



Central Dakota MPO Policy Board Meeting

Thursday, May 28, 2026, at 4:00 PM

3rd Floor Executive Conference Room, City Hall (10 3rd Ave SW)

Any person needing special accommodation for the meeting is requested to notify the City Clerk's office at 857-4752.

1. ROLL CALL

2. MEETING MINUTES

2.1. REVIEW AND APPROVAL OF THE APRIL 23, 2026 POLICY BOARD MINUTES

Suggested Motion: I move to approve the minutes of the April 23, 2026 meeting as presented.

2.2. DRAFT MAY 12, 2026 TECHNICAL ADVISORY COMMITTEE MINUTES

This item is informational only; no action required.

3. OLD BUSINESS

3.1. BIKE AND PEDESTRIAN PLAN - CONSULTANT SELECTION

Suggested Motion:

I move to:

1) Approve Resolution 2026-4 surrounding the selection of HDR Engineering, Inc. to provide professional services for the creation of the 2026-2027 Bicycle and Pedestrian Plan; and

2) Direct the Executive Director to execute a contract following review by Central Dakota MPO's legal contractor.

4. NEW BUSINESS

4.1. NORTH DAKOTA MPO'S LETTER OF SUPPORT FOR SURFACE TRANSPORTATION REAUTHORIZATION

Suggested Motion: I move to approve the Policy Board Chair sign the letter of support as presented.

4.2. MONTHLY ACTIVITIES UPDATE

This item is informational only; no action required.

4.3. FINANCE DOCUMENTS

Suggested Motion: I move to approve the Financial Statements as presented.

5. OTHER BUSINESS

5.1. OTHER BUSINESS, IF ANY

5.2. OPPORTUNITY FOR PUBLIC COMMENT

6. ADJOURNMENT

Central Dakota Metropolitan Planning Organization

Meeting Minutes

Thursday, April 23, 2026, at 4:00 PM
3rd Floor Executive Conference Room, City Hall (10 3rd Ave SW)



Jim Rostad called the meeting to order at 4:00pm

1. ROLL CALL

The following were present:

Burlington City- Jerick Hedges
Minot City- Lisa Olson, Mark Jantzer
Surrey City- Mike Thiesen
Ward County- John Fjeldahl, Jim Rostad

Members Absent: Tom Joyce

Others Present: John Van Dyke, Bailey Bosley, Will Hutchings (virtual), Brittany Shefstad

2. MEETING MINUTES

2.1 REVIEW AND APPROVAL OF THE MARCH 26, 2026, POLICY BOARD MINUTES

Lisa Olson made a motion to approve the minutes of the March 26, 2026, meeting as presented. The motion was seconded by Mike Thiesen and carried the following vote – ayes: Fjeldahl, Hedges, Rostad, Olson, Jantzer, Thiesen; nays: none.

2.2 DRAFT APRIL 14, 2026, TECHNICAL ADVISORY COMMITTEE MINUTES

Jim Rostad asked Executive Director Van Dyke if there were any items that he would like to touch base on. Executive Director Van Dyke stated that there are several items that were discussed in the TAC meeting that are on the Policy Board agenda and that they could be discussed as we come to those topics.

3. OLD BUSINESS

3.1 PAVEMENT CONDITION DATA COLLECTION – CONSULTANT SELECTION

Jim Rostad asked for a motion to approve Resolution 2026-3 surrounding the selection of Quality Engineering Solutions, Inc. to provide professional services for the creation of the 2026 Pavement Condition and Analysis Report; and direct the





Executive Director to execute a three-way contract between the City of Minot and Quality Engineering Solutions, Inc. following review by Central Dakota MPO's legal contractor. Jerick Hedges made a motion to approve, with a second from John Fjeldahl.

Executive Director Van Dyke stated that this is for the entire Metropolitan Planning Area (MPA). The City of Minot will be doing their local roads at their expense but the MPO is going to be collecting data on all of the collectors, minor arterials, and principal arterial roadways. Executive Director stated that the MPO did reduce some of the scope of work to exclude some of the far fringes of the principal arterials, which are the state and US highways that run through the area. NDDOT already performs pavement data collection annually on these roads. Therefore, CDMPO will only collect pavement data in those areas through City of Minot where there exists a maintenance agreement between NDDOT and City of Minot, as these roads could have a local budgetary impact. There was discussion with NDDOT if they believed there to be a benefit from the additional data collected for these segments on the periphery, but because it is such a small area and NDDOT does all their own data collection, the likelihood of NDDOT utilizing the data in any decision-making was slim. The Executive Director stated that the benefit of the reduced scope is that it results in approximately \$3,000 to \$4,000 less cost to complete the project due to less data collection and associated data processing. Executive Director Van Dyke also noted that TAC recommended approval regarding this item. The motion carried the following vote – ayes: Fjeldahl, Hedges, Rostad, Olson, Jantzer, Thiesen; nays: none.

3.2 UPCOMING TRANSIT DEVELOPMENT PLAN ACTIVITIES

Executive Director Van Dyke shared expectations of the coming months with the Transit Development Plan (TDP). The TDP was originally scheduled to be completed in August or September of this year; however, the project is ahead of schedule. Therefore, presentations for Cities of Minot and Surrey, Ward County, TAC, and Policy Board will occur throughout July. It's possible there may be budgetary savings for this project. If so, the cost savings may be rolled into another project. Executive Director Van Dyke stated that a public notice in the Minot Daily News will be published on April 25 and a press release will be pushed out later this week. There is a project website where those interested can view the draft plan and provide comment. The press release will likely generate additional attention in the form of an interview by the press. Public input meetings will be held at Minot City Hall on the evening of May 26 and afternoon of May 27, where the consultants will provide an in-person presentation. After the public comment period, SRF





Consulting Group will incorporate all changes into the draft TDP document. The members of the steering committee have already had a chance to review and comment on the document.

3.3 2027-2028 UNIFIED PLANNING WORK PROGRAM- 2027 OFFICIAL ESTIMATES

Executive Director Van Dyke shared that since the last Policy Board meeting, CDMPO has received official estimates from NDDOT with regard to funding. Refined figures have been received, resulting in an additional \$18,818.61 in federal funding from the 2024 ND FTA 5304 funds. These are unutilized planning funds that NDDOT has granted the MPOs across the state. Executive Director Van Dyke wanted to bring attention to these additional funds, as CDMPO will also receive \$25,000 of reallocated 2025 CPG funding in 2027. Had this been known at the time, Van Dyke may not have requested the funds. Nonetheless, the additional funding will allow CDMPO to accomplish more in 2027, which will reduce the amount that may be necessary to accomplish what needs to be done in 2028. Will Hutchings stated that he did receive confirmation that should the Policy Board want to reject these funds they could. No action was taken and Executive Director Van Dyke will develop the 2027-2028 UPWP with the additional 2024 ND FTA 5304 funding.

4. NEW BUSINESS

4.1 3RD ST BRIDGE ADDENDUM TO ATAC MASTER AGREEMENT

Executive Director Van Dyke shared that the City of Minot is presently performing some preliminary engineering for the 3rd St Bridge replacement, which includes evaluating scenarios that include traffic impacts should the bridge not be replaced. Executive Director Van Dyke stated that the City of Minot would like to piggyback on our existing ATAC Master Agreement for the modeling tasks that ATAC had performed last year. The City of Minot has set aside \$20,000 and CDMPO received an estimate from ATAC that suggests that the cost is going to be no closer to \$7,000, leaving plenty of contingency should the modeling incur cost overruns. City of Minot would merely be using our Master Agreement to help facilitate the modeling work that is going to be done. Any associated costs are to be borne solely by the City of Minot because it is their project and is for preliminary engineering, which is outside the scope of planning. Jim Rostad asked for a motion to approve the Executive Director sign an addendum to the master agreement to facilitate additional modeling related to preliminary engineering for the 3rd St. Bridge replacement project, with any associated costs to be borne solely by City of Minot. Mark Jantzer moved to approve the motion, with a second by Mike Thiesen and the





motion carried the following vote – ayes: Fjeldahl, Hedges, Rostad, Olson, Jantzer, Thiese; nays: none.

4.2 MONTHLY ACTIVITIES UPDATE

Executive Director Van Dyke shared a breakdown of tasks and hours being worked on by the Executive Director and Transportation Specialist. The report showed a majority of time for the Executive Director was spent on the Pavement Condition Data Collection project, specifically reviewing proposals and conducting interviews. Van Dyke also got the Bike and Pedestrian Plan Request for Proposal rolled out with a selection committee assembled. The Transportation Specialist spent a majority of time between the Transportation Improvement Program and the 2026 UPWP First Quarter Report.

4.3 FINANCE DOCUMENTS

Chair Jim Rostad asked for a motion to approve the Financial Statements as presented. Mike Thiesen moved to approve, with a second by Mark Jantzer. With no comments or questions the motion carried the following vote – ayes: Fjeldahl, Hedges, Rostad, Olson, Jantzer, Thiesen; nays: none.

5. OTHER BUSINESS

5.1 OTHER BUSINESS, IF ANY

No further business discussed.

5.2 OPPORTUNITY FOR PUBLIC COMMENT

No public comments made.

6. ADJOURNMENT

There being no further business, Chair Rostad asked for a motion to adjourn the meeting. John Fjeldahl moved to adjourn, with a second from Lisa Olson and favored by all. The meeting was adjourned at 4:32 pm.





Central Dakota MPO Technical Advisory Committee Meeting Minutes

Tuesday, May 12, 2026, at 10:30 AM
Public Works Conference Room 3,
Public Works (1025 31st St SE)

John Van Dyke called the meeting to order at 10:30 AM

1. ROLL CALL

The following were present:

Burlington City- Sarah Karhoff
Minot City- Dan Falconer, Brian Horinka, Lance Meyer
Surrey City- Josh Reiner
Ward County- Tony Francis (V)
NDDOT- Will Hutchings
MPO Director- John Van Dyke

Absent: Burlington City TAC Member (vacant)

Others Present: Stephen Joerz, Matt Kinsella (V), John Forman (V), Kristen Sperry (V), Bailey Bosley

2. APPROVAL OF MINUTES

2.1 REVIEW AND APPROVAL OF THE APRIL 14, 2026, MINUTES

Executive Director Van Dyke asked for a motion for approval of the April 14, 2026 minutes as presented. Lance Meyer moved to approve, with a second from Dan Falconer, and was favored by all.

3. OLD BUSINESS

3.1 BIKE AND PEDESTRIAN PLAN CONSULTANT SELECTION

Executive Director Van Dyke shared that there were four (4) reviewers that participated in the Bike and Pedestrian Plan proposal and interview rankings. They were Jerick Hedges, CDMPO Policy Board member representing Burlington; Stephen Joerz, City of Minot Traffic Engineer; Tim Baumann, City of Minot Planning Commissioner; and Calyn Beckman, Director of Finance for Minot Park District. Executive Director Van Dyke did not participate in the ranking of each firm, but did review all proposals and attended the interviews. There were 4 firms that submitted proposals: Houston Engineering, Toole Design, Bolton and Menk, and HDR Engineering, Inc. Three of the four that submitted proposal received an interview. The three (3) firms that moved on to an interview were





Toole Design, Bolton and Menk, and HDR Engineering, Inc. Scores were compiled after the interviews and the highest-ranking firm was HDR Engineering, Inc. Executive Director Van Dyke sought a motion to recommend Policy Board approve the selection of the consultant per the recommendation of the Bike and Pedestrian Plan Selection Committee. Lance Meyer made a motion to approve, with a second from Dan Falconer and favored by all.

4. OTHER BUSINESS

4.1 OTHER BUSINESS, IF ANY

Executive Director Van Dyke shared that the Transit Development Plan is in the middle of open comment period. There will be some public engagement activities and public input meetings located at City Hall on Tuesday May 26th from 4:30pm to 6:00pm and on Wednesday May 27th from 11:30am to 1:00pm. The consultant will be in person to provide a presentation. There is also a project website that contains the draft plan and a recording of the presentation will be added to the project website. Finally, there is a comment submission box on the website for those that cannot attend in-person.

Executive Director Van Dyke also shared that QBS has been submitted on the Pavement Condition Data Collection and that CDMPO is nearly complete in obtaining approval from NDDOT, with a delay occurring due to verification of the consulting firms' indirect costs. The form that the firm provided is different than the form NDDOT is accustomed to receiving. The original kickoff date was May 5th, but the project timeline was fairly aggressive. After speaking with the consultant, they are confident that there will be some work on some of the tasks that were noted as sequential in their proposal that could actually be conducted together.

Executive Director Van Dyke is also working on the 2027-2028 UPWP, bringing a draft to TAC next month for recommendation to the Policy Board, as well as an amendment, due to additional FTA funds that CDMPO received. There is potential savings from the Transit Development Plan that Executive Director Van Dyke would like to move towards the Bike and Pedestrian Plan. We also received pre-approval from NDDOT and FTA. There was a budget of \$16,000 for those but CDMPO will only spend approximately under \$5,000.

Executive Director Van Dyke and Transportation Specialist Bosley are continuing work on piecing together the CDMPO inaugural TIP, finding things from other





MPOs that are not applicable to CDMPO and cleaning up the document. The TIP will be brought before TAC in due time.

Brian Horinka shared that he is working on an application for 5339 funding as well. The grant application will be provided to the MPO.

4.2 OPPORTUNITY FOR PUBLIC COMMENT

No public present.

