

PROPOSAL FOR PROFESSIONAL CONSULTING SERVICES

Northwest Expansion & Transportation (NEXT) Plan

Rochester-Olmsted Council of Governments (ROCOG)

OLMSTED COUNTY, MN | APRIL 29, 2026



Building a Better World
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Engineers | Architects | Planners | Scientists

April 29, 2026

Rochester-Olmsted Council of Governments (ROCOG)
Submitted via Olmsted County Electronic Bid Site

Re: Northwest Expansion & Transportation (NEXT) Plan

Dear Members of the Selection Committee:

Growth northwest of Rochester is already happening, and decisions made now will shape how it functions for decades. The NEXT Plan is an opportunity to align transportation and land use early, before access, safety, and development patterns become harder to change. With multiple jurisdictions, strong development pressure, and differing priorities across communities, the work ahead is as much about building shared direction as it is about technical analysis.

Start with clarity, not rework later

At **Short Elliott Hendrickson Inc. (SEH®)**, we focus on setting corridor expectations early so agencies, landowners, and developers are working from the same playbook. Corridor mapping, access spacing, and functional roles will be established up front and carried through the study. This gives ROCOG and your partners a consistent framework to guide near-term decisions while keeping long-term mobility and safety intact.

Bring communities along in a real way

This plan only works if communities see themselves in it. Our team is set up to meet people where they are, with local staff who know these communities and can be present throughout the process. We pair that with targeted engagement strategies that go beyond meetings, including small group conversations, pop-ups, and accessible online tools that help surface real concerns and build alignment across jurisdictions. Rochester-based partner **Bush Companies** brings deep local agency connections and a track record of aligning community priorities with development decisions.

Use the right tools, not just one tool

Data will matter, but so will flexibility. With the regional model in transition, we will not rely on a single source to tell the story. Instead, we will combine available model outputs, observed travel patterns, safety data, and planning-level tools to build a clear and credible picture of existing conditions and future needs. Our partnership with **Haifeng Transportation Engineering, Inc. (HFTE)** strengthens this approach, with Haifeng Xiao's direct involvement in regional modeling and long-standing collaboration with SEH.

A team that works well together and with you

SEH brings a team that understands both the technical and local context of this work. **SmithGroup** adds depth in land use and development strategy, and builds on a growing partnership between our firms with active projects already underway. HFTE brings trusted expertise in traffic analysis and modeling, with a history of collaboration that allows our teams to move efficiently, and Bush Companies knows the area and its community leaders well. Together, we are focused on practical outcomes that ROCOG and your partners can carry forward with confidence.



Building a Better World
for All of Us®

**“The right decisions now will shape
how this area works for generations.
Thank you for considering the
SEH team as your partner in this
important initiative!”**

We appreciate the opportunity to support ROCOG on the NEXT Plan and would welcome the chance to continue the conversation. Please let us know if you have questions or need any additional information to make your decision. Our team is poised and ready to begin!

Sincerely,



A handwritten signature in black ink, appearing to read "Mark Nolan".

Mark Nolan AICP
Project Manager



A handwritten signature in black ink, appearing to read "Jenna Obornolte".

Jenna Obornolte PE (MN)
Client Service Manager

Engineers | Architects | Planners | Scientists

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

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The information contained in this Proposal was prepared specifically for you and contains proprietary information. We would appreciate your discretion in its reproduction and distribution. This information has been tailored to your specific project based on our understanding of your needs. Its aim is to demonstrate our ideas and approach to your project compared to our competition. We respectfully request that distribution be limited to individuals involved in your selection process.

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ROCOG 190305

8.1 Company Information

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

▲ About SEH

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

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

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



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PRIMARY CONTACT

Mark Nolan AICP
Project Manager
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TRANSPORTATION PLANNING

ALIGNING SYSTEMS, ENHANCING MOBILITY

At SEH, we take transportation planning to the next level. Looking at more than capacity issues, we investigate how diverse and dynamic multimodal transportation networks affect drivers, bicyclists, businesses, residents, and even the land within a community.

Our collaborative transportation planning teams use the latest traffic modeling techniques to plan, coordinate and implement intelligent transportation systems. We accommodate future growth while aligning with federal, state, regional and local needs.

SHORT ELLIOTT
HENDRICKSON INC.

founded in

1927 

WE PARTNER WITH CLIENTS



in nearly every
U.S. state and many
Canadian provinces

EMPLOYING



900+

engineers, architects,
planners, scientists, and
talented professionals

WHO WORK TOGETHER TO SERVE

4

market areas: mobility,
better places, clean water,
and renewing infrastructure



AN IMPRESSIVE 80%



of our clients are
repeat customers

8.2 Team Qualifications

The proposed SEH team brings relevant experience delivering multimodal transportation and land use planning studies for county and regional partners. Led by an experienced project manager, Mark Nolan, the team includes specialists in corridor planning, safety, land use, and public engagement with recent experience on similar projects.

About our Partners

SMITHGROUP

For more than 50 years, SmithGroup (SG) has supported communities with data-driven, community-informed master planning. Their team integrates planning, design, policy, and public engagement to deliver actionable visions grounded in evidence and ready for implementation. SmithGroup brings deep expertise in land use and economic strategies, zoning and development standards, and form-based codes that align development with community goals. Their transportation planning and urban design work spans transit-oriented development, corridor planning, complete streets, and regional mobility strategies, helping communities advance equitable, resilient, and livable places.

BUSH COMPANIES

Bush Companies is a multifaceted, Rochester-based firm offering a variety of services including real estate development and investment, construction management and construction support services, government procurement contracting, and public engagement. Bush Companies is a Minnesota-certified Disadvantaged Business Enterprise (DBE), a recognized Minority Owned Business Enterprise (MBE) in southeastern Minnesota, and proud to be the first MBE in Rochester to receive Targeted Business Enterprise (TGB) certification.

HAIFENG TRANSPORTATION ENGINEERING INC. (HFTE)

Established in 2017, HFTE is a certified minority-owned DBE firm providing transportation engineering consultant services in the Twin Cities region and throughout Minnesota. HFTE's core services include transportation planning, traffic demand forecasting, freeway and arterial operations modeling analysis, traffic impact studies, signal optimization, intersection control evaluation (ICE), and safety and crash analysis.

Team Organization

MANAGEMENT TEAM

Rochester-Olmsted Council of Governments

Karli McElroy, Project Manager

Mark Nolan AICP | Project Manager, SEH

Jenna Oberholte PE | Quality Manager/Project Advisor, SEH

PROJECT TEAM

PUBLIC OUTREACH

Kristin Petersen AICP, NCI, LEED AP® | Engagement Lead, SEH

Adrian Diaz AICP | Engagement Support, SEH

Audrey Andera | Engagement Support, SEH

Kenneth Bush | Agency Coordination, Bush Companies

TRAFFIC ENGINEERING

Erin Jordan PE, RSP1 | Multimodal Traffic Engineer, SEH

Chad Jorgenson PE, PTOE | Corridor Analyses Lead, SEH

Krista Palmer PE | Safety Analysis Lead, SEH

Haifeng Xiao PE, PTOE | Traffic Modeling Lead, HFTE

Leo Johnson PE, PTOE | Traffic Engineering Analysis, SEH

LAND USE AND GROWTH EVALUATION

Kathleen Duffy AICP | Land Use and Growth Analysis Lead, SmithGroup







Oliver Kiley PLA, ASLA | Scenario Planning Lead, SmithGroup

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



Project Manager and Key Personnel

Below we provide brief introductions to Project Manager Mark Nolan and the SEH-led team – including SmithGroup, Bush Companies, and HFTE – who will deliver the NEXT Plan on ROCOG’s behalf. Additional details on each team members’ qualifications, office location, and relevant experience are provided in the Appendix.

Team Member/Role	Relevant Qualifications	Similar Project Experience
 <p>MARK NOLAN AICP Project Manager SEH</p>	<ul style="list-style-type: none"> 30 years of multimodal, urban, and regional planning and project management experience Leads projects involving land use planning, real estate market analysis, landscape architecture, and transportation planning 	<ul style="list-style-type: none"> SE Minnesota Transportation Management Organization Study (City of Chatfield) – Various Counties, MN Local Human Services Coordination Plan Update (MnDOT District 6) – Southeast, MN City of Austin Comprehensive Plan – Austin, MN
 <p>JENNA OBERNOLTE PE Quality Manager/ Project Advisor SEH</p>	<ul style="list-style-type: none"> 23 years of experience in municipal engineering, including as former Assistant City Engineer for the City of Austin Highly familiar with ROCOG and its goals as a standing member of the MPO's Transportation Technical Advisory Committee 	<ul style="list-style-type: none"> Rochester IBM Campus Redevelopment Study (with IRG Realty Advisors LLC) – Rochester, MN Active Transportation Master Plan Update – Rochester, MN Comprehensive Plan Update – Stewartville, MN Destination Medical Center (DMC) Development Plan (with SmithGroup) – Rochester, MN
 <p>ERIN JORDAN PE, RSP1 Multimodal Traffic Engineer SEH</p>	<ul style="list-style-type: none"> 11 years of experience planning, designing, and implementing safe roadway, pedestrian, and bicycle facilities Expertise includes traffic operation analysis, corridor studies, access studies, and multimodal Complete Streets and Safe Systems approach planning and design 	<ul style="list-style-type: none"> CSAH 38 (McAndrews) Road Corridor Study and Preliminary Design – Dakota County, MN Highway 42 Visioning Study – Dakota County, MN Hwy 47/Hwy 65 Planning and Environmental Linkages Study (MnDOT Metro District) – Minneapolis to Blaine, MN
 <p>CHAD JORGENSON PE, PTOE Corridor Analyses Lead SEH</p>	<ul style="list-style-type: none"> 13 years of experience in transportation planning, safety analysis, performance analysis, and traffic operation analysis Extensive work history in the Rochester/Olmsted County region including multiple projects with MnDOT District 6 	<ul style="list-style-type: none"> Rochester IBM Campus Redevelopment Study (with IRG Realty Advisors LLC) – Rochester, MN Century Valley Housing Development Traffic Impact Study – Rochester, MN 19th Street 19th Avenue Intersection Control Evaluation (ICE) – Rochester, MN
 <p>HAIFENG XIAO PE, PTOE Traffic Modeling Lead HFTE</p>	<ul style="list-style-type: none"> 20 years of experience developing and validating travel demand models (TDM) Provides reliable long-range traffic forecasts that support corridor planning, alternatives evaluation, and decision-making 	<ul style="list-style-type: none"> Rochester IBM Campus Redevelopment Study (with IRG Realty Advisors LLC) – Rochester, MN Regional Modeling/Gap Analysis for GHG Assessment: ROCOG TDM Update/Expansion – Olmsted County, MN St. Cloud APO Travel Demand Model Improvements – St. Cloud, MN
 <p>KRISTA PALMER PE Safety Analysis Lead SEH</p>	<ul style="list-style-type: none"> 12 years of experience in travel demand modeling, traffic forecasting, traffic operations, and benefit-cost analysis Completes transportation corridor, visioning, and multimodal planning studies to identify existing and future needs 	<ul style="list-style-type: none"> Rochester IBM Campus Redevelopment Study (with IRG Realty Advisors LLC) – Rochester, MN SS4A Comprehensive Safety Action Plan – St. Louis Park, MN Transportation Analysis Zone (TAZ) Updates – Carver County, MN



