing this evaluation form. This provides the reviewer with an opportunity to better understand what areas of a proposal stand out from others being reviewed.

For each evaluation criterium, an area for comments and maximum number of points are provided. Each criterium should provide a comment(s) that provide rationale for the number of points allocated by the reviewer for each criterium. This will assist in any subsequent debrief activities for those firms that are not selected. The maximum number of points for each criterium is based on the weights denoted in the RFQ.

Firm: _____

Reviewer: _____

Criterium #1 – Project Understanding

Demonstrates understanding of the scope of work and local factors. Shows how firm proposes to approach, resolve challenges, and encourage new ideas that improve the end project. (**Weight 25%**)

Comments	Points
	25

Criterium #2 – Firm Knowledge and Experience

Demonstrates the firm has the knowledge and experience to successfully address the scope of work. (**Weight 25%**)

Comments	Points
	25

Criterium #3 – Firm Timeliness, Quality, and Integrity

Demonstrates the firm has a history of timely performance, quality, and integrity, as evidenced by a list of client references. Demonstrates the firm's approach to managing resources and project output. (**Weight 15%**)

Comments	Points
	15

Criterium #4 – PM, Key Personnel, and Subconsultant Team

Demonstrate experience, expertise, qualifications, and credentials of project manager, key personnel, and subconsultant team members. Project team should indicate other significant projects being worked on, the percent of involvement, and probable completion date of the individual's work on the project. (**Weight 25%**)

Comments	Points
	25

Criterium #5 – Project Schedule

Provide a time schedule for completion of each task and the entire project, with appropriate time for review. Demonstrate the project team has the resources necessary to complete the project. (**Weight 10%**)

Comments	Points
	10

Total Points_____/100