5. ADJOURNMENT

John Van Dyke asked for a motion to adjourn the meeting. So moved by Brian Horinka, seconded by Will Hutchings and favored by all. Meeting adjourned at 10:46am.

DRAFT



RESOLUTION NO. 2026-4



A RESOLUTION APPROVING SELECTION OF HDR ENGINEERING, INC. TO PROVIDE CONSULTANT SERVICES TO THE CENTRAL DAKOTA METROPOLITAN PLANNING ORGANIZATION RELATED TO THE CREATION OF THE 2026-2027 BIKE AND PEDESTRIAN PLAN

WHEREAS, a Bike and Pedestrian Plan Selection Committee was established following approval of the Request for Proposal at the March 26, 2026 Central Dakota MPO Policy Board meeting; and

WHEREAS, four proposals were received by the 12:00pm (Central Time), April 21, 2026 deadline; and

WHEREAS, each proposal was reviewed and ranked by each of the four members of the Bike and Pedestrian Plan Selection Committee between April 21, 2026 and April 30, 2026; and

WHEREAS, the top three firms were selected for interviews in alignment with the language contained within the Request for Proposal; and

WHEREAS, interviews were held with the top three firms on May 7, 2026, with HDR Engineering, Inc. being the highest ranked of the three interviews conducted; and

WHEREAS, the Central Dakota MPO Technical Advisory Committee, at their regularly scheduled May 12, 2026 meeting, concurred with the Bike and Pedestrian Plan Selection Committee and unanimously recommended HDR Engineering, Inc. be selected to provide consultant services for the creation of the 2026-2027 Bike and Pedestrian Plan; and

WHEREAS, the Central Dakota MPO Policy Board concurs with the Central Dakota Technical Advisory Committee's recommendation.

NOW, THEREFORE, BE IT RESOLVED BY THE CENTRAL DAKOTA MPO POLICY BOARD:

§1. HDR Engineering, Inc. is hereby selected to provide consultant services related to the creation of the 2026-2027 Bike and Pedestrian Plan.

§2. The Executive Director may finalize negotiations and enter into a contract for services with HDR Engineering, Inc. on behalf of the Central Dakota MPO not to exceed \$150,000.00.

PASSED AND ADOPTED THIS 28th DAY OF MAY, 2026.

ATTEST:

APPROVED:

Executive Director

Policy Board Chair/Vice Chair





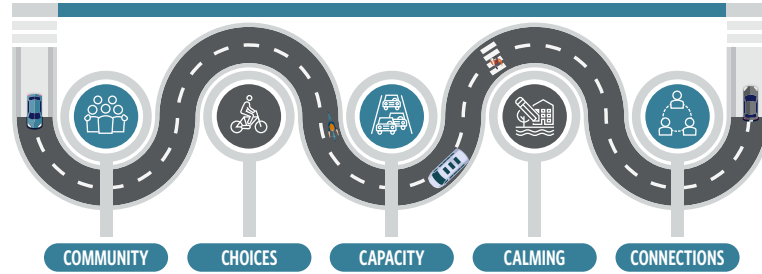
PROPOSAL FOR
Central Dakota MPO
2026-2027 Central Dakota MPO Bike and Pedestrian Plan
RFP for Transportation Planning Services
April 21, 2026



April 21, 2026

John Van Dyke
Executive Director
Central Dakota MPO
PO Box 5006
Minot, ND 58702-5006

THE FIVE C's Creating Safe, Accessible, and Connected Networks



CONTACT

Dan Bergerson, PE
Project Manager

✉ Dan.Bergerson@hdrinc.com

☎ 701.541.0914

RE: 2026–2027 Central Dakota MPO Bike and Pedestrian Plan

Dear Mr. Van Dyke and Members of the Selection Committee,

HDR Engineering, Inc. is pleased to submit our proposal to assist the Central Dakota MPO in developing its first regional Bike and Pedestrian Plan. We appreciate the opportunity to partner with the MPO and its member jurisdictions to deliver a plan that is practical, community-supported, and aligned with the culture and character of the Central Dakota region.

We recognize that active transportation planning in this region must be grounded in local values, climate realities, and established travel patterns. Our approach prioritizes safety, access, and everyday mobility outcomes, while recommending strategies that are appropriate and achievable for Minot, Burlington, Surrey, and Ward County. The result will be a plan that supports walking and bicycling as viable, community-supported transportation options rather than abstract concepts.

The project will be led by Dan Bergerson, PE, Project Manager, and Mindy Moore, AICP, Planning Task Lead for Bicycle and Pedestrian Planning. **Dan brings extensive experience managing MPO-led planning efforts across North Dakota**, with proven success coordinating among jurisdictions, guiding federally compliant processes, and keeping complex studies on schedule and budget. **Mindy brings more than 20 years of focused bicycle and pedestrian planning experience** and excels at translating community input into implementable recommendations. They are supported by a multidisciplinary team with expertise in public engagement, GIS analysis, funding strategies, and implementation planning.

A key strength of our team is our ability to facilitate productive conversations that **help communities distinguish between needs, wants, and requirements** while **addressing stakeholder concerns related to safety, cost, and long-term responsibility**. Our engagement process intentionally identifies and supports local champions such as community members, agency staff, and partners who help broaden outreach, build trust, and sustain public buy-in beyond plan adoption.

The plan will emphasize benefits for the entire community, including children, older adults, and individuals with disabilities. We prioritize all-ages-and-abilities design, ADA accessibility, safer routes to schools, and connections to parks, employment, and transit, framing walking and bicycling as tools for independence, safety, and choice.

We also acknowledge gaps in existing bicycle and pedestrian facility data across jurisdictions. HDR will supplement available information using GIS analysis and aerial imagery, while using the plan to **clarify roles, responsibilities, and maintenance expectations moving forward**. This will help the MPO and member jurisdictions manage and implement the network over time.

HDR is committed to delivering a Bike and Pedestrian Plan that reflects local priorities, addresses real challenges, and provides a clear path to implementation. We would be honored to support the Central Dakota MPO and its member jurisdictions in shaping this important vision for the region.

Sincerely,

HDR Engineering, Inc.

Dan Bergerson, PEND
Project Manager

Jason Kjenstad, PE^{ND, SD}
Senior Vice President

hdrinc.com

3231 Greensboro Drive, Suite 200, Bismarck, ND 58503 T 701.557.9701

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A. Introduction & Executive Summary

Introduction

We believe the way we work can add meaning and value to the world; that ideas inspire positive change; that coloring outside the lines can illuminate a fresh perspective; and that small details yield important realizations. Above all, we believe that collaboration is the best way forward. HDR have been successful teaming with MPOs to complete metro area studies of various subjects to improve the transportation system. We will leverage our local presence, along with HDR's ability to bring our own, in-house national experts, to aid in providing Central Dakota MPO solutions to our growing region. HDR intends to bring this same data-driven result to this project. Our North Dakota employees, supported by our national expertise, push open the doors to what's possible each and every day. Over the past 20+ years, our North Dakota offices have grown from six employees to more than 51 full-time employees by doing the right things for the right reasons.

Firm Name and Business Address:

HDR Engineering, Inc
3231 Greensboro Drive, Suite 200, Bismarck, ND 58503
701.557.9701
Office Manager: Dennis Reep, PE, CFM | Email: dennis.reep@hdrinc.com

Year Established: HDR was established in 1917. HDR's North Dakota presence began in 1959 when SSR Consulting Engineers began serving clients in Minot. In 2003, SSR merged with HDR. The HDR Fargo office was established in 2012.

Ownership and Parent Company: HDR Engineering, Inc. is employee-owned. No one participant or employee owns more than one percent of the outstanding stock of the company and each employee has the opportunity to own stock. With this ownership structure, HDR team members have a vested interest in the success of our projects and in continuing our relationships with local communities.

Founded in 1917, HDR has



14,500+
Employees Worldwide



200+
Offices Globally



20+ Years of Services
PROVIDED IN NORTH DAKOTA



Dan Bergerson, PE

51 N Broadway, Suite 550
Fargo, ND 58102-4970
P | 701.541.0914 E | dan.bergerson@hdrinc.com

EDUCATION
BS, Civil Engineering

PROJECT MANAGER

Project Manager Experience

Dan will serve as Project Manager for the Central Dakota MPO Bike and Pedestrian Plan and will be the primary point of contact for the MPO. He brings extensive experience managing MPO-led studies, including safety initiatives and long-range transportation efforts. Dan has successfully overseen project scope, schedule, and budget while coordinating with MPO staff, member jurisdictions, and multidisciplinary technical teams. His experience guiding federally compliant planning processes and delivering clear, implementable recommendations brings effective project execution and strong alignment with MPO goals.

Why Dan?

Dan's leadership on the Metro COG Metro Railroad Needs Study demonstrates his ability to manage complex, regionally-focused transportation planning efforts involving multiple stakeholders and jurisdictions. As the project manager, Dan led multidisciplinary teams, guided data-driven prioritization and investment strategies, and delivered implementable recommendations that shaped long-term infrastructure decision-making. This experience directly translates to the Central Dakota MPO Bike and Pedestrian Plan, where Dan will apply the same collaborative approach, technical rigor, and local coordination to guide plan development, prioritize improvements, and support successful implementation.



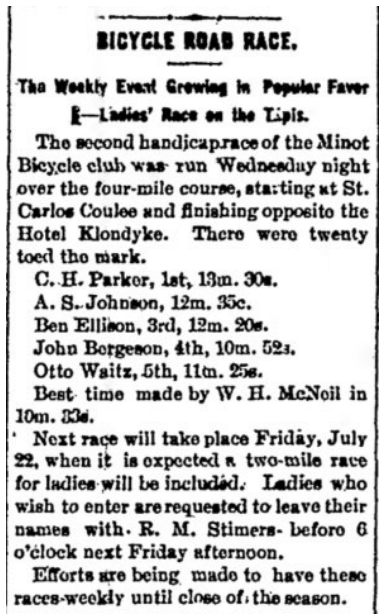
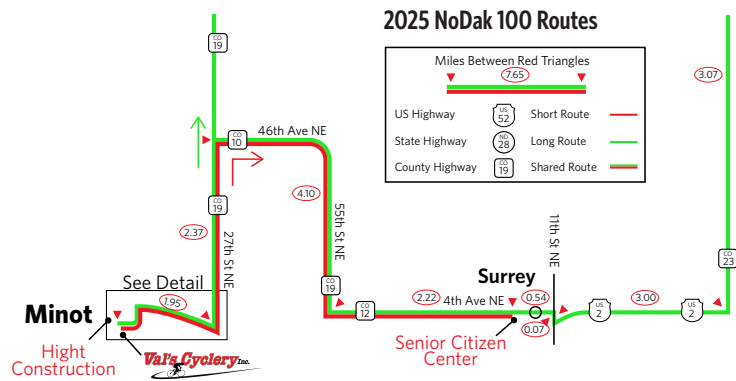
The Minot Mirror,
April 10, 1896

Community History

Bicycling has long been part of Minot's community fabric. Historical records document an organized bicycle club in Minot as early as the 1890s, with coverage in both *The Minot Mirror (1896)* and *the Ward County Reporter (1898)*. At a time when communities across the region were forming around shared civic spaces and local organizations, bicycling already served as a way for Minot residents to gather, socialize, and navigate their city.

That legacy continues today. Minot remains home to an active bicycling community, including the High Plains Shifters, who host weekly road rides and use Val's Cyclery as a community hub. The region also supports annual events such as the NoDak 100, which benefits the Taube Museum of Art, and attracts riders from across North Dakota and beyond, while highlighting the Minot area's role as a regional destination for cycling.

This history reflects a longstanding local interest in bicycling, starting with early social clubs and progressing to modern recreational riding and regional events. The Bike and Pedestrian Plan will build on this foundation by focusing on safety, comfort, and connectivity, helping to make walking and biking as viable options for residents of all ages and abilities. Rather than introducing a new concept, the plan supports the continued evolution of active transportation as part of Minot's past, present, and future.

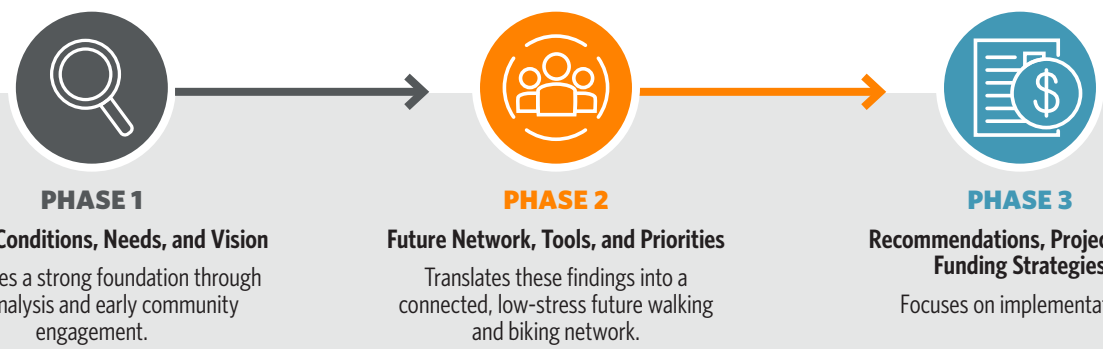


Ward County Reporter
July 22, 1898

Executive Summary

HDR proposes a comprehensive, data-driven, and community-focused approach to develop Central Dakota MPO's first regional Bike and Pedestrian Plan. The plan will establish a 20-year vision for safe, connected walking and bicycling across Minot, Burlington, Surrey, and the MPO region, while identifying practical near-term priorities that support implementation.