Team Member/Role	Relevant Qualifications	Similar Project Experience
 <p>LEO JOHNSON PE, PTOE Traffic Engineering Analysis SEH</p>	<ul style="list-style-type: none"> 7 years of experience in traffic operations, safety analysis, and development of traffic design plans and special provisions Proficient in analyzing crash data to support project prioritization and improvement recommendations 	<ul style="list-style-type: none"> Rochester IBM Campus Redevelopment Study (with IRG Realty Advisors LLC) – Rochester, MN Rosemount Safe Routes to School (Dakota County) – Rosemount, MN TAZ Updates – Carver County, MN
 <p>KRISTIN PETERSEN AICP, NCI, LEED AP® Engagement Lead SEH</p>	<ul style="list-style-type: none"> 20 years of experience identifying and managing community concerns and conflicts, facilitating design workshops and public meetings, and preparing community surveys Has served as public involvement lead on more than 130 projects at SEH 	<ul style="list-style-type: none"> SE Minnesota Transportation Management Organization Study (City of Chatfield) – Various Counties, MN Local Human Services Coordination Plan Update (MnDOT District 6) – Southeast, MN CSAH 9 Reconstruction (Olmsted County) – Rochester, MN
 <p>ADRIAN DIAZ AICP Engagement Support, Transportation Planning SEH</p>	<ul style="list-style-type: none"> Multilingual planner with 12 years of experience facilitating engagement campaigns focused on reaching diverse community groups Effective online/in-person engagement techniques help bring historically excluded voices to the table 	<ul style="list-style-type: none"> SE Minnesota Transportation Management Organization Study (City of Chatfield) – Various Counties, MN Local Human Services Coordination Plan Update (MnDOT District 6) – Southeast, MN Comprehensive Plan Updates – Austin/Mower County, MN
 <p>AUDREY ANDERA Engagement Support SEH</p>	<ul style="list-style-type: none"> Graduate transportation planner with a strong background in zoning analysis, community engagement, and multimodal planning Skilled in data collection, policy research, and public outreach 	<ul style="list-style-type: none"> Comprehensive Plan Updates – Austin/Mower County, MN SS4A Comprehensive Safety Action Plan – St. Louis Park, MN US 169 Road Safety Audit (MnDOT District 1) – Grand Rapids to Keewatin, MN
 <p>KENNETH BUSH Agency Coordination Bush Companies</p>	<ul style="list-style-type: none"> 20 years of experience in land use, zoning, and regional development projects in the Rochester/Olmsted County region Former Olmsted County Planning Commissioner and Olmsted County Planning Advocacy member 	<ul style="list-style-type: none"> Site Work, Wayfinding, and Traffic Control for Road and Highway Projects – City of Rochester Public Works Link Bus Rapid Transit (BRT) Project – Rochester, MN Tourism Ambassador for Destination Medical Center – Rochester, MN
 <p>OLIVER KILEY PLA, ASLA Scenario Planning Lead SmithGroup</p>	<ul style="list-style-type: none"> 20 years of experience in community planning, green infrastructure, mobility and street design, and public engagement Strong advocate for community-driven, data-informed decision-making and real-world outcomes 	<ul style="list-style-type: none"> Citywide Transportation and Mobility Plan – St. Louis, MO Downtown Circulation Study – Ann Arbor, MI Illinois Route 29 Multimodal Corridor Plan – Tri-County Regional Planning Commission
 <p>KATHLEEN DUFFY AICP Land Use and Growth Analysis Lead SmithGroup</p>	<ul style="list-style-type: none"> 19 years of experience specializing in urban design, planning and zoning, and land use Excels in redevelopment and economic development strategies for corridors, downtowns, and districts linking land use to transportation 	<ul style="list-style-type: none"> 2040 Comprehensive Plan Update and West Downtown Vision Plan, Southeast Area Growth Plan – De Pere, WI 2050 Master Plan; La Madre Foothills and Kyle Canyon Special Area Plans; East Las Vegas Special Area Plan – Las Vegas, NV Comprehensive Plan – Ann Arbor, MI

Similar Work Performed

The following matrix provides an at-a-glance view of the team's depth of experience in transportation planning for a wide range of agencies. Five representative projects from within the past five years are **bolded**, with additional details provided in the Appendix.

Project (Location)	Firm(s)	Key Staff	Public Outreach	Agency Coordination	Regional Planning	Transportation Planning	Multimodal Planning Assessment	Traffic Safety Analysis	Travel Demand Modeling	Corridor Study	Land Use/Growth Evaluation	Concept Development	Implementation Plan
Rochester IBM Campus Redevelopment Study (Rochester, MN)	SEH, HFTE	Chad, Haifeng		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
MnDOT District 6 Local Human Services Coordination Plan Update (Southeast MN)	SEH	Mark, Adrian	✓	✓	✓	✓							✓
Southeast Minnesota TMO Study (Southeast MN)	SEH	Mark, Adrian	✓	✓	✓	✓							✓
City of Austin Comprehensive Plan (Austin, MN)	SEH	Mark, Adrian	✓		✓	✓					✓		✓
Mower County Comprehensive Plan (Mower County, MN)	SEH	Mark, Adrian	✓		✓	✓					✓		✓
CSAH 38/McAndrews Rd Corridor Study (Dakota County, MN)	SEH	Erin, Mark, Kristin	✓	✓		✓	✓	✓		✓		✓	✓
Link Bus Rapid Transit Project (Rochester, MN)	SEH, Bush Companies	Kenneth	✓	✓	✓	✓	✓	✓		✓			
MN 36 Corridor Study (MnDOT Metro District)	SEH, HFTE	Krista, Haifeng	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Hwy 47/Hwy 65 Planning Environmental Linkages Study (MnDOT Metro District)	SEH, HFTE	Erin, Kristin, Haifeng	✓	✓	✓	✓	✓	✓	✓	✓	✓		
MN 55 Preferred Alternative Selection/Complete Streets Preliminary Design (MnDOT Metro District)	SEH	Mark, Krista	✓	✓		✓	✓	✓	✓			✓	
Century Valley Housing Development Traffic Impact Study (Rochester, MN)	SEH	Chad				✓	✓	✓		✓	✓	✓	✓
ROCOG TDM Update/Expansion (Olmsted County, MN)	HFTE	Haifeng			✓	✓			✓		✓		
2040 Comprehensive Plan Update and West Downtown Vision Plan, Southeast Area Growth Plan (De Pere, WI)	SmithGroup	Kathleen	✓			✓					✓	✓	✓
La Madre Foothills and Kyle Canyon Special Area Plans (Las Vegas, NV)	SmithGroup	Kathleen	✓	✓		✓	✓			✓	✓	✓	✓
Comprehensive Plan (Ann Arbor, MI)	SmithGroup	Kathleen, Oliver	✓			✓	✓				✓		✓

8.3 Project Understanding and Work Plan

This section presents SEH’s understanding of the NEXT Plan and outlines how our proposed approach is structured to meet or exceed the scope of work and expectations identified in the RFP. Our intent is to clearly demonstrate alignment with ROCOG’s objectives and the requirements of this planning effort.

✓ UNDERSTANDING THE NEED

ROCOG is proactively responding to growth pressures occurring northwest of the City of Rochester through the Northwest Expansion & Transportation (NEXT) Plan. This area, encompassing Kalmar, Oronoco, and New Haven Townships, as well as portions of Cascade Township, is experiencing increasing development interest driven by proximity to Rochester and regional corridors such as U.S. Highways 14 and 52/63. While much of the area retains a rural and agricultural character today, continued growth without coordinated planning risks creating long-term safety, mobility, land use compatibility, and access management challenges.

ROCOG and your partners recognize that transportation decisions made today will shape land use patterns, development, and infrastructure investments for decades to come. The NEXT Plan is intended to provide a clear, implementable framework that helps state, county, and local jurisdictions understand existing conditions, anticipate future needs, and make coordinated decisions that support safe, efficient, and context-sensitive multimodal transportation while preserving community values.

✓ PROJECT CONTEXT AND PLANNING ENVIRONMENT

The NEXT study area lies at the intersection of regional mobility and local development pressures. Key corridors such as CSAH 44, US 63, 14th Street NW/19th Street NW, and County Road 112 serve both regional travel and local access functions, creating tension between mobility, safety, and access. As traffic volumes grow and development increases, these corridors must evolve thoughtfully to serve freight, agricultural equipment, personal vehicles, transit, bicyclists, and pedestrians. Determining the long-term functional role of these corridors – and their supporting local street networks – is central to achieving orderly growth and reducing future conflicts.

The NEXT Plan is being advanced within a robust policy and planning framework. ROCOG intends for the plan to build upon and align with existing efforts, including

the ROCOG Safe Streets for All (SS4A) Safety Action Plan (SAP), Olmsted County and MnDOT access management policies, local comprehensive plans, and the Statewide Multimodal Transportation Plan (SMTP). Integrating these policies helps ensure that recommendations are defensible, realistic, and readily adopted into future capital improvement and regulatory decisions.

✓ DESIRED OUTCOMES

ROCOG is seeking a comprehensive yet practical plan that moves beyond documenting issues to provide clear direction for implementation as well. Key outcomes of the NEXT Plan include:

- A **data-driven assessment** of existing and future multimodal transportation conditions, including roadway operations, safety, freight movement, transit potential, and bicycle and pedestrian needs.
- **Corridor-level recommendations** that define long-term function, access management strategies, and future cross-sections suitable for County and MnDOT reference.
- A **nuanced understanding of land use trends** and development pressures, paired with land use strategies that support connectivity, minimize conflicts, and reinforce efficient infrastructure investment.
- **Scenario planning** that allows decision-makers to understand how different growth patterns influence transportation performance, infrastructure costs, and community character.
- **Safety analysis and strategies** that build on the SS4A framework to reduce crash risk and severity across all modes.
- A **collaborative planning process** that builds consensus among MnDOT, Olmsted County, local governments, and community stakeholders, helping to ensure that recommendations are informed by local knowledge and positioned for adoption.

PROJECT CONSIDERATIONS | NORTHWEST EXPANSION AND TRANSPORTATION PLAN



18th Ave at 100th St

As redevelopment occurs within the City of Oronoco, this intersection presents an opportunity to evaluate a potential roundabout to improve safety, operations, and overall mobility for all users.