Approach. Our approach integrates technical analysis, public engagement, and close coordination with the MPO, member jurisdictions, and a Bicycle and Pedestrian Planning Committee. The plan is organized into three phases that build understanding of existing conditions, define a future network, and deliver implementable projects and funding strategies.



Public engagement is embedded throughout each phase, with an emphasis on visibility, clear messaging, and long-term community support. By combining rigorous analysis with meaningful engagement and a clear path to implementation, this approach will deliver a practical, community-supported Bike and Pedestrian Plan that positions Central Dakota MPO for near and longterm success.

Approach on Page 4



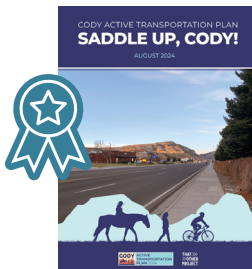
Mindy Moore, AICP

Leadership. As noted in the introduction, Dan Bergerson will serve as Project Manager, leading a multidisciplinary team to meet the study's needs. Mindy Moore, AICP, a Senior Transportation Planner, is a key team member with more than 20 years of experience in bicycle and pedestrian planning. Mindy has led numerous bike and pedestrian plans, including the Saddle Up Cody Plan, positioning her well to lead the bike and pedestrian planning tasks for the Central Dakota MPO. She will bring both a big-picture perspective and tailored recommendations for your community, along with valuable insight into post-study implementation through her experience with state and federal grants and project delivery, moving the plan beyond a "shelf-ready" document.

Team on Page 8

Resumes in Appendix

HDR's Qualifications. HDR brings extensive experience delivering comprehensive bike and pedestrian studies for MPOs and local agencies nationwide. Our multidisciplinary team combines deep technical expertise, strong public engagement practices, and practical implementation insight to develop multimodal plans that are feasible, community-informed, and ready for funding. With proven leadership in active transportation planning, grant development, and project delivery, HDR helps agencies move seamlessly from vision to implementation.



The Question

What active transportation strategies would be supported by the City of Cody, the Wyoming DOT, and local residents?

The Understanding

Over the course of a three-phase, year-long process, the team developed a clear understanding of Cody's specific active transportation issues, needs, and opportunities.

The Solutions

- Facility design guidance
- Infrastructure priorities and conceptual designs
- Potential funding sources
- Policy recommendations
- Metrics to measure progress over time



We Call the Dakotas and Wyoming Home.

Our key personnel have worked on Complete Streets and transportation planning projects throughout the Midwest.

Read More About Similar Experience on Page 11

B. Administrative Questions

Workload & Manpower Summaries

Workload

HDR is currently managing a diverse portfolio of transportation planning studies nationwide, including active transportation, multimodal, and MPO-led planning efforts; however, our proposed project team has been specifically structured to provide adequate capacity and availability throughout the duration of the Central Dakota MPO Bike and Pedestrian Plan. Key staff assigned to this effort have confirmed availability during critical phases of the study, and their workloads have been balanced to avoid conflicts with major project milestones. Our internal resource management processes allow us to shift staffing as needed to maintain schedules, and no anticipated deadlines from concurrent projects are expected to overlap in a manner that would affect timely delivery. As a result, HDR is well positioned to meet the MPO's timeline and deliver high-quality products on schedule.

Manpower and Staffing Commitments

HDR has assembled a dedicated, multidisciplinary project team with the appropriate expertise and availability to deliver the Central Dakota MPO Bike and Pedestrian Plan within the established schedule. The proposed team is not over-committed and has been carefully balanced to provide sufficient staff capacity during each phase of the study. Roles, responsibilities, and lines of coordination are illustrated in the organizational chart provided in Section D: Staff Information, along with a detailed summary of staff availability. Estimated staff hours and percentage of effort by role are documented in the proposed Staffing Commitments by Task table, demonstrating how project management, technical analysis, public engagement, and plan development resources will be applied throughout the project lifecycle. Key staff are assigned to tasks aligned with their expertise and are scheduled to participate during critical milestones to maintain continuity and accountability, providing timely delivery and high-quality outcomes.



AUTHORIZED NEGOTIATOR

Jason Kjenstad, PE

Senior Vice President and Area Manager

101 South Phillips Avenue, Suite 401

Sioux Falls, SD 57104-6735

P | 605.977.7755 E | jason.kjenstad@hdrinc.com

Availability of Project Team

The capacity to accomplish work in a strict time frame requires strong and experienced leaders backed by skilled team members. Our personnel are dedicated to providing sufficient time and effort to produce a quality product. With this in mind, our team members were carefully selected not only for their expertise but also for their availability to work on the project for its duration. We follow well-established and time-proven procedures to manage our project work and have assembled a strong team that is available to begin work upon Notice-to-Proceed. You can rely on us to successfully deliver this project.

C. Summary of Proposed Technical Process

HDR understands the Central Dakota MPO Bike and Pedestrian Plan must be regionally consistent, locally grounded, implementation-focused, and ready to guide action beyond plan adoption.

Project Understanding

Central Dakota MPO is seeking a consultant to develop its first regional Bike and Pedestrian Plan to guide coordinated investment and implementation across Minot, Burlington, Surrey, and portions of Ward County. HDR understands the plan must balance a minimum 20-year vision with near-term, achievable priorities while remaining responsive to local conditions, funding constraints, and jurisdictional responsibilities.

The plan will serve as both a strategic framework and an implementation guide, supporting MPO decision-making, coordination with member jurisdictions and NDDOT, and future discretionary funding pursuits. HDR understands the plan must move beyond inventory to clearly identify data-driven, community-supported projects, priorities, policies, and funding strategies.

HDR recognizes the region's unique context, including seasonal climate, low-density development patterns, and an auto-oriented transportation system. Because bicycle and pedestrian infrastructure may be viewed as discretionary, the plan must clearly demonstrate how walking and bicycling investments improve safety, accessibility, and everyday mobility—particularly for children, older adults, people with disabilities, and households without vehicles.

A core requirement is establishing a defensible existing-conditions baseline across the Metropolitan Planning Area, including crash analysis, facility inventory, key destinations, and pedestrian and bicycle demand. HDR understands data availability varies by jurisdiction and that supplemental GIS analysis using aerial imagery may be required.

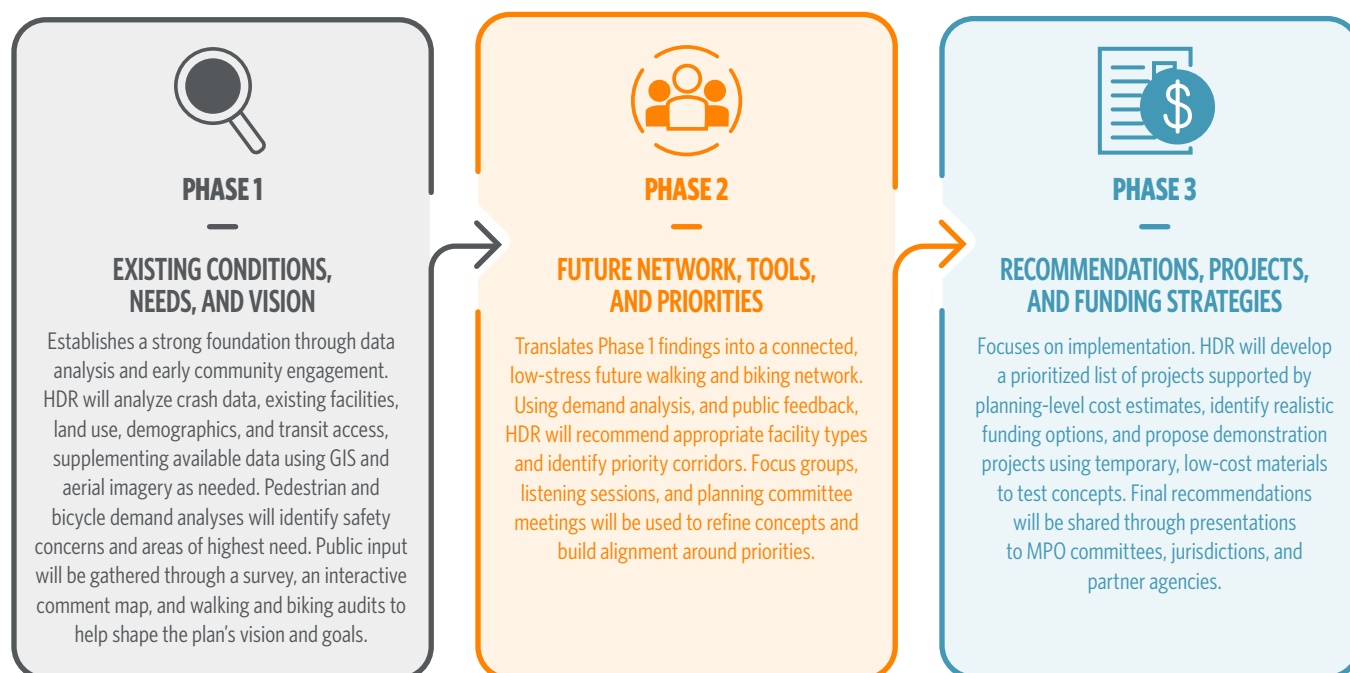
Public engagement is critical to long-term success. HDR understands engagement must build understanding and buy-in, help differentiate needs, wants, and requirements, and address concerns related to safety, cost, and maintenance—not simply collect input. The plan must include a gap analysis, prioritized project list with planning-level cost estimates, demonstration projects, funding strategies, and performance measures to track progress. Deliverables must meet federal requirements, adhere to schedules, and include complete GIS and data handoff.

Approach

Our approach will assess the active transportation needs for Minot, Burlington, and Surrey, along with connectivity throughout the Central Dakota MPO region. This will be a long-range plan to envision the next 20 years, with priorities to tackle in the near term. We will manage coordination with the MPO through monthly check-in meetings with the HDR Project Manager and key team members as needed.

We will work with a Bicycle and Pedestrian Planning Committee throughout the entire process. The planning committee will be comprised of city staff responsible for streets and trails, along with residents with knowledge of the communities, multimodal advocates, and community-based organizations. We will coordinate with the MPO and each city to identify representative planning committee members totaling 8 to 12 people. We plan to meet three times, coinciding with each of the three phases of the process.

To guide development of the Bike and Pedestrian Plan, we use a three-phase approach that builds from understanding to action. This structure ensures that recommendations are grounded in data and community input, translated into a clear and connected future network, and supported by achievable implementation strategies. By moving sequentially from existing conditions, to network development, to deliverable projects and funding, the process creates a logical, transparent path from vision to on-the-ground improvements.



Assessment of Existing Network Conditions (Phase 1)

In the first phase of the planning process, our team will gather and review existing planning documents and data. This will include items outlined in the graphic to the right.

The existing conditions assessment allows the project team to understand the safety concerns and infrastructure gaps

that influence the future recommendations. This task will also include a demand analysis based on the population and land use factors that are likely to attract the most active transportation trips. We understand that sidewalk data for the Cities of Burlington and Surrey may need to be produced based from aerial imagery. The work effort for developing these layers has been factored into this task, and it will also contribute to gap analysis in Burlington and Surrey.

 U.S. Census Data	Local/MPA GIS Data	Local/Regional Land Use Related Data	Planning Documents
- Population total - Population under 18 - Population 65 and over - Population density - Car-less households <i>Census data is used to identify portions of the population that may be more reliant to walking, biking, or transit to fulfill their everyday transportation needs.</i>	- Sidewalks (Minot) - Shared use pathway (MPA) 2025 aerial photography (MPA) - Contours (Minot & Surrey) - Crash data by mode and severity - Bicycle and pedestrian counts (to be gathered by the MPO) <i>The mix of GIS data is used to help identify gaps in the walking and biking networks, need to improved facilities, and opportunities for making new connections.</i>	- Employment density - Shopping districts - Schools - Parks - Transit <i>Land use data indicates likely biking and walking trip generators and destinations.</i>	2050 Metropolitan Transportation Plan - ND Moves: Statewide Active and Public Transportation Plan <i>Planning documents provide vision and goals that the region has already adopted, which sets the groundwork for this master planning effort.</i>

Public Engagement

As this is Central Dakota MPO's first Bike and Pedestrian Plan, our public involvement approach is intentionally focused on plan visibility, messaging, and building long-term community support, in addition to collecting input. Our outreach effort is designed to support implementation by addressing local perceptions, increasing understanding of active transportation benefits, and building buy-in for recommended improvements.

Community Context and Messaging

We recognize that in communities within the Central Dakota MPO area, active transportation infrastructure may be perceived by the public as a "want" rather than a "need" due to cold winters, low population density, and car-oriented travel patterns. Our engagement approach addresses these perceptions by emphasizing safety, access, and everyday use, strengthening the idea that a safe and connected transportation system supports personal freedom by allowing people to choose how they travel. Key elements of our robust public participation effort will include:



**MESSAGING THAT
RESONATES**



**TRANSPORTATION
EDUCATION**



**COMMUNITY
BENEFITS**



**ALL-ABILITIES
DESIGN**



**BUY-IN TO
IMPLEMENTATION**

Engagement Strategy and Methods

Our public participation process approach includes a thoughtful mix of in-person and digital engagement efforts to allow residents multiple ways to interact with the planning process. Our approach also includes an intentional focus on stakeholder engagement, including focus groups and one-on-one listening sessions. This plan is intended to establish a strong foundation for future active transportation efforts within the MPO area. To support this, we will create a bold and recognizable brand and identity that will serve as a starting point for the development of future projects, increasing continuity and overall visibility of the plan.

Public engagement will be incorporated throughout the process so that the resulting recommendations reflect the needs, values, and vision of the communities within the Central Dakota area. This approach is designed to move the residents and key stakeholders from awareness to understanding to support, laying the groundwork for a plan that reflects local needs and moves from concept to implementation. By emphasizing safety, family-friendly communities, and transportation choice, this engagement approach supports Central Dakota's MPO long-term active transportation goals and establishes a foundation for future related projects.

Digital Engagement (Phase 1)

Digital engagement will include an online survey and an interactive comment map available for approximately four to six weeks. The survey will gather input about goals and objectives, potential policies, system gaps, and locations for future walking and biking improvements. The comment map will allow residents to identify areas where they feel unsafe, locations needing improved crossings or connections, and key destinations within the MPO area. The survey can be advertised on partner websites, social media, and physical locations. We will work with our partner organizations to determine available avenues for outreach.

Project Example:

Bismarck-Mandan MPO's Metropolitan Transportation Plan

To support the MPO in developing its long-range transportation plan, HDR's public engagement team organized three open houses, where approximately 100 attendees reviewed the plan's progress and provided input on prioritizing projects and strategies. Combining an open house with a popular community event such as Mandan's annual Art in the Park Festival enabled the team to gather meaningful feedback in a familiar community setting.



100

**ATTENDEES REVIEWED
THE PLAN'S PROGRESS**



Branding Plan and Logo Example: "Saddle Up, Cody!"

HDR implemented a branding and project identity to Cody, Wyoming's active transportation plan, which is now fondly referred to as "Saddle Up, Cody," and is a nod to the saddle of a bicycle as well as the western culture that dominates the past, present, and future of that area. The skyline in the logo matches the view of the mountains from Cody.

Walking and Biking Audits (Phase 1)

To better understand existing conditions, challenges, and opportunities, we will conduct up to four biking or walking audits. We will work with the planning committee to identify targeted routes that support observation and discussion of challenges and potential improvements for biking and walking. Audit routes might include routes to schools, parks, downtown, shopping, or other destinations. The audit participants will reflect on which issues might become priorities in the plan.



Focus Groups and Listening Sessions (Phases 2 and 3)

We have found that when stakeholders and partner organizations are engaged regularly and before public engagement milestones, they can serve as spokespersons for the plan, promote public input opportunities, and drive buy-in. HDR will lead two focus group sessions that can be organized around specific demographics (e.g., children, elderly, people with disabilities, business owners, etc.) or specific walking and biking issues (e.g., along a particular street, within a particular district, routes to schools, etc.). Building on themes identified through these focus groups, we will conduct one round of one-on-one listening sessions to clarify key issues and implementation considerations.



Pop-Up Events and Materials (Throughout)

To maintain public visibility and promote the planning process, HDR will attend at least two pop-up events in coordination with MPO staff and partners to answer questions and gather input. In addition, the team will prepare a packet of "evergreen" promotional and informational materials that can be used throughout plan development and recommend opportunities to distribute these materials through partner agencies, community events, and partner newsletters.

Pop-up meetings serve as a way to meet the public at events which are already well attended by the community, such as Minot State University events, the North Dakota State Fair, and the Minot Farmers Market.

Pop-Up Meeting Example: NDDOT LRTP - Minot State University

The project team set up a table inside the Student Center to chat with students traveling to and from lunch.



Final Plan Presentations (Phase 3)

To wrap up the planning process, the project team will give a presentation to each member jurisdiction, Central Dakota Technical Advisory Committee, and MPO Policy Board. At the request of North Dakota Department of Transportation, a collective presentation will be given to FHWA and FTA.

Goals, Objectives, and Policies

The Bike and Pedestrian Plan will be structured to present an overall vision, with a set of goals, objectives and policies to fulfill that vision. These elements will be based on the findings from the existing conditions assessment, public survey, bike and walk audits, and additional engagement activities. With this information to provide a base knowledge of existing conditions and challenges, we will lead the planning committee through a visioning and goal-setting exercise. We may do this in a variety of ways, such as:

- Word clouds questions, such as, "Why is biking and walking important to you?"
- Headline exercise, such as, "What active transportation headline do you want to read about your community in 5, 10, or 15 years?"

Goal areas may address topics such as active transportation safety, bicycle and pedestrian infrastructure, and public education. The proposed goals, objectives, and policies will be cross referenced with existing transportation and comprehensive plans to verify alignment and vetted with key jurisdictional stakeholders.

To track the plan's success over time, we will work with the MPO and planning committee to identify performance measures tied to the vision and goals of the plan. Metrics may include items that the MPO and cities are already tracking, such as bicycle crash data and miles of pedestrian or bicycle facilities. Additional metrics may be the number of trips taken on individual routes, improvement in BLTS scores, or miles of facilities with a BLTS 1 or 2, or feedback from public satisfaction surveys.

Pedestrian and Bicycle Gap Analysis (Phase 2)

The information gathered and learned in Phase 1 will help the project team identify where connections are needed. To further develop a proposed biking and walking network, we will identify options for the addition of sidewalks, shared use paths, or bicycle facilities (e.g., bicycle lanes, bike boulevards, etc.) to build out the future network.

To better understand the existing stress levels associated with biking in the region, we will conduct a Bicycle Level of Traffic Stress (BLTS) analysis using the methodology provided by the Mineta Transportation Institute. The BLTS is determined by the characteristics of a street, including the number of lanes, prevailing speed, traffic volume, presence of on-street parking, and width of the bicycle facility (if any). The table below describes the four levels of traffic stress for bicyclists and how they correspond with different types of riders. **The BLTS analysis will be conducted on key corridors to inform preferred types of facilities that should be used to complete those connections.**

BLTS SCORE	STRESS LEVEL	TYPE OF RIDER	FACILITY
BLTS 1	Little traffic stress, demanding little attention	"All ages and abilities" Suitable for almost all cyclists, including children	May be physically separated, bike lane next to slow traffic, shared road with very minimal traffic
BLTS 2	Little traffic stress, demanding some attention	"Interested but concerned" Suitable for most adults	May be physically separated, bike lane next to slow traffic, shared road with occasional traffic
BLTS 3	More traffic stress, demanding attention	"Somewhat Confident" Suitable for some adults	May have a dedicated lane, next to moderate speed traffic, shared in a single lane with moderately low speed
BLTS 4	Anything greater than BLTS 3	"Highly Confident" Challenging for most adults	Interacting with higher speed or multi-lane traffic

The data-based analysis will be vetted with the planning committee and stakeholders to make use of their local knowledge and community preferences. By integrating public feedback with GIS-based data analysis, we can propose a more complete biking and walking network backed by data and public support.

The resulting maps from this task will include a future network map for biking and walking facilities.

Project Identification and Funding Strategies (Phase 3)

Priority-Setting

Since the proposed biking and walking networks will constitute a 20-year vision, we will work with the planning committee to set priorities for short-, mid-, and long-range time spans.



The Prioritization Factors above summarize the primary factors that can influence when a project is able to move forward. **The prioritization factors/criteria should be tied to the goals and objectives established for the plan.** Information learned and data gathered through our phased approach provides valuable insight into the weighting of prioritization factors. We used the safety concerns to inform and gather information from the public and we will now use this information to guide project identification and development.

Cost Estimates

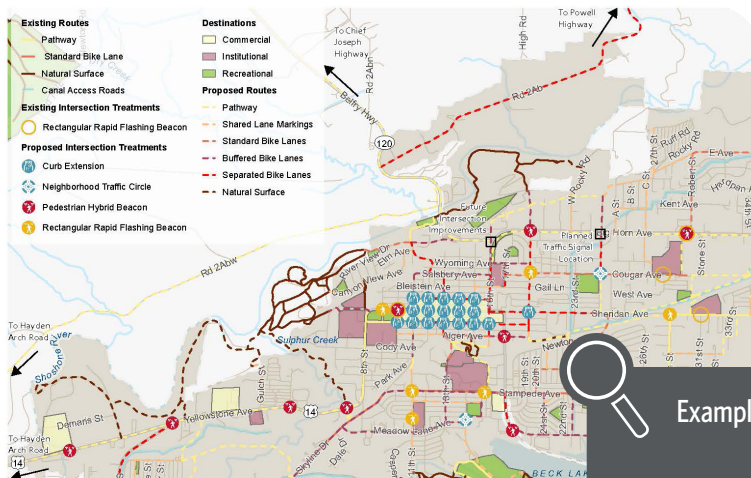
Cost estimates will be planning level ranges with contingency assigned. The costs will be forecast to the anticipated expenditure date. This helps align the planning-level cost with the projected cost in the anticipated year the segment would be constructed. Costs will be estimated per unit and multiplied by the length of each corridor to get a final segment cost.

Funding Options

We have written and secured trail and active transportation grants for Transportation Alternatives, Rebuilding American Infrastructure with Sustainability and Equity (RAISE) (now Better Utilizing Investments to Leverage Development (BUILD), Federal Recreation Trails, Land and Water Conservation Funds, Federal Lands Access Program (FLAP), the North Dakota Flexible Transportation Fund Program, and many more. We will collaborate with the MPO to identify funding source options for the priorities of each community.

Demonstration Projects

A few key areas will be identified for potential demonstration projects. These projects should be highly visible and located in areas targeted for near-term permanent investments. The demonstration project can be used to educate the public on a new concept and test the project by using inexpensive and temporary materials. These types of projects work well with bike lanes, curb extensions, mid-block crossing, and more. After the demonstration project is completed, the concept can be refined as needed before moving to engineering design and construction.



Example future network map from "Saddle Up, Cody!"

D. Staff Information

Our team brings extensive experience delivering MPO-led bicycle and pedestrian plans that combine data-driven analysis with meaningful public engagement. The study will be guided by experienced project leadership and supported by a multidisciplinary technical team aligned with the specific needs and priorities of Central Dakota MPO. Together, the team will provide timely coordination, clear communication, and delivery of actionable, implementable recommendations.



PRINCIPAL-IN-CHARGE
Matthew Huettl, PE



PROJECT MANAGER
Dan Bergerson, PE



QA/QC TECHNICAL ADVISOR
Jamie Krzeminski, PE, PTOE



PLANNING TASK LEAD BIKE/PEDESTRIAN
Mindy Moore, AICP

TECHNICAL SUPPORT



PLANNING SUPPORT
Alexandra Sick, AICP



CONCEPTS AND COST OPINIONS
Payton Wetzel, EIT



GIS
Josh Hellman



FUNDING STRATEGIES
Jessica Hekter, AICP

PUBLIC ENGAGEMENT



PUBLIC ENGAGEMENT LEAD
Mary McCall



PUBLIC ENGAGEMENT SUPPORT
Jordyn Henderson



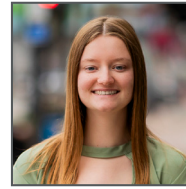
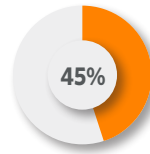
GRAPHIC DESIGNER
Kelsey Gray

Roles, Responsibilities, & Availability



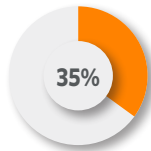
Dan Bergerson, PE
Project Manager

Dan will serve as Project Manager, coordinating with MPO staff and partner agencies while driving project delivery and overseeing technical direction, and compliance with federal requirements.



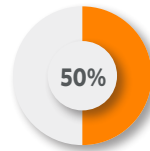
Payton Wetzel, EIT
Concepts and Cost Opinions

Payton will serve as Concepts and Cost Opinions support, assisting with planning-level layouts and preliminary cost inputs for recommended bike and pedestrian improvements.



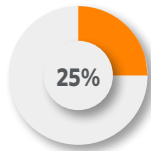
Matthew Huettl, PE
Principal-In-Charge

Matt will serve as Principal-in-Charge, providing executive oversight and quality assurance throughout project delivery.



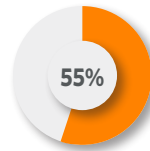
Mary McCall
Public Engagement Lead

Mary will serve as Public Engagement Lead, overseeing development and execution of outreach strategies, materials, and engagement activities.



Jamie Krzeminski, PE, PTOE
QA/QC Technical Advisor

Jamie will serve as QA/QC Technical Advisor, providing senior review to verify consistency with best practices and federal guidance.



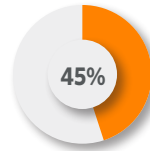
Jordyn Henderson
Public Engagement Support

Jordyn will serve as Communications and Engagement Support, assisting with outreach materials, digital content, and coordination activities.



Mindy Moore, AICP
Planning Task Lead Bike/Pedestrian

Mindy will serve as Planning Task Lead, guiding the bike and pedestrian analysis, public engagement integration, and development of actionable recommendations.



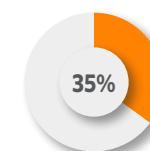
Kelsey Gray
Graphic Designer

Kelsey will serve as Graphic Designer, developing visual materials and graphics to support public engagement and project communications.