60th Ave at 75th St

This intersection is expected to experience significant change driven by development and a transition from rural to urban conditions, with 60th Avenue anticipated to function as the future "Circle Drive." The corridor will need to accommodate a diverse mix of users, including agricultural equipment, truck traffic, passenger vehicles, and non-motorized modes. Intersection improvement opportunities will be evaluated to identify feasible, context-sensitive traffic control strategies that prioritize safety while balancing mobility needs, including a focused safety review.



Residential development along 60th Ave

This corridor illustrates the type of future land use that may emerge along 60th Avenue as growth continues. The study will evaluate alternative land use scenarios using the updated ROCOG Travel Demand Model to better understand development patterns and associated transportation impacts.



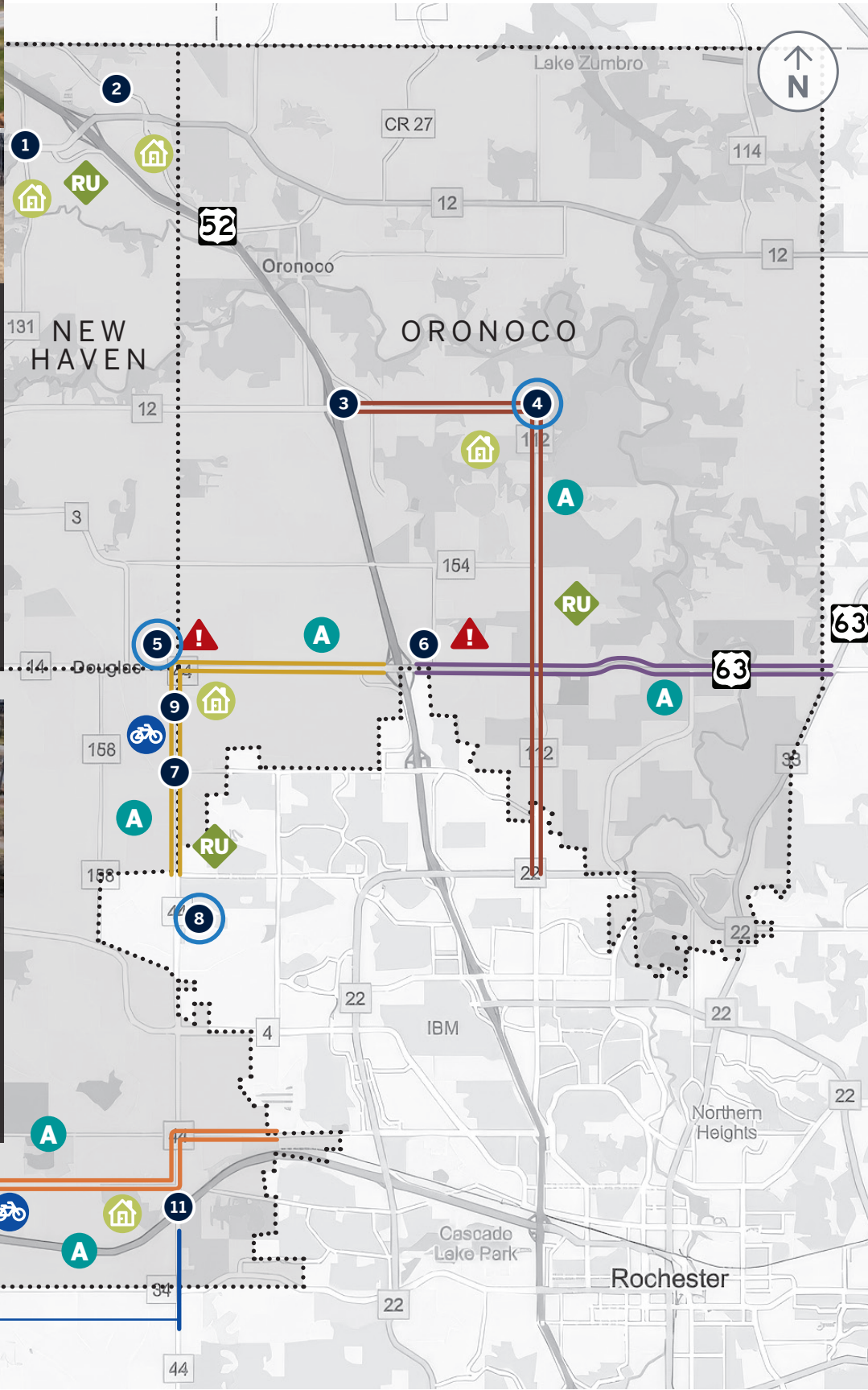
Douglas Trail Connectivity

This existing grade-separated trail crossing at 50th Ave highlights opportunities to improve multimodal connectivity across major roadways. Similar infrastructure concepts will be evaluated to address gaps in pedestrian, bicycle, and transit access and enhance safety for non-motorized users throughout the study area.



US 14 at CR 5 and CR 3

This location represents an opportunity to evaluate planned interchanges at existing signalized intersections along US 14 as redevelopment occurs and access management strategies evolve in coordination with MnDOT.



NEXT OPPORTUNITIES

Map ID	Area/Location	Opportunity
1	Development area in Pine Island	Growth hotspot where future land use and access needs (including activity around CSAH 3) can be evaluated to guide corridor function and supporting improvements.
2	Prairie Island Indian Community	Location of potential casino may become major trip generator.
3	US 52 at 100th St interchange	Opportunity to evaluate operational needs and long-term interchange concepts in coordination with access management expectations and growth pressures.
4	18th Ave at 100th St	Opportunity to evaluate operational needs and long-term interchange connectivity.
5	60th Ave at 75th St	Targeted intersection improvement evaluation to support future capacity and safety as 60th/CSAH 44's function changes.
6	US 52 Interchange with 75th St	Opportunity to review potential modifications or concepts to respond to changing facility roles and increasing travel demand.
7	60th Ave at 65th St	Possible roundabout control to improve operations, safety, and meet growth demands.
8	60th Ave NW Development	Existing residential housing development on both sides of 60th Ave is comparable to expected growth north along 60th Ave.
9	Douglas Trail Crossing of 60th Ave	Multimodal connectivity opportunity where gaps for walking, biking, and transit access can be identified and prioritized through planning-level concepts.
10	Signalized intersections along US 14	Review of planned US 14 interchanges in Byron and other implementation plans outlined in the US 14 Corridor Study.
11	US 14 at 60th Ave	The intersection is planned to be constructed into an interchange within the next 1-2 years, which will have a significant impact on development, operations, and traffic demand.

LEGEND

Corridor Study Focus Segments:

- 14th St. NW (CSAH 3), CSAH 44, 19 St. NW (50 Ave. NW)
- CSAH 44 (55th St. NW to US 52)
- CR 112 (US 52 to CSAH 22)
- US 63 (US 52 to CSAH 33)

- ! Safety Emphasis
- A Access Management
- 🚲 Multimodal Connectivity
- 🏠 Development and Growth Anticipation
- RU Rural-Urban Transition Area

Approach/Work Plan

TASK 1 – PROJECT MANAGEMENT

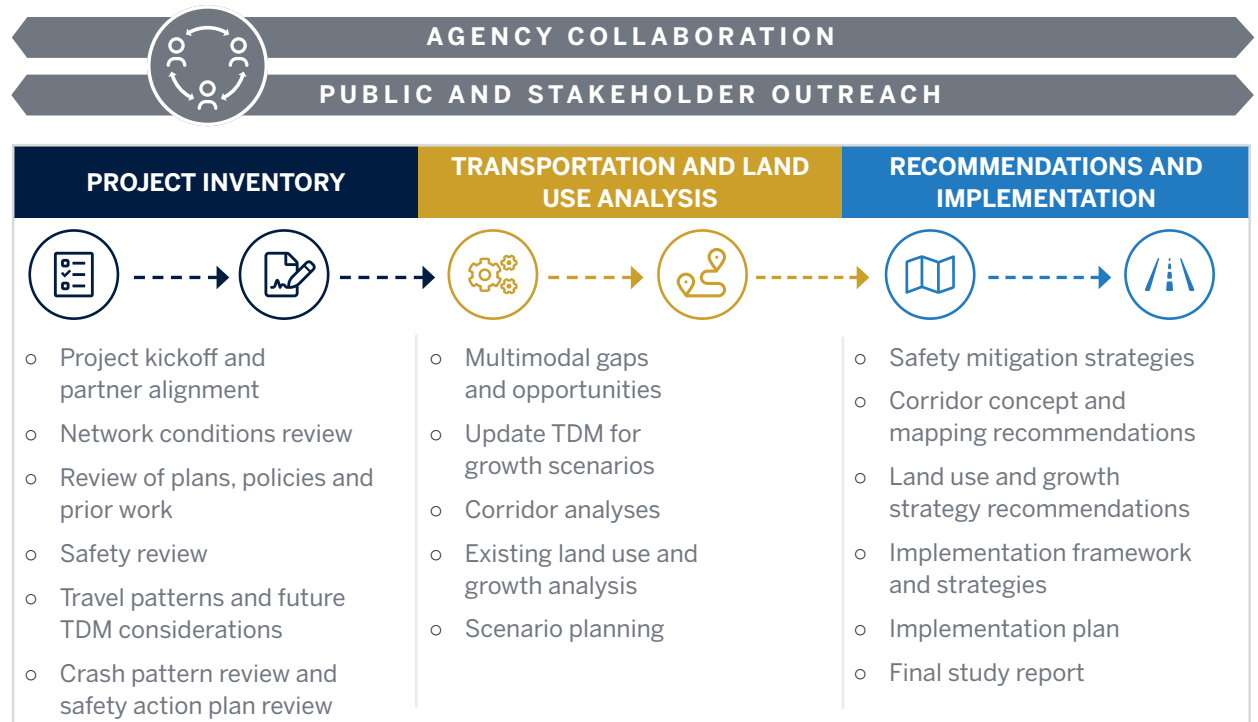
PROJECT INITIATION AND ADMINISTRATION

Mark Nolan will serve as the primary point of contact for ROCOG and Olmsted County, including facilitating virtual biweekly check-in meetings with the ROCOG project manager to maintain alignment and support day-to-day coordination. Mark will also provide contract administration, budget tracking, and schedule control, supported by a Project Management Plan (PMP) that defines team roles and responsibilities, communication protocols, the decision-making structure, and risk management strategies.

Mark will develop and maintain a detailed project schedule aligned with the anticipated May 2026-July 2027 timeline, track progress against key milestones and deliverables, and proactively identify schedule or scope risks so mitigation strategies can be implemented early. Additionally, to provide transparency and effective document control, Mark will establish and maintain a shared project workspace (e.g., SharePoint) for file sharing and version management. He will also prepare monthly invoices and progress reports to document progress, highlight upcoming milestones, and support timely decision-making.