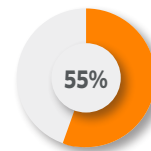
Alexandra Sick, AICP
Planning Support

Alex will serve as Planning Support, assisting with analysis, public engagement activities, and preparation of planning deliverables.



Jessica Hekter, AICP
Funding Strategies

Jessica will serve as Funding Strategies Lead, advising on grant eligibility, competitiveness, and alignment of plan recommendations with available funding programs.



Josh Hellman
GIS

Josh will serve as GIS Analyst, leading spatial analysis and map development in support of planning evaluation and recommendation development.

Proposed Staffing Commitments by Task

Our proposed staffing commitments by task for the 2026–2027 Central Dakota MPO Bike and Pedestrian Plan reflect a deliberate, well-coordinated approach developed through careful internal planning. We have intentionally aligned staff expertise with each task to ensure efficient delivery, clear accountability, and consistent engagement throughout the planning process. This structure demonstrates not only our readiness to begin work immediately, but also our commitment to being accessible, responsive, and fully invested in delivering a high-quality plan that meets the MPO's goals and schedule.

		Dan Bergerson, PE Project Manager	Matthew Huettl, PE Project Principal	Jamie Krzeminski, PE, PTOE Technical Advisor / QA / QC	Mindy Moore, AICP Technical Lead	Alex Sick, AICP Planning Support	Payton Wetzel, EIT Concepts & Cost Planning	Josh Hellman GIS	Mary McCall Public Engagement Lead	Jordyn Henderson Public Engagement Support	Kelsey Gray Graphic Designer	Jessica Hekter, AICP Funding Strategies	Carla Schwebach Project Accountant	Christina Henze Project Admin	Total Hours
TASK 1	Project Management														
	Task Total Hours	32	6	4	16	-	-	-	-	-	-	-	16	8	82
TASK 2	Existing Conditions														
	Task Total Hours	2	-	-	4	10	-	24	-	-	-	-	-	-	40
TASK 3	Public Engagement														
	Task Total Hours	64	-	-	50	40	-	46	55	52	28	-	-	-	335
TASK 4	Goals, Objectives, Policies														
	Task Total Hours	4	-	1	6	16	-	-	-	-	-	-	-	-	27
TASK 5	Gap Analysis														
	Task Total Hours	10	-	2	20	44	-	48	-	-	-	-	-	-	124
TASK 6	Project Identification & Funding Strategies														
	Task Total Hours	10	-	1	22	26	16	16	-	-	-	4	-	-	95
TASK 7	Final Report														
	Task Total Hours	16	-	4	32	64	8	24	-	-	16	-	-	-	164
TASK 8	Adoption Process														
	Task Total Hours	38	-	-	23	15	-	-	-	-	-	-	-	-	76
	Total Hours	176	6	12	173	215	24	158	55	52	44	4	16	8	943

E/F. Similar Study Experience and References



KEY STAFF ASSIGNED: Mindy Moore and Josh Hellman

Saddle Up, Cody! Cody Active Transportation Plan That Other Project

Cody, WY



Project Reference

Janie Curtis
3322 South Fork Road
Cody, WY 82414
307.213.0756
Janie@runcodywy.com

DESCRIPTION

The Saddle Up, Cody! Active Transportation Plan was a grassroots effort initiated by the non-profit organization, That Other Project (TOP). TOP recognized a need to improve infrastructure for walking, biking, and horseback riding in Cody for both recreational and transportation purposes. Cody residents take pride in their western, small-town character, and the proposed infrastructure improvements needed to support that image. Working with an Active Transportation Planning Committee, the HDR planning team identified active transportation strategies that the City of Cody, Wyoming Department of Transportation, and Cody residents could all support. The project won the Planning Project of the Year award from the Wyoming Planning Association in 2024.



KEY STAFF ASSIGNED: Mindy Moore and Alex Sick

Minnesota Active Transportation Plans MnDOT

Statewide, MN

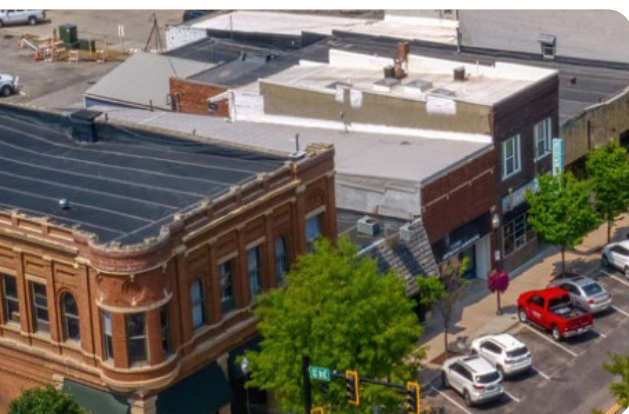


Project Reference

Will Wlizio
395 John Ireland Boulevard
Saint Paul, MN 55155
612.590.8364
William.Wlizio@state.mn.us

DESCRIPTION

MnDOT created a planning assistance program to help Minnesota cities and counties advance their active transportation planning efforts. They contracted with an experienced consultant team, including HDR, to deliver the program for three years. In the first year, HDR lead the successful development of four active transportation action plans (City of New Ulm, City and County of Jackson, City of Albert Lea, and City of La Crescent) and provided strategic communications support for a total of 13 plans. The planning process included meetings with a Community Action Team, online surveys and interactive maps, in-person biking and walking audits, in-person community mapping workshops, and support for additional public engagement efforts. The resulting plans included a clear vision and goals, existing and future condition maps, priorities for infrastructure improvements, concepts for bike-ways and street crossings, education and engagement recommendations, potential funding sources, and next steps.



KEY STAFF ASSIGNED: Mary McCall, Kelsey Gray, Mindy Moore, and Josh Hellman

Brookings Master Transportation Plan City of Brookings

Brookings, SD



Project Reference

John Thompson
125 7th Avenue
Brookings, SD 57006
605.692.6281
jthompson@cityofbrookings-sd.gov

DESCRIPTION

HDR was retained to develop the Brookings Safety Action Plan as part of the Brookings Master Transportation Plan. The project includes a baseline conditions analysis, identification of current and future transportation issues, evaluation of feasible solutions that meet level-of-service expectations, and a review of roadway standards, classifications, and safety needs. The plan will guide implementation of recommended improvements and help the City respond to future development. As part of the plan update, HDR is engaging the public and key stakeholders to assess needs across all transportation modes, including aviation, transit, freight, pedestrian, and bicycle infrastructure. The plan will identify and prioritize short-, mid-, and long-term projects while considering funding availability. Ultimately, the updated transportation plan will provide a strategic framework to address existing challenges and support sustainable growth and mobility in the Brookings area. HDR developed a project website Brookings Master Transportation Plan and is helping the team to present for public outreach and to solicit and track comments related to the project.



KEY STAFF ASSIGNED: Mindy, Moore, Alex Sick, Mary McCall, Kelsey Gray, Josh Hellman

Tea Safety Action Plan City of Tea

Tea, SD



Project Reference

Justin Weiland
600 E. 1st St.
Tea, SD 57064
605.498.5195
cityadmin@teasd.org

DESCRIPTION

The Tea Area Safety Action Plan (SAP) was developed alongside the Tea Area Transportation Plan (TATP) and builds on its baseline conditions analysis to identify community safety needs. The SAP analyzed high-injury locations and systemic risk factors, established recommendations for future improvements, and met Safe Streets and Roads for All (SS4A) program requirements. It identified a High Injury Network and Systemic Risk Network and, combined with multimodal needs and public and stakeholder input, established a Safety Priority Network to guide implementation. Preliminary recommendations were presented at TATP public and stakeholder open houses, with final SAP recommendations included in the TATP as an appendix.



KEY STAFF ASSIGNED: Dan Bergerson, Mary McCall, Kelsey Gray, Alex Sick, and Jordyn Henderson

North Dakota Long Range Transportation Plan NDDOT

Statewide, ND



Project Reference

Stewart Milakovic
608 East Boulevard Avenue
Bismarck, ND 58505
701.328.3596
smilakovic@nd.gov

DESCRIPTION

HDR worked with a teaming partner to update the Long-Range Transportation Plan on behalf of the NDDOT. The 2050 North Dakota Statewide Long-Range Transportation Plan (2050 LRTP) was closely coordinated with NDDOT staff, project management team, executive management, and other internal and external stakeholders. The LRTP planning process focused on robust public engagement and stakeholder outreach, primarily gaining a better understanding of customer expectations with the transportation system and willingness to meet stated satisfaction levels. The planning process developed alternative future scenarios that will be linked to customer expectations and technical needs analyses, funding scenarios, performance management, and statewide vision and goals. We also assisted with the 2045 LRTP.



KEY STAFF ASSIGNED: Jamie Krzeminski and Josh Hellman

Rapid City MTP and Bike and Pedestrian Update Rapid City MPO

Rapid City, SD



Project Reference

Kip Harrington
300 6th Street
Rapid City, SD 57701
605.394.4120
kip.harrington@rcgov.org

DESCRIPTION

Every five years, the Rapid City Area MPO produces a Metropolitan Transportation Plan (MTP), previously known as the Long Range Transportation Plan. HDR is performing the most recent update, which will develop a list of transportation projects to meet anticipated future demand needs of the Rapid City area through the year 2045. The purpose of the plan is to encourage and promote a safe and efficient transportation system to serve future year transportation demands. Results of the MTP process are intended to serve the overall mobility needs of the area, while also being cost effective and consistent with state and local goals and objectives. We are also updating the Bike and Pedestrian Plan which will consist of a review of the 2011 Plan and update to make sure the goals, existing conditions, user assessment, recommendations, and implementation plan comply with current standards.

G. DBE/MBE Participation

We value the innovation, flexibility, and responsiveness of our small business partners. We take seriously our civic responsibility to help build the economic and technical capacity of local small business firms.

HDR consistently partners with small business firms on projects to mentor, assist in expansion of their resumes, as well as bolster staff experience. This is a continuing relationship, not just a singular opportunity in response to one project. We employ a robust internal Small Business Program to meet our mission and goals. Our program includes diverse subcontractor recruitment, development, mentoring, outreach, and comprehensive reporting. This strategy verifies we are complying with requirements for working with small, minority, and other socioeconomic business groups and helps our small business partners perform as subcontractors and prime contractors.

While HDR does not anticipate the need for a sub-consultant role at this time, our team works towards DBE inclusion when applicable.

H. Appendix



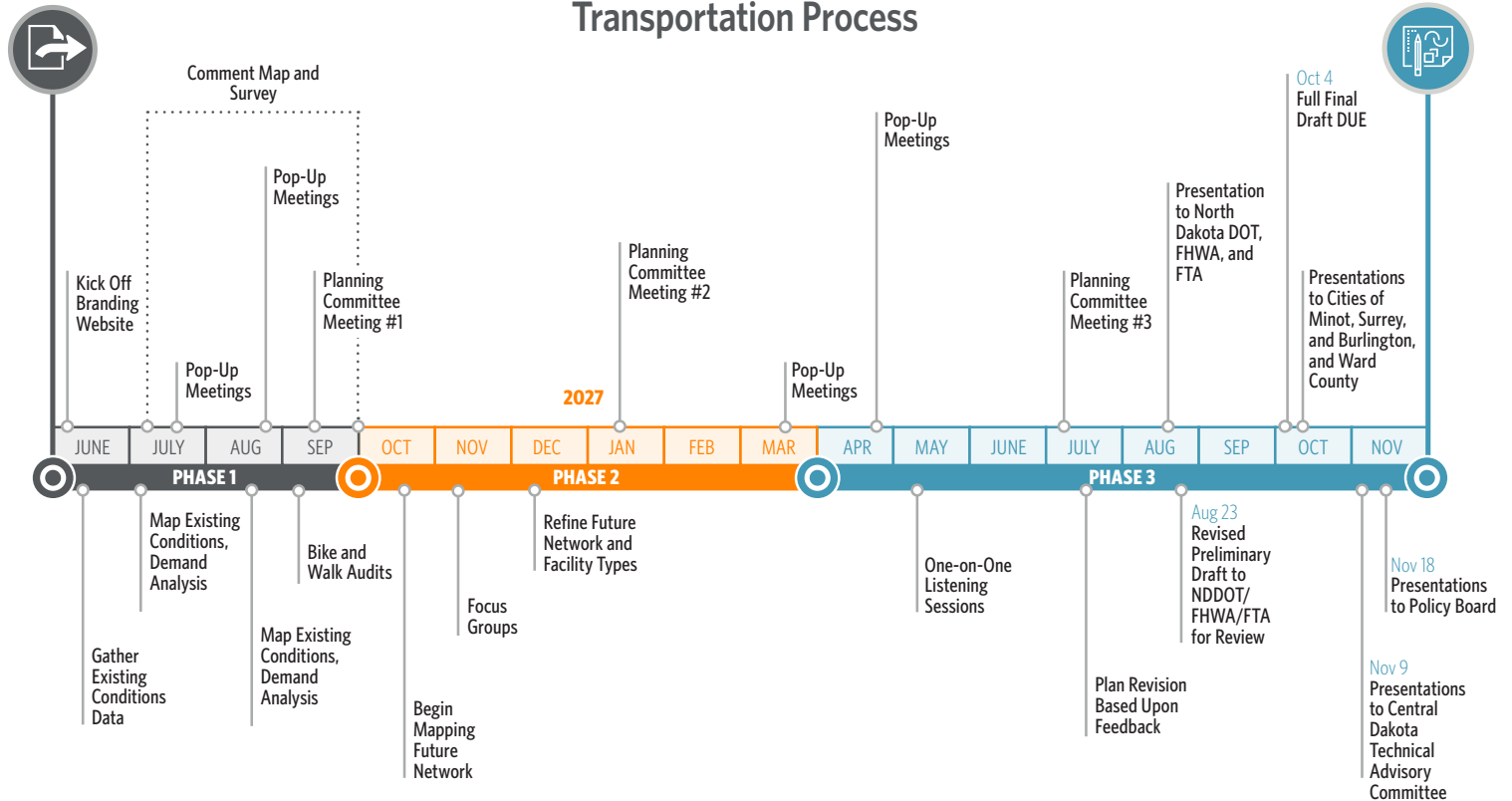
H1. Schedule & Deliverables

We propose to complete this planning process over 17 months, consisting of three phases of work as described earlier. The schedule shown in the timeline below is somewhat flexible and may be adjusted to better meet the MPO's or cities' needs. If the project cannot start in June, the schedule may be shifted and adjusted accordingly.

Day 1: Notice to Proceed

Fast-Track Plan to Complete Three Phase Active Transportation Process

End of Planning Process



Study Deliverables

- HDR will provide meeting materials for the monthly check-in and planning committee meetings, such as agendas, meeting notes, and presentations.
- HDR will provide public engagement materials, such as branding, presentations, handouts, engagement activities, survey, interactive comment map, and an engagement summary.
- HDR will provide plan materials such as text, imagery, charts, graphs, tables, and maps.
- An electronic copy of the approved final reports will be delivered to the MPO in PDF and Word or InDesign formats. The electronic copies will be complete and able to be printed. Electronic copies of any working papers, data, and maps used to create information in the document will be delivered to the MPO either during the study or at its conclusion.
- Deliverables, including PDFs, interactive features, and multimedia content, will conform to Web Content Accessibility Guidelines (WCAG) 2.1 Level AA success criteria. Documents will include an accessibility check report from a tool such as PAC 2026, Adobe Acrobat's built-in checker, or similar.
- GIS shape files created through this process will be provided as shape files with metadata, map layer files with symbology, or map packages.





Dan Bergerson, PE

Project Manager

EDUCATION

BS, Civil Engineering

INDUSTRY/HDR TENURE

14 years/11 years

REGISTRATIONS

Professional Engineering (ND)



Value to Team

Dan brings strong MPO-specific project management experience and a clear understanding of federally-funded planning processes. As project manager, he will facilitate a bike and pedestrian plan that is practical, implementable, and aligned with Central Dakota MPO and partner agency expectations.

Professional Engineer and transportation project manager with 14 years of experience supporting MPO- and DOT-led planning and corridor studies across North Dakota. His background includes assisting with federally-funded long-range transportation plans, safety and corridor studies, and multimodal projects that integrate bicycle and pedestrian accommodations into urban and regional transportation systems. **Dan's experience spans performance-based planning, alternatives analysis, prioritization, and coordination with MPOs, local governments, counties, and state DOTs. He has supported public engagement efforts and guided multidisciplinary teams to deliver actionable planning documents aligned with FHWA and FTA requirements.**

Relevant Experience

- Fargo–Moorhead Metro COG, **2045 Long Range Transportation Plan Update**, Fargo–Moorhead, ND/MN **Project Team Member**
- Fargo–Moorhead Metro COG, **13th Avenue Corridor Study**, Fargo, ND **Project Team Member**
- Fargo–Moorhead Metro COG, **Metro Railroad Needs Study**, Fargo, ND **Project Manager**
- Fargo–Moorhead Metro COG, **Railroad Crossing Safety Study**, Fargo, ND **Project Team Member**
- North Dakota DOT, **Memorial Highway Improvements Design**, Mandan, ND **Deputy Project Manager**



Matthew Huettl, PE

Principal-In-Charge

EDUCATION

BS, Civil Engineering

INDUSTRY/HDR TENURE

13 years/13 years

REGISTRATIONS

Professional Engineering (ND, SD)



Value to Team

Matt provides senior-level oversight and practical insight from extensive MPO, municipal, and DOT project experience, supporting sound decision-making and consistent quality throughout plan development.

Professional Engineer with 13 years of experience providing leadership and oversight for transportation planning, roadway design, and multimodal projects for MPOs, municipalities, counties, and state DOTs. **Matt brings extensive experience working with public agencies to align project goals, technical standards, and implementation strategies. His role emphasizes quality control, agency coordination, and strategic guidance to ensure projects are delivered efficiently and meet stakeholder and regulatory expectations.**

Relevant Experience

- Fargo–Moorhead Metro COG, **Metro Railroad Needs Study**, Fargo, ND **Principal-In-Charge**
- Fargo–Moorhead Metro COG, **13th Avenue Corridor Study**, Fargo, ND **Project Manager**
- City of West Fargo, **Rivers Bend Multi-use Path Design**, West Fargo, ND **Deputy Project Manager**
- North Dakota Department of Transportation, **Memorial Highway Improvements Design**, Mandan, ND **Project Team Member**
- Burleigh County, **Roundabout Design for Intersection Improvements**, Bismarck, ND **Project Team Member**
- North Dakota Department of Transportation, **Killdeer Bypass EA and Design**, Killdeer, ND **Project Team Member**



James Krzeminski, PE, PTOE

QA/QC Technical Advisor

EDUCATION

MS/BS, Civil Engineering

INDUSTRY/HDR TENURE

29 years/ 29years

REGISTRATIONS

Professional Engineering (FL)
Professional Traffic Ops Engineer



Value to Team

Jamie provides nationally recognized expertise in bicycle and pedestrian planning and quality assurance, strengthening the technical rigor, safety focus, and implementability of the Central Dakota MPO Bike and Pedestrian Plan.

Senior transportation engineer with nearly 30 years of experience leading and reviewing bicycle, pedestrian, and Complete Streets planning efforts for MPOs, counties, and municipalities nationwide. His background includes quality assurance for federally-funded active transportation plans, safety action plans, and multimodal corridor studies focused on improving safety, comfort, and connectivity for people walking and bicycling. **Jamie brings deep technical expertise in bike-way selection, pedestrian safety analysis, and performance-based evaluation, informed by decades of applied planning experience and national best practices. He regularly supports project teams as a technical advisor and QA/QC lead to verify plans are clear, implementable, and aligned with FHWA guidance.**

Relevant Experience

- Rapid City MPO, **Metropolitan Transportation Plan and Bicycle/Pedestrian Plan Update**, Rapid City, SD **Deputy Project Manager / QA Support**
- Corpus Christi MPO, **Strategic Plan for Active Transportation Bicycle Mobility Element**, Corpus Christi, TX **Project Manager**
- Forward Pinellas (Pinellas County MPO) Active Transportation Plan, Pinellas County, FL **Project Manager**
- Orange County Planning Department, **Pedestrian and Bicycle Safety Action Plan**, Orange County, FL **Project Manager**
- Lake-Sumter MPO, **US 301 Complete Streets Study**, Leesburg, Lake, & Wildwood, FL **Sr. Transportation Engineer**



Mindy Moore, AICP

Planning Task Lead Bike/Pedestrian

EDUCATION

MS, Community & Regional Planning
BS, Urban Studies

INDUSTRY/HDR TENURE

25 years/4 years

REGISTRATIONS

American Institute of Certified Planners



Value to Team

Mindy brings deep expertise in bicycle and pedestrian planning, public engagement, and MPO coordination. She will verify the plan reflects community priorities while producing clear and fundraising implementation strategies.

Senior transportation planner with more than 20 years of experience leading bicycle and pedestrian planning efforts for MPOs, state DOTs, and local governments across the Upper Midwest and Plains states. Her background includes developing active transportation plans, safety action plans, and multimodal master plans that integrate public engagement, equity, and implementable project prioritization. **Mindy specializes in translating community values and technical analysis into clear, accessible plans that support safe, comfortable, and connected walking and bicycling networks. She brings extensive experience coordinating with MPOs, partner agencies, and the public to deliver federally compliant planning documents aligned with long-range transportation and safety goals.**

Relevant Experience

- City of Cody, **Cody Active Transportation Master Plan ("Saddle Up, Cody!")**, Cody, WY **Planning Lead**
- South Dakota DOT, **Brookings Master Transportation Plan**, Brookings, SD **Active Transportation Planner**
- City of Tea/Sioux Falls MPO, **Tea Area Transportation Plan (2024 Update)-Safety Action Plan**, Tea, SD **Project Team Member**
- Bismarck-Mandan MPO, **Metropolitan Transportation Plan Update (2025-2050)**, Bismarck-Mandan, ND **Project Team Member**
- MnDOT, **Active Transportation Program Planning & Technical Assistance**, Statewide, MN **Project Manager**

Josh Hellman

GIS

EDUCATION

BS, Geographic Information Science
BS, Geography

INDUSTRY/HDR TENURE

18 years/6 years



Value to Team

Josh strengthens bike and pedestrian planning by providing clear spatial analysis, data visualization, and mapping products that help identify needs, evaluate corridors, and communicate findings to both technical and public audiences.

Senior GIS analyst with more than 18 years of experience supporting transportation, infrastructure, and planning projects through advanced spatial analysis, mapping, and data management. His expertise includes ArcGIS Pro, ArcGIS Online, Python scripting, ModelBuilder, and development of web-based GIS tools to support decision-making and public engagement. **Josh specializes in translating complex datasets into clear, usable maps and visual analyses that inform planning recommendations, safety assessments, and implementation strategies. He regularly supports planners and engineers by producing interactive maps, managing spatial databases, and conducting corridor- and system-level GIS analyses that strengthen project insight and communication.**

Relevant Experience

- Rapid City MPO, **Metropolitan Transportation Plan and Bicycle/Pedestrian Plan Update**, Rapid City, SD **GIS Lead**
- City of Cody, **Cody Active Transportation Master Plan ("Saddle Up, Cody!")**, Cody, WY **GIS Lead**
- City of Brookings, **GIS Coordination & Support Services**, Brookings, SD **GIS Lead**
- City of Tea/Sioux Falls MPO, **Tea Area Transportation Plan (2024 Update)-Safety Action Plan**, Tea, SD **GIS**
- City of Brandon, **GIS Coordination & Support Services**, Brandon, SD **GIS Lead**
- South Dakota DOT, **Deadwood Box Corridor Study**, Deadwood, SD **GIS & Data Analysis Support**
- MnDOT, **EV Implementation Plan**, Statewide, MN **GIS Mapping & Analysis**

Alexandra Sick, AICP

Planning Support

EDUCATION

BS, Community & Regional Planning

INDUSTRY/HDR TENURE

3 years/2 years

REGISTRATIONS

American Institute of Certified Planners



Value to Team

Alex provides reliable technical and planning support grounded in MPO and safety planning experience, strengthening the data accuracy, coordination, and overall quality of plan development.

Transportation planner supporting MPO and DOT planning efforts with a focus on multimodal analysis, safety planning, and public engagement coordination. Her experience includes long-range transportation plans, SS4A safety action plans, and vulnerable road user assessments across the Upper Midwest.

Alex contributes to plan development by supporting data analysis, equity and safety considerations, and preparation of clear, federally compliant planning documents. She frequently assists with synthesizing safety data and community input into materials that elevate walking, bicycling, and rolling needs within broader multimodal and long-range planning frameworks.

Relevant Experience

- Bismarck-Mandan MPO, **Metropolitan Transportation Plan and Travel Demand Model Update (2025–2050)**, Bismarck-Mandan, ND **Transportation Planner**
- North Dakota Department of Transportation, **Statewide Long-Range Transportation Plan Update**, Statewide, ND **Transportation Planner**
- City of Tea/Sioux Falls MPO, **Tea Area Transportation Plan (2024 Update)-Safety Action Plan**, Tea, SD **Project Team Member**
- Rapid City MPO, **Safe Streets for All (SS4A) Safety Action Plan**, Rapid City, SD **Project Team Member**
- City of Ames / Ames Area MPO, **2050 Metropolitan Transportation Plan**, Ames, IA **Transportation Planner**

Jessica Hekter, AICP

Funding Strategies Lead

EDUCATION

BS, Community & Regional Planning

INDUSTRY/HDR TENURE

25 years/4 years

REGISTRATIONS

American Institute of Certified Planners



Value to Team

Jessica strengthens the team's ability to move seamlessly from planning to implementation by ensuring recommended bike and pedestrian projects are positioned for competitive federal and state funding.

Senior transportation planner with more than 17 years of experience developing and implementing funding strategies for transportation and infrastructure projects at the federal, state, and local levels. Her background includes leading discretionary grant applications, aligning projects with federal merit criteria, and guiding agencies through complex funding, compliance, and program management requirements. **Jessica specializes in helping communities translate planning and design concepts into competitive, fundraising projects. She brings deep expertise across federal aid programs—including RAISE, MEGA, INFRA, BIP, SS4A, and NEVI and regularly supports project teams by integrating benefit cost analysis, equity considerations, and implementation readiness into successful funding strategies.**

Relevant Experience

- City of Bellevue, **Fort Crook Road Bridge PEL & Bridge Investment Program Grant**, Bellevue, NE **Lead Grant Writer**
- City of Lincoln, **Multimodal Transportation Center (RAISE Grant)**, Lincoln, NE **Grant Strategy Advisor**
- Iowa County Engineers Association, **RAISE Grant – Rebuilding 9 Bridges**, Statewide IA **Grant Application Author**
- Iowa DOT, **Grant Project Screening and Prioritization Tool**, Iowa **Funding & Merit Alignment Advisor**
- Des Moines Area MPO, **Comprehensive Safety Action Plan (SS4A)**, Des Moines, IA **Funding & Equity Support**

Payton Wetzel, EIT

Concepts and Cost Opinions

EDUCATION

BS, Civil Engineering

INDUSTRY/HDR TENURE

1 year/1 year

REGISTRATIONS

Fundamentals of Engineering (ND)



Value to Team

Payton strengthens the connection between planning and implementation by supporting realistic concept layouts and cost opinions that help communities understand scope, trade offs, and funding feasibility.