PROJECT KICK-OFF AND PARTNER ALIGNMENT

Mark will facilitate a project kick-off meeting with ROCOG, Olmsted County, MnDOT, and key jurisdictional partners to align the team on goals, scope, schedule, and engagement expectations. The kick-off will also be used to confirm the study corridors, data availability, and coordination needs, confirming agreement on multimodal priorities, safety outcomes, and land use integration from the outset.



QUALITY MANAGEMENT

Jenna Obernolte will prepare a Quality Management Plan (QMP) that defines internal review procedures, documentation standards, and quality assurance/quality control (QA/QC) roles and responsibilities for the project. We will also conduct QA/QC reviews at key milestones and prior to submission of draft and final deliverables to verify technical accuracy, consistency, and clarity.

DELIVERABLES

- PMP
- Monthly progress reports and invoices
- Kick-off meeting agenda, materials and minutes
- Detailed project schedule
- QMP and QA/QC review documentation

TASK 2 – MULTIMODAL TRANSPORTATION ASSESSMENT

Led by **Erin Jordan**, the team will complete a comprehensive multimodal transportation assessment to understand how existing and future transportation systems are functioning across the study area. This effort will consider roadway, transit, bicycle, pedestrian, and freight systems at both a systemwide scale, with a focus on identifying unmet needs, gaps, and opportunities that support safe, connected, and reliable multimodal travel as growth occurs in the study area.

EXISTING AND PLANNED NETWORK CONDITIONS

Our team will review existing and planned transportation conditions using Olmsted County and ROCOG GIS datasets and supporting information. This effort will document roadway characteristics, access spacing, and key operational features, along with pedestrian, bicycle, transit, and freight facilities. The result will be a clear baseline understanding of how the multimodal network is currently structured and where planned improvements or development may impact these networks.

This review will also highlight how ROCOG's priorities are shaping multimodal investments. This includes coordinating with Olmsted County as it concurrently develops the Trails Master Plan that will emphasize connections between growing townships and Rochester, reinforcing the need for strategic trail continuity, safe crossings, and connections to schools and regional destinations.

REVIEW OF PLANS, POLICIES, AND PRIOR WORK

We will review key transportation plans, policies, and studies that guide multimodal decision-making in the study area. Documents include:

- Minnesota's Statewide Multimodal Transportation Plan
- ROCOG's adopted SAP
- Applicable County, township, city, and MnDOT policies
- Existing plans/studies such as the US Hwy 14 Corridor Analysis and official maps

SEH will summarize relevant goals, identified needs, and constraints to understand where prior guidance is aligned and where the NEXT Plan can refine, reinforce, or expand upon existing direction.

SAFETY REVIEW AND CORRIDOR PRIORITIES

Building on the recently adopted SAP with a Vision Zero framework, SEH will summarize known safety trends and concerns within the study area, with particular attention to key corridors such as CSAH 44, US 63, 14th Street NW, and County Road 112. This review will consider documented crash patterns (also see Task 6), roadway context, and multimodal exposure to help identify where additional safety considerations, multimodal gaps, or other concerns may warrant additional attention. The assessment will also note where SAP priorities should be emphasized through future multimodal strategies.

TRAVEL PATTERNS AND FUTURE TRAVEL DEMAND CONSIDERATIONS

SEH will evaluate existing travel patterns using available data from ROCOG, Olmsted County, and local agency partners, including traffic volumes, journey to work information, and available transit and active transportation data. As an optional task, our team can leverage StreetLight data through ROCOG's existing license to supplement local datasets and better understand origin-destination patterns, travel behavior, and multimodal use across the study area.

Additionally, we will assess anticipated changes in travel demand associated with planned development and forecasted population and employment growth. SEH is partnered with **Haifeng Xiao** of HFTE, who is supporting updates to the ROCOG Travel Demand Model (TDM), which will help ensure consistency with regional assumptions and emerging trends. This collaboration will help inform how growth in the northwest area may affect corridor roles, travel behavior, and multimodal needs, without advancing design level analysis.

MULTIMODAL GAPS AND OPPORTUNITIES

Using findings from the previous reviews and analyses, our team will identify systemwide and corridor level gaps, safety concerns, or network deficiencies for all travel modes within the study area. The primary objective of this task is to identify opportunities that improve multimodal access, connectivity, and service as the area expands and develops. Opportunities will particularly focus on addressing needs not fully captured in prior efforts or reinforcing priorities and project types identified in the SAP.

We will provide a map that summarizes these opportunities to meet the goals identified through the gap analysis.

RECOMMENDATIONS AND IMPLEMENTATION CONSIDERATIONS

SEH will develop planning level multimodal recommendations that respond to identified needs and opportunities. Recommendations will focus on systemwide strategies that improve safety, close key gaps, and support development. Relative prioritization, general phasing considerations, and order of magnitude cost ranges will be identified, as appropriate, to support implementation discussions and future funding decisions.

TASK 3 – PUBLIC OUTREACH

Our team sees this effort as an opportunity to combine technical analysis with meaningful community collaboration to develop a forward-looking, implementable plan. We will pair data-driven insights on growth, mobility, and land use with direct input from local and state leadership and the people most affected by future development. Recognizing that change can be complex and, at times, contentious, our approach is centered on listening to all perspectives and translating both technical

findings and community input into clear, actionable outcomes that reflect a shared vision for the region.

Kristin Petersen and the SEH team will lead development and implementation of the Stakeholder and Public Engagement Plan (SPEP), aligning engagement activities with key decision points to make sure input directly informs plan recommendations. Our team includes **Kenneth Bush**, who brings strong local insight and credibility. With over 20 years of experience in land use and regional development in the Rochester/Olmsted County area – and service as a former Olmsted County Planning Commissioner -- Kenneth offers deep knowledge of local processes and trusted relationships across city, county, and regional partners. He will advise on Steering Committee formation and lead facilitation to align partners, priorities, and productive decision-making.

We will deliver a mix of online and in-person opportunities designed to reach a broad audience – ranging from interactive open houses and pop-ups to surveys and stakeholder workshops

– supported by clear, visually engaging materials that make complex concepts easy to understand. All content will meet ADA and Section 508 accessibility standards.

✓ **KEY ACTION AND DELIVERABLES INCLUDE:**

- development of the SPEP
- facilitation of (4) Steering Committee Meetings
- (12) Technical Advisory Committee meetings
- (up to 4) ROCOG TTAC and Policy Board meetings
- (6) stakeholder workshops/focus groups
- (4) public open houses/pop-ups
- an online survey and comment map
- (4) rounds of postcard mailings
- targeted social media and news releases
- and ongoing project webpage updates.

Following each engagement activity, we will provide concise “What We Heard/What We’re Doing” summaries to demonstrate how input is incorporated into decision-making.

Based on our understanding of committee membership and roles, and the anticipated overlap between groups (including TTAC and the project TAC, as well as the Steering Committee and Policy Board), meetings will be scheduled or combined strategically to

align participation, streamline agendas, and make efficient use of members’ time and commitment.

By integrating technical experts, local leadership, and on-the-ground perspectives, our team will deliver an inclusive, transparent engagement process that builds trust and results in a plan responsive to future growth needs and community perspectives.

TASK 4 – IN-DEPTH CORRIDOR ANALYSES

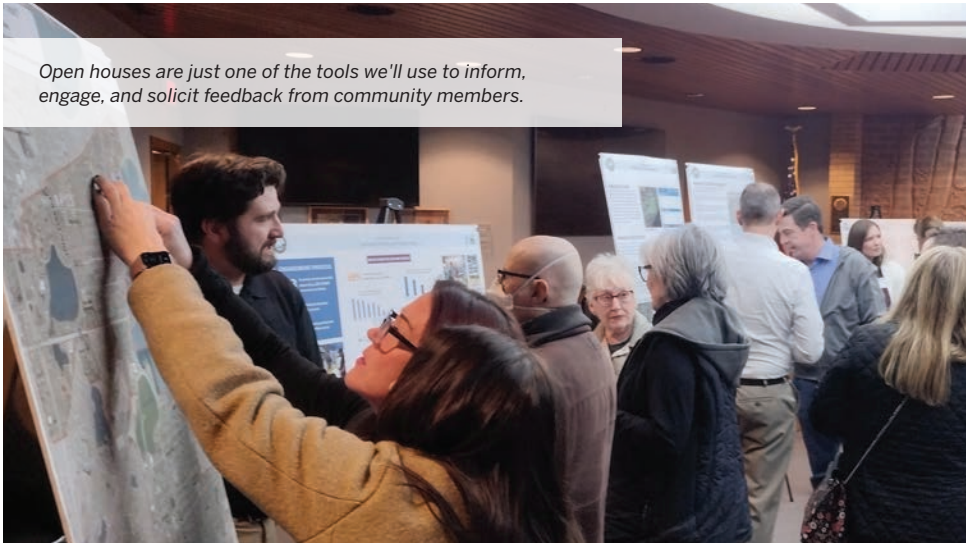
Led by **Chad Jorgenson**, the SEH team will support ROCOG in completing a series of technical analyses for up to 30 centerline miles of priority corridors identified within the RFP. The corridors include:

- CSAH 44 (55 Street NW to US 52)
- US 63 (US 52 to CSAH 33)
- 14 Street NW/CSAH 44/19 Street NW (CSAH 3 to 50 Avenue NW)
- County Road 112 (US 52 to CSAH 22)

Each corridor will be evaluated independently, and a standalone technical memorandum documenting existing conditions, operational constraints, multimodal needs, and long-term planning considerations will be prepared. Detailed traffic operations analysis can be completed as part of an additional scope item. The scope for each corridor will be refined collaboratively with ROCOG staff to make sure the analysis reflects corridor-specific conditions and planning priorities.

A central component of the work will be the review and integration of ROCOG traffic and travel demand standards. ROCOG’s regional model outputs, traffic forecasting methodologies, and performance thresholds will guide the evaluation of existing and future traffic operations. This includes applying ROCOG’s adopted growth assumptions, functional

Open houses are just one of the tools we'll use to inform, engage, and solicit feedback from community members.



classification criteria, and multimodal planning principles to ensure consistency with regional transportation system planning. As part of this effort, the updated ROCOG TDM will be used to efficiently evaluate land use alternatives, perform corridor-level analysis, and assess vehicle miles traveled and greenhouse gas emission impacts.

Where appropriate, the team will incorporate ROCOG's travel demand forecasts to assess long-term capacity needs, evaluate corridor performance under future scenarios, and support recommendations for functional class adjustments or right-of-way preservation. Based on our previous work with ROCOG, we understand the importance of confirming that the functional classification of each roadway adequately matches both the immediate and future needs of the corridor. If functional classification changes are determined to be needed, the SEH team will provide the appropriate GIS and high-resolution mapping needed to accommodate the modifications.

It is assumed that all traffic count data will be provided by the local agencies. Multimodal turning movement counts or daily traffic counts can be collected as needed to supplement the existing available data.