Transportation engineer-in-training supporting the development of planning-level concepts, feasibility layouts, and preliminary cost opinions for roadway and multimodal projects. Her experience includes preparing conceptual designs, assisting with safety improvement layouts, and developing estimates of probable construction costs to support early decision-making and funding readiness. **Payton contributes technical support during the concept development phase by translating planning recommendations into illustrative layouts, identifying design constraints, and assisting with cost assumptions. She regularly works alongside planners and project managers to ensure recommendations are realistic, scalable, and aligned with eventual design and construction considerations.**

Relevant Experience

- City of Fargo, **Conceptual Layout – Recycling Drop Site**, Fargo, ND **Concept Development Support**
- City of Fargo, **Safety Improvements at 19th Avenue N & University Drive**, Fargo, ND **Design & Cost Support**
- City of West Fargo, **Rivers Bend Multi-use Path Design**, West Fargo, ND **Concept and Design Support**
- Fargo–Moorhead Metro COG, **West Metro Perimeter Highway Study**, Fargo, ND **Concept Layout & Cost Support**
- City of Sheboygan, **Movable Pedestrian Bridge (RAISE-Funded Project)**, Sheboygan, WI **Planning-Level Design Support**



Mary McCall

Public Engagement Lead

EDUCATION

PhD, English Studies
BA/MA, English Studies

INDUSTRY/HDR TENURE

18 years/1 year



Value to Team

Mary will verify the bike and pedestrian planning process is accessible, inclusive, and responsive by connecting technical analysis with clear communication and meaningful public input.

Strategic communications professional with more than 18 years of experience leading public engagement, stakeholder outreach, and technical communications for transportation and infrastructure projects. Her background spans MPO planning efforts, safety action plans, corridor studies, and grant-funded projects requiring meaningful, accessible public involvement. **Mary specializes in translating complex technical information into clear, engaging materials that help people understand, respond to, and shape transportation decisions. Drawing on her academic background in rhetoric and technical writing, she designs inclusive engagement strategies combining in-person events, surveys, websites, and visual content to reflect diverse community voices in plan development and implementation.**

Relevant Experience

- City of Tea/Sioux Falls MPO, **Tea Area Transportation Plan (2024 Update)-Safety Action Plan**, Tea, SD **Public Engagement Team Member**
- Fargo–Moorhead Metro COG, **Safe Streets for All (SS4A) Public Engagement & Equity Support**, Fargo–Moorhead, ND/MN **Engagement Lead**
- City of West Fargo, **Rivers Bend Multi-use Path Design**, West Fargo, ND **Public Outreach Support**
- Crook County, **SS4A Plan**, Crook County, WY **Public Outreach Lead**
- Town of Sundance, **SS4A Plan**, Sundance, WY **Public Outreach Lead**



Jordyn Henderson

Public Engagement Support

EDUCATION

BA in Communication (Broadcast, Print & Online Media)

INDUSTRY/HDR TENURE

7 years/<1 year



Value to Team

Jordyn enhances engagement capacity by supporting consistent messaging, clear visuals, and timely communications that help broaden outreach and strengthen public understanding of bike and pedestrian planning efforts.

Communications coordinator with experience supporting public engagement, stakeholder outreach, and multimedia communications for transportation and infrastructure projects. His background includes development of digital, video, and written content to support planning studies, safety initiatives, and construction-related outreach. **Jordyn supports engagement efforts by helping implement communication strategies, developing clear and accessible materials, and coordinating messaging across platforms. He works closely with technical teams to make sure project information is accurate, timely, and responsive to community needs, reinforcing transparency and public understanding throughout the planning process.**

Relevant Experience

- City of Mitchell, **Safe Streets for All (SS4A) Support**, Mitchell, SD, **Engagement & Communications Support**
- City of Tea/Sioux Falls MPO, **Brookings & Tea Transportation Planning Efforts**, Tea, SD **Communications Support**
- City of Casper, **Community Recycling Survey**, Casper, WY **Survey & Outreach Support**
- South Dakota Department of Transportation, **Public Involvement for Highway & Corridor Projects**, Statewide, SD **Stakeholder Communications Support**

Kelsey Gray

Graphic Designer

EDUCATION

BA, Graphic Design

INDUSTRY/HDR TENURE

4 years/4 years



Value to Team

Kelsey strengthens public engagement efforts by delivering clear, professional visuals that help community members understand concepts, alternatives, and recommendations related to bike and pedestrian improvements.

Graphic designer with more than four years of experience supporting public engagement, strategic communications, and planning efforts for transportation and infrastructure projects across the Dakotas, Wyoming, and the Upper Midwest. Her work focuses on translating technical and planning concepts into clear, visually engaging materials that support public understanding and informed decision-making. **Kelsey specializes in developing graphics, layouts, maps, and digital content for public meetings, project websites, surveys, and grant applications. She works closely with planners, engineers, and communications staff to ensure visual materials are accurate, accessible, and aligned with project goals, helping communities engage with bike, pedestrian, and multimodal transportation plans.**

Relevant Experience

- Rapid City MPO, **Safe Streets for All (SS4A) Safety Action Plan**, Rapid City, SD **Graphic Designer**
- Bismarck–Mandan MPO, **Metropolitan Transportation Plan Update (2025–2050)**, Bismarck–Mandan, ND **Graphics & Engagement Support**
- That Other Project (TOP), **Cody Active Transportation Master Plan (“Saddle Up Cody”)**, Cody, WY **Graphic Design Support**
- City of Tea/Sioux Falls MPO, **Tea Area Transportation Plan (2024 Update)-Safety Action Plan**, Tea, SD **Public Involvement Graphics Support**
- South Dakota Department of Transportation, **I-29 Corridor & Interchange Options Studies**, Statewide, SD **Graphic Designer**

An Available and Committed Team

Project Team Member	<i>Other significant projects being worked on, the percent of involvement, and probable completion date of the individual's work on the project</i>
Matthew Huettl	▪ Mountrail County 40th Street Reconstruction – 5% of time through November 2026 ▪ Metro COG Regional Freight Plan – 20% of time through December of 2026
Dan Bergerson	▪ Metro COG Regional Freight Plan – 10% of time through December of 2026 ▪ Memorial Highway Reconstruction Project – 20% of time through November 2027 ▪ McKenzie County Reconstruction in Keen and Grassy Butte – 20% through May 2026
Jamie Krzeminski	▪ Government of the District of Columbia, Downtown Comprehensive Transportation Plan – 15% through August 2026 ▪ Sound Transit, Rainier Valley Safety Master Plan – 10% through May 2026
Mindy Moore	▪ MPOJC (Iowa City) SS4A (Project Manager) – 15% of time through December 2026 ▪ Connecticut Active Transportation Plan (Lead Active Transportation Planner) – 15% or time through December 2026 ▪ Corridor MPO (Cedar Rapids) Bike and Pedestrian Plan Phase 2 (Project Manager) – 20% of time through December 2027
Alex Sick	▪ Illinois DOT Statewide LRTP (Lead Planner) – 20% of time through November 2026 ▪ Nebraska DOT Transit Asset Management Plan – 20% of time through July 2026 ▪ Corridor MPO (Cedar Rapids) Bike and Ped Plan Phase 2 (Planner) – 15% of time through December 2027
Jessica Hekter	▪ MTA Bridges & Tunnels, Mitigation Support - 10% through December 2026 ▪ City of La Vista, Thompson Creek Trail Conceptual Design – 10% through November 2026
Payton Wetzel	▪ Mountrail County 40th Street Reconstruction – 15% of time through November 2026 ▪ Memorial Highway Reconstruction Project – 5% of time through November 2027 ▪ McKenzie County Reconstruction in Keen and Grassy Butte – 20% through May 2026
Josh Hellman	▪ McKenzie County Reconstruction in Keen and Grassy Butte – 10% through May 2026 ▪ Otter Tail Power Co., Big Stone-Hankinson-Bison Transmission Line – 35% of time through December 2027 ▪ Otter Tail Power Co., Maple River to Cuyuna 345 kV Right of Way – 20% of time through December 2027
Mary McCall	▪ NDDOT Long Range Transportation Plan – 40% of time through May 2026 ▪ METRO COG Regional Freight Plan – 30% of the time through December 2026 ▪ Memorial Highway Reconstruction Project – 20% of time through November 2027
Jordyn Henderson	▪ SDDOT I-29 – 50% of time through July 2026 ▪ City of Cheyenne 18th Street Reconstruction – 50% of time through July 2026
Kelsey Gray	▪ Mitchell SS4A Grant – 25% of time through TBD ▪ City of Cheyenne 18th Street Reconstruction – 15% of time through July 2026 ▪ WYDOT Freight Study – 10% of time through unknown ▪ Casper Area MPO – 10% of time through unknown

H3. Sub-Consultants

At this time, HDR does not anticipate the need to utilize sub-consultants to complete the Central Dakota MPO Bicycle and Pedestrian Plan. The proposed scope of work can be accomplished using HDR's internal multidisciplinary team, whose expertise, capacity, and availability are sufficient to meet the technical, public engagement, and project management requirements within the established study timeline. Should specialized services become necessary during the course of the study, HDR would coordinate closely with the MPO and follow applicable DBE and procurement requirements.

H4. QBS Document

At this time, since HDR does not anticipate the need to utilize sub-consultants to complete the Central Dakota MPO Bicycle and Pedestrian Plan we have not included sub-consultant forms.

I. Sealed Cost Proposals

In accordance with the RFP requirements, HDR has submitted a separate sealed cost proposal for the Central Dakota MPO Bike and Pedestrian Plan. The cost proposal is based on an hourly not-to-exceed amount and has been prepared using the format provided in Appendix B. The Certification of Indirect Rate Form included in Appendix B has been completed and attached to the cost proposal. Consistent with the procurement process outlined in the RFP, the cost proposal is submitted separately from the technical proposal for review following completion of the technical evaluation.



3231 Greensboro Drive, Suite 200
Bismarck, ND 58503
701.557.9701

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Summary of Estimated Project Cost

CDMPO Bicycle and Pedestrian Plan

Direct Labor	Hours	x	Rate	=	Total
Dan Bergerson, Project Manager	176	x	\$ 62.39	=	\$10,981.19
Matthew Huettl, Project Principal	6	x	\$ 63.93	=	\$383.58
Jamie Krzeminski, Technical Advisor / QA / QC	12	x	\$ 97.20	=	\$1,166.42
Mindy Moore, Technical Lead	173	x	\$ 78.14	=	\$13,518.91
Alex Sick, Planning Support	215	x	\$ 38.77	=	\$8,334.85
Payton Wetzal, Concepts & Cost Opinions	24	x	\$ 37.38	=	\$897.19
Josh Hellman, GIS	158	x	\$ 49.40	=	\$7,805.14
Mary McCall, Public Engagement Lead	55	x	\$ 43.12	=	\$2,371.69
Jordyn Henderson, Public Engagement Support	52	x	\$ 32.30	=	\$1,679.36
Kelsey Gray, Graphic Designer	44	x	\$ 27.27	=	\$1,199.84
Jessica Hekter, Funding Strategies	4	x	\$ 78.79	=	\$315.14
Carla Schwebach, Project Accountant	16	x	\$ 60.65	=	\$970.45
Christina Henze, Project Admin	8	x	\$ 34.29	=	\$274.32
Subtotal (Labor Costs)				=	\$49,898.08
Overhead/Indirect Cost @ 161.23%				=	\$80,450.68
Subcontractor Costs				=	\$0.00
Materials and Supplies Costs				=	\$1,000.00
Travel Costs				=	\$2,990.00
Fixed Fee @ 12% of non-Subcontractor Costs				=	\$15,641.84
Miscellaneous Costs				=	\$0.00
Total Cost				=	\$149,980.60

Direct rates may change throughout the project, however contract fee will not change.



May xx, 2026

The Honorable [Name]
United States [Senate/House of Representatives]
Washington, DC 20510 / 20515

Re: Letter of Support – BASICS Act Provisions

Dear [Senator/Representative] [Last Name]:

On behalf of the four Metropolitan Planning Organizations (MPOs) in the state of North Dakota, we appreciate the opportunity to provide our perspective and recommendations relevant to the development of the next surface transportation authorization legislation you will soon be considering.

The four North Dakota MPOs are: Bismarck-Mandan MPO (BMMPO), Central Dakota MPO (CDMPO), Fargo-Moorhead Metro COG, and Grand Forks-East Grand Forks MPO. Responsible for regional transportation planning across 7 counties and 13 cities, serving roughly 580,000 residents and overseeing more than \$185 million annually in federal transportation funding, our work focuses on improving safety, reducing congestion, and supporting sustainable economic development across North Dakota.

Metropolitan Planning Organizations (MPOs) play a key role in coordinating regional transportation needs across the country. They provide the technical assistance to understand long-range transportation needs and facilitate prioritizing regional funding to address those needs based on local participation and input. Local governments own over 75% of roads and more than half of all bridges nationwide yet receive only 14% of federal transportation funds; a misalignment that can limit effective regional investment. Strengthening the role of MPOs will improve safety outcomes, accelerate project delivery, and support national competitiveness, while being responsive and tailored to local priorities.

Bipartisan legislation, the BASICS (Bridges and Safety Infrastructure for Community Success) Act, H.R. 7437, was introduced on February 9, 2026. The proposal aims to support regional priorities, bridge improvements, and safety projects, ensuring that every region receives needed funding. Although the Act has earned support from cities, counties, and regional organizations, North Dakota MPOs acknowledge that the final surface

transportation reauthorization will likely differ significantly from the original BASICS proposal. Additionally, because new federal highway provisions are largely administered by state departments of transportation, there is no guarantee that implementation will fully reflect the intent of the initial legislation.

Given these uncertainties in how the BASICS Act may ultimately be shaped, the four North Dakota MPOs offer the following collective recommendations which merit advancing through any final legislation. These recommendations have been organized to align with the provisions outlined in the Act.

Strengthens Regional Planning Capacity

MPOs in North Dakota emphasize the critical need to increase Metropolitan Planning (PL) funding, ensuring federal resource levels for locally and regionally programmed construction are not compromised. Additional federal investment support MPOs and the jurisdictions they serve, to develop robust, data-informed transportation plans that align with national goals.

Delivers Regional Priorities Faster

North Dakota MPOs support reforms that modernize funding mechanisms and streamline project delivery. Providing MPOs the option to directly receive Metropolitan Planning (PL) funds — or creating a pilot program allowing TMAs direct access to capital funds such as STBG, CMAQ, and CRP — could potentially reduce administrative layers and promote more efficient project advancement. Direct interaction with federal agencies would also reduce inconsistencies resulting from differing state processes, a challenge exacerbated in North Dakota, where two of four MPOs are bistate.

Many locally supported projects are also delayed by environmental and permitting processes not designed for their scale. Targeted reforms and increased planning funds would enable earlier identification and mitigation of permitting issues, accelerating safe and environmentally responsible project delivery.

Allowing federal funds to carry over between fiscal years is critical for multi-year projects requiring extensive coordination. Strict annual deadlines can disrupt progress and impede long-term infrastructure investments. Expanded carryover flexibility would enhance accountability and delivery efficiency.

Ensuring a strong formula funding system is in place and maintained is crucial for small states such as North Dakota. While competitive grant programs play an important role and enhance funding opportunities overall, small and rural communities continue to face significant barriers in obtaining funding through discretionary programs. A larger shift to formula-based funding, with guaranteed regional access, ensures a more predictable distribution of resources, allowing federal dollars to better support efficient and timely long-term growth and safety in communities across the US.

Promotes Transparency and Collaboration

Strong partnerships between states, MPOs, transit agencies, and local governments are essential to advancing projects of regional and national significance. MPOs possess unique regional insight and technical expertise that improve project targeting and performance. Clearer statutory requirements for state-MPO coordination would reduce duplication, strengthen transparency, and ensure unified statewide investment strategies.

Local governments — who own and operate most of the nation’s transportation system — must be recognized as co-owners and equal partners in regional decision making. Empowering regional entities helps ensure federal dollars reflect local priorities, improve quality of life, and support long-term economic growth.

Improves Roadway Safety

North Dakota MPOs strongly support expanding MPO authority to guide safety focused federal programs. Regions are uniquely situated to identify high-risk corridors, dangerous intersections, and emerging safety concerns using on-the-ground data. Expanding MPO eligibility in federal safety programs will ensure that investments are more targeted and effective.

Bridge conditions pose significant safety challenges nationwide. Locally owned bridges — representing roughly half of all U.S. bridges — are twice as likely to be in poor condition compared with state-owned bridges. Continuing and converting the Bridge Formula Program into a suballocated structure would allow regional and local entities to prioritize and address the most urgent needs.



Invests in Locally Owned Bridges

Local governments maintain a substantial portion of the nation's bridge infrastructure. The four North Dakota MPOs support federal policies that ensure bridge funding reflects this reality, directing resources proportionally to locally owned structures. Providing MPOs with a role in prioritizing regional bridge investments will help address maintenance backlogs and improve long term safety and reliability.

Conclusion

On behalf of the four statewide North Dakota MPOs, we urge Congress and USDOT to strengthen the role of MPOs and local governments in the implementation of the federal transportation program. With the right tools, authority, and funding flexibility, regional planning organizations can accelerate safe, efficient, and community-driven infrastructure investment, that is reflective of local needs. We appreciate your leadership in this effort and welcome the opportunity to discuss these recommendations further should the opportunity arise.

Sincerely,

Bismarck-Mandan MPO

Signature, Policy Board Chair

Central Dakota MPO

Signature, Policy Board Chair

Fargo Moorhead MetroCOG

Signature, Policy Board Chair

Grand Forks – East Grand Forks MPO

Signature, Policy Board Chair



To: Policy Board
From: John Van Dyke, Executive Director
Date: May 28, 2026
Subject: May 2026 Monthly Activities Report

Policy Board Members,

Since the last Policy Board meeting on April 23, 2026, Executive Director Van Dyke has completed the Qualification Based Selection (QBS) process and obtained approval from NDDOT to initiate the project. A kick-off meeting is scheduled for Thursday, May 28.

In addition, Van Dyke worked with the Bike and Pedestrian Plan Selection Committee to review/rank four proposals and coordinate/participate in the interviews of the top three firms. As with the Pavement Condition Data Collection Process, QBS is actively being assembled for submission to NDDOT. The goal is to kick-off the project in early-to-mid-June to take advantage of summer events for public engagement efforts.

Van Dyke has also spent time on both an amendment to the 2026-2027 UPWP and the DRAFT 2027-2028 UPWP that will be presented to the Technical Advisory Committee at their regularly scheduled June meeting for recommendation to Policy Board next month.

Van Dyke continues to work with Transportation Specialist Bosley to establish the inaugural Transportation Improvement Program (TIP). Sections are being fine-tuned each week and Central Dakota MPO is awaiting the DRAFT STIP to be provided that will include the four-year list of projects to be included in the TIP.

Transportation Specialist Bosley dedicated much of her time to developing the Transportation Improvement Program, working on getting the body of the document to a more first draft stage, as well as making the document accessible. Specialist Bosley also gained access to ArcGIS pro and is familiarizing herself with the program in order to assist with future mapmaking.

Bosley provided valuable time toward assisting with communication, coordination, and organization to facilitate the Steering Committee reviews of proposals and scheduling of interviews. She provided follow-up communication to each of the firms and is actively assisting with compilation of the Qualification Based Selection documentation for ultimate submission to NDDOT in the near future.

Bosley continues to assist with preparation for TAC, Policy Board, and other meetings, as well as assembling the monthly reimbursement requests and preparing the financial statements.

Total hours and corresponding percentages of hours for each major task are provided in Table 1. on the subsequent page.





Table 1. Employee Hours by Task – April 19 – May 23, 2026

PROJECT TASK	John Van Dyke		Bailey Bosley	
	HOURS	PERCENTAGE OF TOTAL HOURS	HOURS	PERCENTAGE OF TOTAL HOURS
New/Modification of Existing Agreements/Contracts & Document Branding	0.5	0.3%	0	0.0%
Mid-year Review	0	0.0%	0	0.0%
Data Collection and GIS Mapping	0	0.0%	12	6.0%
Reimbursement Requests	9.5	4.8%	9.75	4.9%
Holidays and PTO	0	0.0%	10.5	5.3%
TAC, Policy Board, and Other MPO Coordination Meetings	34	17.0%	43.25	21.6%
Central Dakota Website and Social Media	0	0.0%	0.5	0.3%
200.1 - Transit Development Plan (TDP)	9.5	4.8%	1.5	0.8%
200.2 - Signalized Intersections Traffic Data Collection	0	0.0%	0	0.0%
200.3 - Pavement Data Acquisition	32.5	16.3%	1.75	0.9%
200.4 - Bicycle and Pedestrian Plan	31.5	15.8%	29.5	14.8%
200.5 Unspecified (DO NOT USE)	0	0.0%	0	0.0%
Member Jurisdiction Transportation Planning Support and Coordination	12	6.0%	0	0.0%
Metropolitan Transportation Plan	0	0.0%	0	0.0%
Transportation Improvement Program	26	13.0%	73.25	36.6%
Unified Planning Work Program	44.5	22.3%	18	9.0%
Public Participation Plan	0	0.0%	0	0.0%
Total	200	100.0%	200	100.0%





EXPENDITURE DETAIL

Implementing Agency

Central Dakota MPO

38251324: Central Dakota MPO 2026 UPWP

Budget Categories

Item	Invoice	Payee	Task 100.1 - Staff Activities	Task 100.2 - Training & Travel	Task 200.1 - Transit Development Plan	Task 200.2 - Signalized Intersections Traffic Data Collection	Task 200.3 - Pavement Data Acquisition	Task 200.4 - Bicycle & Pedestrian Plan	Task 200.5 - Unspecified Corridor Study/Plan/Data Acquisition	Task 300.1 - Overhead	Task 300.2 - ATAC Annual Fee	Total
1		4/10/26 Director Payroll	6,125.48									6,125.48
2		4/10/26 Transport Specialist Payroll	3,018.65									3,018.65
3		4/24/26 Director Payroll	5,976.87									5,976.87
4		4/24/26 Transport Specialist Payroll	2,955.95									2,955.95
5		4/10/26 Accountant Payroll	155.42									155.42
6		4/24/26 Accountant Payroll	135.99									135.99
7	18861-000	Ebeltoft Sickler Lawyers								177.50		177.50
8	DP032026.951.0	State of ND I.T. Department								6.60		6.60
9	287342481817X04122026	AT&T								46.55		46.55
10	4212026	Office Depot								32.39		32.39
11												-
12												-
13												-
14												-
15												-
16												-
17												-
18												-
19												-
20												-
21												-
22												-
23												-
24												-
25												-
Total Current Expenditures			18,368.36	-	-	-	-	-	-	263.04	-	18,631.40
Total Previously Reported			30,802.10	-	20,913.62	-	-	-	-	3,734.19	10,000.00	65,449.91
Total Expenditures To Date			\$ 49,170.46	\$ -	\$ 20,913.62	\$ -	\$ -	\$ -	\$ -	\$ 3,997.23	\$ 10,000.00	\$ 84,081.31

City of Minot, North Dakota
Balance Sheet
Central Dakota Metropolitan Planning Organization
April 30, 2026
With Comparative Totals for April 30, 2025
(Unaudited)

	April 30, 2026	April 30, 2025
ASSETS		
Cash and cash equivalents	\$ 114,499	\$ 92,694
Accounts receivable	61	-
Prepays	42	36,864
Total assets	<u>\$ 114,602</u>	<u>\$ 129,558</u>
LIABILITIES		
Accounts payable	\$ -	\$ 1,622
Accrued salaries and benefits payable	8,216	4,935
Total liabilities	<u>8,216</u>	<u>6,557</u>
FUND BALANCE		
Nonspendable	\$ 42	36,864
Committed for CDMPO activities	106,344	86,137
Total fund balance	<u>106,386</u>	<u>123,001</u>
Total liabilities and fund balance	<u>\$ 114,602</u>	<u>\$ 129,558</u>

City of Minot, North Dakota
Schedule of Revenues, Expenditures and Changes in Fund Balance, Budget to Actual
Special Revenue Fund
April 30, 2026
With Comparative Totals for April 30, 2025
(Unaudited)

Central Dakota Metropolitan Planning Organization					
	Original Budgeted Amounts	Final Budgeted Amounts	April 30, 2026 Actual Amounts	Variance with Final Budget	April 30, 2025 Actual Amounts
REVENUES					
Federal revenues	\$ 168,911	\$ 168,911	\$ 52,360	\$ (116,552)	\$ 56,092
Local operating revenues	\$ 13,091	\$ 13,091	39,272	26,181	38,690
Interest income	\$ -	\$ -	433	433	451
Miscellaneous	-	-	150	150	-
Total revenues	182,002	182,002	92,215	(89,787)	95,233
EXPENDITURES					
Current					
Salaries	96,221	96,221	58,417	37,804	41,755
Employee benefits	9,360	9,360	17,654	(8,294)	10,258
Professional services	139,305	139,305	49,020	90,285	47,426
Property services	2,633	2,633	2,877	(243)	2,078
Purchased services	4,533	4,533	251	4,282	1,038
Supplies	1,167	1,167	216	950	-
Total expenditures	253,219	253,219	128,435	124,784	102,555
Excess (deficiency) of revenues over (under) expenditures	(71,217)	(71,217)	(36,220)	34,997	(7,322)
OTHER FINANCING SOURCES (USES)					
Transfers in	87,412	87,412	87,412	-	86,117
Total other financing sources (uses)	87,412	87,412	87,412	-	86,117
Net change in fund balance	\$ 16,195	\$ 16,195	51,191	\$ 34,997	78,795
Fund balance, January 1			55,195		-
Fund balance, April 30			<u>\$ 106,386</u>		<u>\$ 78,795</u>