Existing access points will be documented and evaluated against County and MnDOT spacing guidelines, with consideration of ROCOG's long range mobility objectives. Access spacing guidelines will help set the stage for future development of adjacent land uses, and already planned developments, and redevelopment opportunities. Identifying access locations early in the development process will help ensure corridor performance and safety are maintained as both motorized and non-motorized traffic volumes increase.

Considerations for the park-and-ride facility at 75th Street will be included in the analysis and any performance improvements will be identified based on feedback received from the County and conversations with Rochester Public Transit.

Based on the evaluation, we will develop a brief mini-scope of work that identifies which corridors require more detailed analysis and which warrant official mapping, establishing the appropriate level of effort for each. This will include a tailored technical memorandum for each of the four corridors, focused on their specific needs.

We will prepare up to four two-dimensional concept sketches (one for each corridor). Prototypical land use strategies from Task 5 will be refined at the corridor scale, with emphasis on how frontage development transitions to adjacent uses and supports overall corridor objectives.

TASK 5 – LAND USE AND GROWTH EVALUATION

EXISTING LAND USE AND GROWTH ANALYSIS

Led by **Kathleen Duffy**, the team will map existing land uses using available sources and connect existing land use patterns to adopted plans, strategies, and actions. We will work alongside County staff as Olmsted County will be concurrently updating its zoning code.

Building from this information, we will identify where growth and development pressures are occurring (areas susceptible or intended to change) and evaluate how land use plans define urban service areas. This work will also identify areas and locations that should be preserved, document existing land use conflicts, and synthesize and evaluate existing land use policies to clarify key opportunities and constraints for future growth.

SCENARIO PLANNING

Working with HFTE and building from the work completed in Task 2, our team will adapt the regional forecast model to a baseline growth projection to test two to three concept alternatives that vary in density and character, then develop future land use alternatives and analyze impacts on transit access, walkability, cost, sustainability, and equitable considerations across the project area. The resulting concepts will be vetted with the SEH engagement team to evaluate key tradeoffs.

STRATEGY RECOMMENDATIONS

We will set guidelines around density, form, and other factors that shape transportation use; develop specific land use recommendations to resolve identified pressures and conflicts; and prioritize actions and a development framework to support constituent communities' inclusion in future land use plan updates. Recommendations will be more detailed for the four corridors identified in the In-Depth Corridor Analyses (Task 4) and will be included in the Implementation Plan (Task 7) alongside other framework components.

TASK 6 – SAFETY ANALYSIS

Krista Palmer will lead completion of a high level safety analysis to support the NEXT Plan. The team will build on ROCOG's adopted SAP and identify corridor-level and systemwide safety considerations relevant to the study area and focus corridors. This task will focus on understanding crash types, contributing factors, and systemic safety challenges outside of urban Rochester, where rural roadway context, speeds, and access patterns create unique safety challenges and improvement needs.

REVIEW OF CRASH PATTERNS

The SEH team will review provided SAP datasets and supporting materials to summarize prevalent crash

types and causes within the study area, with an emphasis on understanding safety conditions along key corridors including CSAH 44, US 63, 14th Street NW, and County Road 112. Because CSAH 44 is the only focus corridor outside Rochester identified on the SAP High Injury Network (HIN), SEH will place additional emphasis on evaluating whether other corridors exhibit safety trends or risk factors that warrant attention but were less emphasized at the regional scale.

As an optional scope item, SEH can work with ROCOG to further assess the SAP crash dataset by removing Rochester-based crash scores. This approach would allow for a clearer review of safety patterns specific to the rural and semi rural portions of the study area and may help highlight recurring concerns such as severe intersection crashes, run-off-road incidents, or speed-related conflicts that are common outside urban settings but do not always appear on motorized or non-motorized HINs.

SAFETY MITIGATION STRATEGIES

Findings from this task will be summarized in a high level safety summary figure that ties together all NEXT Plan focus corridors, illustrating key safety themes and recurring risk factors. SEH will identify planning level improvement strategies to address primary safety concerns at intersections and along corridors, informed by Safe System principles and roadway context. These strategies will supplement the SAP by reinforcing applicable priorities and identifying additional opportunities to improve safety as the northwest area continues to grow.

TASK 7 – IMPLEMENTATION PLAN

SEH will prepare an implementation framework that translates the Plan’s recommendations into clear, actionable next steps. This task will focus on helping ROCOG, Olmsted County, MnDOT, cities, and townships efficiently advance plan

recommendations toward design, funding, and construction.

Recommendations will be organized to distinguish near-term actions that can be implemented quickly (such as policy guidance, corridor preservation strategies, access management, or integration into existing planning efforts) from mid- and long-term actions that require additional analysis, design development, or funding coordination. This structure will help agencies prioritize early implementation while maintaining a long-range investment strategy.

SEH will outline key implementation strategies, including likely lead agencies, required coordination among partners, and correlation to county, municipal, MnDOT, and regional planning processes. The implementation framework will also identify typical funding and project advancement phasing applicable to different types of improvements, presented at a strategic level rather than as a prescriptive funding plan.

The final implementation section will be concise, clear, and action-oriented, using brief narratives and summary tables as appropriate to serve as a practical reference for agencies planning for growth and transportation investments.

TASK 8 – STUDY REPORT AND PLAN DOCUMENTATION

The SEH team will prepare a clear, concise, and highly usable corridor study report that documents the planning process, analysis, and recommendations in a format that is easy for ROCOG and partner agencies to interpret and apply.

Written in plain language and supported by clear graphics, the report will serve as both a policy guide and an implementation reference, describing how the transportation and land use system is intended

to function as the area develops. It will establish a shared understanding of land use and corridor roles, access expectations and multimodal priorities, and clearly explain the intended role of major corridors within the broader network. This includes how they balance regional mobility, local access, safety, and community context.

✓ KEY ELEMENTS OF THE REPORT WILL INCLUDE:

- A vision and functional framework that links transportation performance with land use patterns and long term growth.
- Clear expectations for access, mobility, and multimodal integration, describing how walking, bicycling, transit, and driving are accommodated and prioritized in different corridor contexts.
- An explanation of how multimodal connections support daily travel needs, improve safety and reliability, and contribute to broader goals such as greenhouse gas mitigation.
- A concise summary of alternatives considered, key tradeoffs, and the rationale for recommended strategies or preferred concepts.
- A set of guiding principles that align transportation and land use decisions and help jurisdictions make consistent, coordinated choices as redevelopment and growth occur.
- An implementation plan that outlines next steps and connections to future corridor segments, intersection projects, capital programming, and funding opportunities.

The report will be prepared in a public-facing, graphic-forward format consistent with accessibility standards and best practices from recent corridor studies. A draft report will be provided for agency review, followed by a final Study Report suitable for adoption, public communication, and ongoing use.

8.4 Risks and Mitigation

Below we identify key concerns and risks associated with the NEXT Plan and describe practical strategies SEH will use to proactively mitigate them and support successful project delivery.

① **Fragmented Stakeholder Alignment Across Jurisdictions**

RISK: Reaching consensus on corridor preservation, access management, and growth controls across jurisdictions may be difficult. Smaller cities (such as Byron and Oronoco) may favor near-term interchanges and development that conflict with long-range safety and access goals, weakening implementation of this coordination-focused plan.

MITIGATION:

- Provide a structured coordination framework and engagement plan to define roles and responsibilities
- Leverage Kenneth Bush for agency coordination and deep community insight
- Facilitate monthly TAC meetings that build on shared momentum and shared goals
- Prepare a public engagement plan that prioritizes early consensus building

② **Development Pressure Outpacing Long-Term Transportation Planning**

RISK: Development may outpace long-term corridor and access plans. Growth north and west of Rochester, Oronoco utility investments, and the possible Prairie Island casino drive pressure for new interchanges and expanded access on US 63, 14 and CSAH 44, undermining future multimodal and orderly development goals.

MITIGATION:

- Review near-term development pressure points, especially along key focus corridors

- Develop corridor mapping and access spacing frameworks early to guide the study and establish clear parameters for all subsequent work
- Work closely with Olmsted County's zoning information/policies and utility decisions to make sure the plan directly informs the process

③ **Limitations and Uncertainty in Data and Modeling**

RISK: Key analytical tools may be incomplete, outdated, or misaligned with study geography. Safety analysis may be limited by lagging crash data, and the travel model update may miss scenario planning. Extra traffic counts after consultant selection could add scope, cost, and schedule pressure.

MITIGATION:

- Use MnCMAT2 crash database to review updated/recent crash data for the key corridors and identify additional safety concerns, patterns, or mitigation opportunities not noted in the SAP
- Use a flexible approach that does not rely on a single modeling or data review method, beginning with an assessment of available updated models at project initiation.
- Use ROCOG's existing StreetLight license to fill in gaps for OD patterns and multimodal trip behavior

④ **Public and Political Pushback on Growth Management Recommendations**

RISK: There is the possibility for community resistance to access management, corridor

preservation, and land use change. Access spacing and growth management may be seen as barriers to economic development or local control. Differing expectations about the end product could cause disengagement or late opposition.

MITIGATION:

- Build community trust through stakeholder engagement
- Conduct targeted focus groups, pop-up events, etc.
- Always tie back recommendations into data, plans, policies, and future growth opportunities

⑤ **Schedule and Scope Creep Risk**

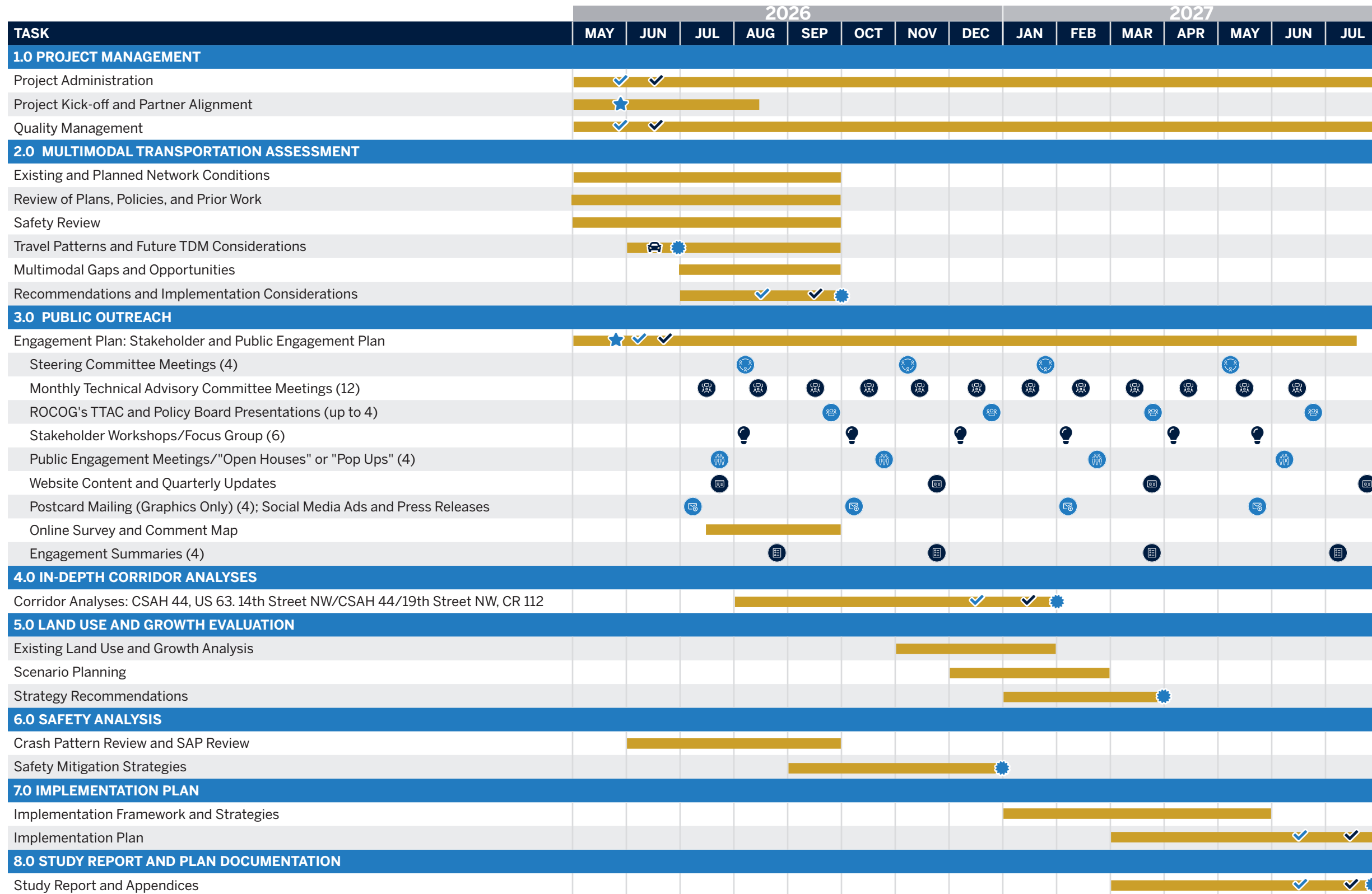
RISK: Delivering scenarios, safety analysis, and official corridor mapping within \$225,000 is ambitious; broad objectives, multiple corridors, and extensive engagement may strain the budget and schedule. Parallel efforts (County zoning rewrite, Trails Plan and CSAH plan) add coordination needs and potential scope creep.

MITIGATION:

- Maintain flexible project management approach with strong organization and a disciplined team to keep the project on track
- Define scope matrix and task leads
- Stick to milestone deadlines
- Determine the “musts” versus the “wants”
- Flag pressures/concerns early

8.5 Project Milestones and Schedule

SEH's proposed schedule reflects the scope, complexity, and sequencing required to complete the NEXT Plan by the anticipated July 2027 completion date, while allowing appropriate time for agency coordination, technical analysis, and meaningful engagement.



- KEY:**
- ★ Kick-off
 - 🚗 Updated ROCOG TDM expected in June
 - ✓ Initial Deliverable
 - ✓ Final Deliverable
 - 🌟 Milestone
- NOTES:**
- All initial deliverables will allow a 14-day ROCOG review period.
 - All final deliverables will be submitted within 14 days of receiving comments.

8.6 ROCOG Support Needed

Successful delivery of the NEXT Plan depends on close coordination and shared responsibility between ROCOG and the consultant team. Our team views this effort as a collaborative partnership, with clearly defined roles and ongoing communication to support efficient decision-making, timely progress, and high-quality outcomes.



In addition to timely review of and feedback on project deliverables, the following is a summary of the support that the SEH team anticipates from ROCOG.

✓ TASK 1 – PROJECT MANAGEMENT

- Execute contract documents
- Approve monthly invoices
- Attend regular project management check-in meetings

✓ TASK 2 – MULTIMODAL TRANSPORTATION ASSESSMENT

- Provide GIS multimodal and roadway facility inventory and data
- Provide previous plans, policies and prior work
- Provide existing traffic data, including volumes, commuting, transit and active transportation

✓ TASK 3 – PUBLIC OUTREACH

- Review of and input into Stakeholder and Public Engagement Plan
- Work with SEH to determine Steering Committee and TAC membership
- Work with SEH to schedule meeting locations, mailer addresses, and logistics
- Printing and postage for mailers
- Provide review and comments on draft meeting materials

✓ TASK 4 – IN-DEPTH CORRIDOR ANALYSES

- In addition to data provided in Task 2 above, provide travel demand standards, functional classification criteria, etc.
- Provide access to travel demand forecasts or updated model
- Provide information related to proposed land use redevelopment alternatives and considerations

✓ TASK 5 – LAND USE AND GROWTH EVALUATION

- Provide current and future GIS land use, zoning and parcel data
- Provide input to the project team on existing and potential future development pressure areas

✓ TASK 6 – SAFETY ANALYSIS

- Provide the recently-completed SAP
- Provide access to available crash databases from SAP development



Appendix: Resumes



"I'm excited for the opportunity to apply my diverse transportation and community planning experience and lead this talented team in creating a practical, forward-looking plan for ROCOG. "

30 YEARS OF EXPERIENCE

EDUCATION

Master of Urban Planning
University of Illinois-Urbana-Champaign
Bachelor of Arts, Architecture
University of Minnesota-Twin Cities

REGISTRATIONS/CERTIFICATIONS

Certified Planner, American Institute of Certified Planners

PROFESSIONAL ASSOCIATIONS

American Planning Association

OFFICE LOCATION

St. Paul, MN

Mark Nolan AICP

PROJECT MANAGER | SEH

Mark is a senior project manager with extensive experience in multimodal transportation, urban design, urban planning, and civil engineering. He has led urban, suburban, and regional planning and design projects from the project need and conception phase through contract execution, meeting facilitation, and report preparation. Mark possesses a wealth of expertise in grant writing and implementing transit and non-motorized transportation projects. He has managed large, complex urban and transportation planning projects. The projects Mark has worked on have incorporated aspects of land use planning, real estate market analysis, architecture, landscape architecture, and transportation planning.

EXPERIENCE

- Southeast Minnesota Transportation Management Organization (TMO) Study (City of Chatfield) – Various Counties, MN | Lead Transportation Planner
- Local Transportation Service Coordination Plan Update (MnDOT District 6) – Southeast, MN
- Maintenance Planning for Pedestrian and Bicycle Facilities within MnDOT's Right-of-Way - Pilot Project – MnDOT Metro District | Project Manager and Lead Transportation Planner
- Comprehensive Plan Update – City of Kimball, MN | Consultant Project Manager
- City of Austin Comprehensive Plan (Austin Community Charitable Fund) – Austin, MN | Comprehensive Plan Manager
- New Ulm Comprehensive Plan – City of New Ulm, MN | Project Manager
- 2020 Comprehensive Plan – City of Waite Park, MN | Project Manager
- Downtown Mobility and Parking Study – City of White Bear Lake, MN | Project Manager and Lead Planner
- Williams Drive Corridor Study – City of Burnsville, MN | Project Manager and Lead Planner
- CSAH 38 (McAndrews Road) Corridor Study (Dakota County) – Burnsville, MN | Concept Development Lead
- Woodlane Drive Corridor Study – City of Woodbury, MN | Project Manager
- Citywide Trails Master Plan – City of Henderson, MN | Project Manager and Lead Planner

Mark is a great project manager. He is organized, a great communicator, and looks to bring value to every project he manages.

CHAD MILLNER, DIRECTOR OF ENGINEERING, CITY OF EDINA



23
YEARS OF
EXPERIENCE

EDUCATION

Bachelor of Science, Civil Engineering
Minnesota State University-Mankato

REGISTRATIONS/CERTIFICATIONS

Professional Engineer in MN

OFFICE LOCATION

Rochester, MN

Jenna Obernolte PE

QUALITY MANAGER/PROJECT ADVISOR | SEH

Jenna has diverse engineering experience ranging from site design to street reconstruction to municipal experience as city/township engineer for communities and reviewing site designs and subdivisions for compliance with the community standards. She has designed, inspected and managed projects that include sanitary and storm sewers, water mains, curb and gutter, sidewalks, trails, bituminous and concrete pavement and street lighting. Her work ranges from original concept to final construction. Prior to joining SEH, Jenna was the Assistant City Engineer for the City of Austin where she managed the engineering department and coordinated and managed design and construction of multiple construction projects.

EXPERIENCE

- o Rochester IBM Campus Redevelopment Study (with IRG Realty Advisors LLC) – Rochester, MN
- o Destination Medical Center (DMC) Development Plan (with SmithGroup) – Rochester, MN
- o Active Transportation Master Plan Update (with Alta Planning + Design) – Rochester, MN
- o Comprehensive Plan Update – City of Stewartville, MN
- o Downtown Plan and Comprehensive Plan Update – City of Austin, MN
- o Lilly Farm Sub-Development Review – Rochester Township, MN



11
YEARS OF
EXPERIENCE

EDUCATION

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

REGISTRATIONS/CERTIFICATIONS

Professional Engineer in MN, WI, IA, NE
Road Safety Professional® (Level 1)

OFFICE LOCATION

St. Paul, MN

Erin Jordan PE, RSP1

MULTIMODAL TRAFFIC ENGINEER | SEH

Erin is a senior traffic engineer with experience delivering multimodal transportation solutions across urban and rural settings. She leads a wide variety of traffic engineering and transportation planning projects, including corridor studies, crash analyses, traffic operations and capacity analyses, Complete Streets planning projects, school studies, and Intersection Control Evaluations (ICE). Erin is passionate about creating safe and equitable transportation systems and applies Safe System approach and data-driven analysis to help communities identify and prioritize effective strategies and countermeasures to reduce fatal and severe injury crashes. Her broad expertise and collaborative style have been instrumental in the success of transportation planning and design projects of all sizes.

EXPERIENCE

- o CSAH 38/McAndrews Rd Corridor Study – Dakota County, MN
- o Hwy 42 Visioning Study – Dakota County, MN
- o Hwy 47/Hwy 65 Planning and Environmental Linkages Study (MnDOT Metro District) – Minneapolis to Blaine, MN
- o Multimodal Plan and Complete Streets Policy – City of Burnsville, MN
- o Minnesota's Best Practices for Pedestrian and Bicycle Safety Manual (MnDOT) – Statewide



13
YEARS OF
EXPERIENCE

EDUCATION

Bachelor of Science, Civil Engineering
University of Minnesota-Duluth

REGISTRATIONS/CERTIFICATIONS

Professional Engineer in MN, IA, SD
Professional Traffic Operations Engineer

OFFICE LOCATION

St. Paul, MN

Chad Jorgenson PE, PTOE
CORRIDOR ANALYSES LEAD | SEH

Chad is a senior traffic engineer with wide ranging experience including traffic signal timing and optimization, traffic operations analysis, safety analysis, traffic impact studies, preliminary design, construction staging and traffic control plans, and signing and pavement marking plans.

EXPERIENCE

- o Rochester IBM Campus Redevelopment Study (with IRG Realty Advisors LLC) – Rochester, MN
- o Central Valley-Silver Creek Road Traffic Impact Study (with Bella Terra LLC) – Rochester, MN
- o 19th Street 19th Avenue Intersection Control Evaluation (ICE) – City of Rochester, MN
- o District 6 On-Call Project Help (MnDOT District 6) – Rochester, MN
- o Miscellaneous Traffic Engineering Services – City of Rochester, MN
- o Heart of the City Mixed Use Urban Development (with Hammes) – Rochester, MN
- o Viola Road Reconstruction – City of Rochester, MN
- o Broadway Avenue Corridor Study – City of Rochester, MN



20
YEARS OF
EXPERIENCE

EDUCATION

Master of Science, Civil Engineering
University of Minnesota-Twin Cities

Bachelor of Science, Highway and Traffic Engineering
Tongji University, Shanghai, China

REGISTRATIONS/CERTIFICATIONS

Professional Engineer in MN and SD
Professional Traffic Operations Engineer

OFFICE LOCATION

St. Paul, MN

Haifeng Xiao PE, PTOE
TRAFFIC MODELING LEAD | HFTE

Haifeng is a professional engineer with over two decades of experience in transportation planning, traffic demand modeling and forecasting, engineering feasibility studies, traffic simulation analysis, and accident studies. He has great experience in developing travel demand subarea models, integrating travel demand and micro- simulation modeling processes, as well as applying GIS techniques in travel demand modeling. His specialties include Duluth-Superior Metropolitan Interstate Council (MIC) Travel Demand Model, Met Council’s Activity-Based-Model (ABM) in Cube/TP+, ArcGIS, VISSIM, CORSIM, Synchro, and HCS.

EXPERIENCE

- o Rochester IBM Campus Redevelopment Study (with IRG Realty Advisors LLC) – Rochester, MN
- o Regional Modeling/Gap Analysis for GHG Assessment: ROCOG TDM Update/Expansion – Olmsted County, MN
- o St. Cloud APO Travel Demand Model Improvements – St. Cloud, MN
- o Anoka County 2040 Transportation Plan Update – Anoka County, MN
- o Hwy 47/Hwy 65 Planning and Environmental Linkages Study (MnDOT Metro District) – Minneapolis to Blaine, MN
- o Work Zone Travel Demand Modeling (MnDOT Metro District) – Twin Cities Metro, MN



12
YEARS OF
EXPERIENCE

EDUCATION

Bachelor of Science, Civil Engineering
University of Minnesota-Twin Cities

REGISTRATIONS/CERTIFICATIONS

Professional Engineer in MN

OFFICE LOCATION

St. Paul, MN

Krista Palmer PE

SAFETY ANALYSIS LEAD | SEH

Krista is a traffic engineer with experience completing a variety of traffic operations analysis and safety analysis tasks for county and MnDOT studies. She has updated and implemented county and region-wide travel demand models. Krista has also completed transportation corridor, visioning, and multimodal planning studies to identify existing and future needs, developed and evaluated alternatives, and provided recommendations to stakeholders based on technical analyses and public engagement. Krista has experience using a variety of data including crash and traffic volume data to inform decision-making and has performed benefit-cost analyses for use in federal grant applications. She is proficient in Synchro/SimTraffic, CUBE, ArcGIS, and HCS.

EXPERIENCE

- o Rochester IBM Campus Redevelopment Study (with IRG Realty Advisors LLC) – Rochester, MN
- o SS4A Comprehensive Safety Action Plan – City of St. Louis Park, MN
- o Transportation Analysis Zone (TAZ) Updates – Carver County, MN
- o MN 36 Multimodal Planning Study (MnDOT Metro District) – Roseville, Little Canada, and Maplewood, MN
- o Hwy 42 Visioning Study (Dakota County) – Apple Valley, Burnsville, and Rosemount, MN



7
YEARS OF
EXPERIENCE

EDUCATION

Bachelor of Science, Civil Engineering
University of Minnesota-Twin Cities

REGISTRATIONS/CERTIFICATIONS

Professional Engineer in MN
Professional Traffic Operations Engineer

OFFICE LOCATION

St. Paul, MN

Leo Johnson PE, PTOE

TRAFFIC ENGINEERING ANALYSIS | SEH

Leo is a professional engineer specializing in traffic operations, safety analysis, and the development of traffic design plans and special provisions. Leo is proficient in analyzing crash data to support project prioritization and improvement recommendations. He routinely performs traffic operations analysis using HCS, Synchro/SimTraffic, and VISSIM to support various traffic impact studies (TIS), intersection control evaluation (ICE) reports, corridor studies, and planning and environmental linkages (PEL) studies. His technical proficiency extends to AutoCAD Civil 3D, Open Roads Designer, ArcGIS, MnDOT's Crash Mapping Analysis Tool (MnCMAT2), and the StreetLight Data platform.

EXPERIENCE

- o Rochester IBM Campus Redevelopment Study (with IRG Realty Advisors LLC) – Rochester, MN
- o Rosemount Safe Routes to School (Dakota County) – Rosemount, MN
- o Transportation Analysis Zone (TAZ) Updates – Carver County, MN
- o Central Valley-Silver Creek Road Traffic Impact Study (with Bella Terra LLC) – Rochester, MN
- o District 6 Traffic On-Call (MnDOT District 6) – Various Locations, MN
- o MN 36 Multimodal Planning Study (MnDOT Metro District) – Roseville, Little Canada, and Maplewood, MN



20
YEARS OF
EXPERIENCE

EDUCATION

Master of Architecture
Pratt Institute-Brooklyn

Bachelor of Arts, Philosophy
Creighton University-Omaha

REGISTRATIONS/CERTIFICATIONS

Certified Planner, American Institute of Certified Planners
Charrette System Certified, National Charrette Institute
LEED Accredited Professional, U.S. Green Building Council

OFFICE LOCATION

St. Paul, MN

Kristin Petersen AICP, NCI, LEED AP®
ENGAGEMENT LEAD | SEH

Kristin is a planner and public involvement specialist with extensive experience in community and transportation planning. Kristin’s wide-ranging public involvement experience includes creating design workshop tools, facilitating public meetings, preparing online and community preference surveys, holding design charrettes and conducting workshops for clients and project stakeholders. She brings a background focused on identifying and managing community concerns and conflicts, and documenting, writing and providing graphic design for the preparation of project planning reports.

EXPERIENCE

- Southeast Minnesota Transportation Management Organization Study (City of Chatfield) – Various Counties, MN
- Local Transportation Service Coordination Plan Update (MnDOT District 6) – Southeast, MN
- Rochester IBM Campus Redevelopment Study (with IRG Realty Advisors LLC) – Rochester, MN
- Rochester Lead Service Line Replacement (Rochester Public Utilities) – Rochester, MN
- East Center Street Reconstruction – City of Rochester, MN
- CSAH 9 Reconstruction (Olmsted County) – Rochester, MN



12
YEARS OF
EXPERIENCE

EDUCATION

Bachelor of Science, Sociology and Sustainable
Community Development
Northland College-Ashland, WI

REGISTRATIONS/CERTIFICATIONS

Certified Planner, American Institute of Certified Planners

OFFICE LOCATION

St. Paul, MN

Adrian Diaz AICP
ENGAGEMENT SUPPORT, TRANSPORTATION PLANNING | SEH

Adrian is a transportation planner and engagement specialist who brings experience designing innovative engagement materials, facilitating in-person and virtual workshops, and leading large-scale communication efforts. As a multilingual member of our team, he has led and facilitated dozens of engagement campaigns that focused on reaching diverse community groups and bringing historically excluded voices to the table. Using his transportation planning background, Adrian has worked on multimodal plans that analyze local transportation networks and provide long-term solutions to better serve all community members.

EXPERIENCE

- Southeast Minnesota Transportation Management Organization Study (City of Chatfield) – Various Counties, MN
- Local Transportation Service Coordination Plan Update (MnDOT District 6) – Southeast, MN
- Comprehensive Plan Updates – City of Austin and Mower County, MN
- New Ulm Comprehensive Plan – City of New Ulm, MN
- Woodlane Drive Corridor Study – City of Woodbury, MN
- CSAH 38 (McAndrews Road) Corridor Study (Dakota County) – Burnsville, MN
- Williams Drive Corridor Study – City of Burnsville, MN



3
YEAR OF
EXPERIENCE

EDUCATION

Bachelor of Arts, Urban Studies
University of Minnesota-Twin Cities

OFFICE LOCATION

St. Paul, MN

Audrey Andera

ENGAGEMENT SUPPORT | SEH

Audrey is a graduate transportation planner with a strong background in zoning analysis, community engagement, and multimodal planning. She has gained hands-on experience through projects focused on ADA accessibility, transit operations, and infill housing policy. Skilled in data collection, policy research, and public outreach, Audrey brings a collaborative and equity-driven approach to regional planning. At SEH, she supports the transportation planning and engagement teams by contributing to community outreach strategies, mapping and visualizations, and project documentation using tools such as ArcGIS Pro, Beyond Typicals, and Adobe Creative Suite.

EXPERIENCE

- Rochester IBM Campus Redevelopment Study (with IRG Realty Advisors LLC) – Rochester, MN
- Comprehensive Plan Updates – City of Austin and Mower County, MN
- Rosemount Safe Routes to School (Dakota County) – Rosemount, MN
- MN 55 Preferred Alternative Selection and Complete Streets Preliminary Design (MnDOT Metro District) – Minneapolis, MN
- Pedestrian Crossing Policy – City of Golden Valley, MN
- Comprehensive Plan Update City of Kimball, MN



20
YEARS OF
EXPERIENCE

EDUCATION

Knutson Construction Alliance Program
Gilbane Mayo Clinic Construction Program
Young American Leaders Program (YALP) Cohort
Harvard Business School
Certificate in Economic Development
Hamlin University
Commercial Real Estate
University of St. Thomas

OFFICE LOCATION

Rochester, MN

Kenneth Bush

AGENCY COORDINATION | BUSH COMPANIES

A native Rochester entrepreneur with over two decades years of expertise in bridging the gap between technical engineering goals and the priorities of elected officials, Kenneth has served as a collaborative partner on over 350 projects totaling \$500M+ in infrastructure. His background spans the entire project lifecycle – from heavy highway construction on MnDOT projects with Rochester Sand & Gravel to chairing the Olmsted County Advisory Planning Board – making him uniquely qualified to lead agency coordination for ROCOG's NEXT Plan.

EXPERIENCE

- Site Work, Wayfinding, and Traffic Control for Road and Highway Projects (City of Rochester Public Works) – Rochester, MN
- Link Bus Rapid Transit (BRT) Project – City of Rochester, MN
- Tourism Ambassador for Destination Medical Center – Rochester, MN
- Viola Road Roundabout – City of Rochester, MN
- Quarry Hill Parking Lot Replacement – City of Rochester, MN
- Hwy 14 – Rochester to Chester, MN
- Hwy 61 – Wabasha to Winona, MN



21
YEARS OF
EXPERIENCE

EDUCATION

Master of Landscape Architecture
University of Michigan

Bachelor of Natural Resources
University of Michigan

REGISTRATIONS/CERTIFICATIONS

Landscape Architect in MI

OFFICE LOCATION

Ann Arbor, MI

Oliver Kiley PLA, ASLA
SCENARIO PLANNING LEAD | SMITHGROUP

With over two decades of experience as a landscape architect, Oliver serves as Principal-in-Charge, providing strategic leadership and oversight for complex urban projects from vision through implementation. His practice operates at the intersection of community planning, green infrastructure, mobility and street design, and public engagement, with a focus on delivering impactful solutions in dense urban environments. Oliver excels at working across scales, bridging deep planning and analysis with buildable, real world outcomes, particularly for urban mobility and greenway initiatives. A strong advocate for community driven, data-informed decision-making, he leads SmithGroup’s Geographic Information Systems (GIS) expertise to support transparent, defensible, and equitable outcomes. Oliver’s interdisciplinary approach, technical knowledge, and passion for cities help clients reposition their communities for a resilient, healthy, and inclusive future.

EXPERIENCE

- Citywide Transportation and Mobility Plan – City of St. Louis, MO
- Illinois Route 29 Multimodal Corridor Plan – Tri-County Regional Planning Commission, IL
- Ann Arbor Downtown Circulation Study (Ann Arbor Downtown Development Authority) – City of Ann Arbor, MI
- Regional Non-Motorized Plan (Cuyahoga Greenways) – Cleveland and Cuyahoga County, OH



19
YEARS OF
EXPERIENCE

EDUCATION

Master of Urban and Regional Planning
University of Illinois at Urbana-Champaign

Bachelor of Science in Architecture, Minor in History of Art
University of Michigan

Urban Land Institute, Larson Center for Leadership

REGISTRATIONS/CERTIFICATIONS

American Institute of Certified Planners

OFFICE LOCATION

Ann Arbor, MI

Kathleen Duffy AICP
LAND USE AND GROWTH ANALYSIS LEAD | SMITHGROUP

Kathleen Duffy specializes in urban design and planning. She has a wide variety of planning and zoning experience ranging from small villages to capital cities, from rural townships to urban centers. She is an expert on land use, character and placemaking projects, and excels in redevelopment and economic development strategies for corridors, downtowns, and districts linking land use to transportation. Her creative problem solving, unique design skills, and big picture thinking allow her to effectively and efficiently implement public engagement strategies that are inclusive and ultimately result in an implementable plan.

EXPERIENCE

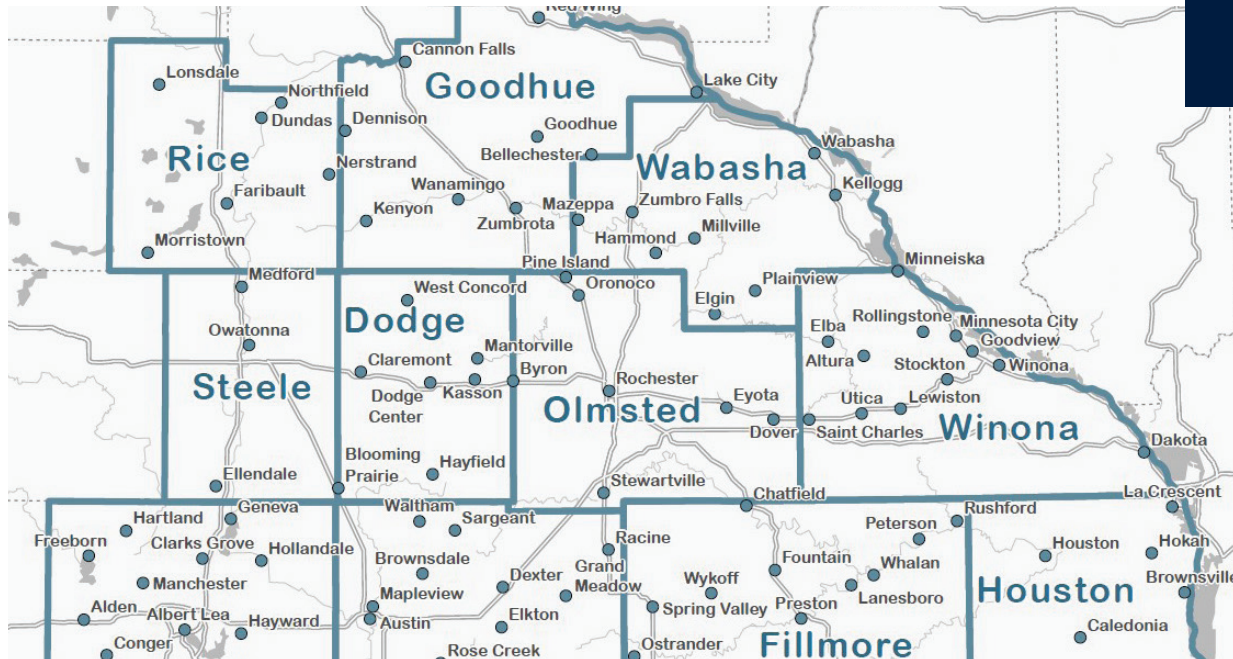
- 2040 Comprehensive Plan Update and West Downtown Vision Plan, Southeast Area Growth Plan – City of De Pere, WI
- Master Plan Update – City of Owosso, MI
- Comprehensive Plan – City of Danville, VA
- Master Plan Update – Shelby Township, MI
- Comprehensive Plan – City of Ann Arbor, MI
- Comprehensive Plan – Peters Township, PA
- Comprehensive Plan Update – City of Appleton, WI
- Safe Streets for All Grant Coordinator – City of Ann Arbor, MI
- Trail Network Plan – Milwaukee County, WI

Appendix: Project Experience

Southeast Minnesota Transportation Management Organization (TMO) Study

VARIOUS COUNTIES, MINNESOTA

 This multi-county study helps communities address the transportation needs of a growing region in southeastern Minnesota.



Project Details

CLIENT
City of Chatfield

YEAR COMPLETED
2025

REFERENCE
Joel Young
City of Chatfield, MN
joel.young@cedausa.com

KEY PERSONNEL
Mark Nolan
Kristin Petersen
Adrian Diaz

The City of Chatfield commissioned a study to provide a comprehensive assessment and financial plan for a TMO in the counties of Dodge, Fillmore, Freeborn, Goodhue, Houston, Mower, Olmsted, Rice, Steele, Wabasha, and Winona, Minnesota. The study assessed how the TMO could develop resources to meet the region’s growing and changing transportation needs and prioritize transportation-related challenges that affect the region’s workforce, access to health care and postsecondary education, and quality of life.

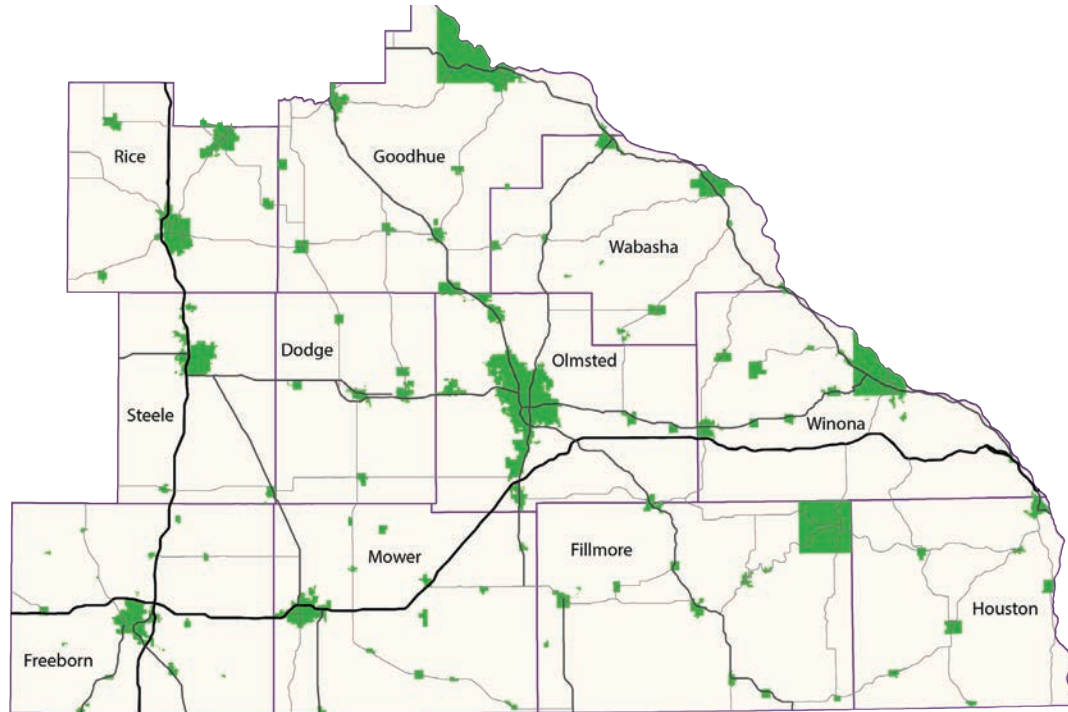
SEH assisted prime firm Alta Planning + Design to deliver the study by leading and/or supporting a variety of stakeholder engagement and communication activities (workshops, pop-up meetings, stakeholder interviews, surveys, press releases, social media, project website), data collection and review efforts, and draft and final implementation plan review.





Local Human Services Coordination Plan Update

SOUTHEAST, MN



SEH identified service gaps and strategies to improve multi-county mobility coordination in SE Minnesota.



Project Details

CLIENT

MnDOT District 6

YEAR COMPLETED

2022

REFERENCE

Kurt Wayne
MnDOT District 6 Planning Director
kurt.wayne@state.mn.us

KEY PERSONNEL

Mark Nolan
Kristin Petersen
Adrian Diaz

SEH partnered with MnDOT District 6 to update the Local Human Services Transportation Coordination Plan for Region 10 in Southeast Minnesota, providing integrated public engagement, technical analysis, and plan development services to support coordinated transportation decision making across a multi county region. Working closely with District 6 staff and regional partners, SEH guided a collaborative planning process that met federal FAST Act requirements while addressing local mobility needs.

SEH led overall project management and facilitated a robust stakeholder engagement process, including planning workshops and steering committee meetings that brought together diverse transportation and human service stakeholders from across the region. These efforts

supported informed dialogue around existing services, coordination challenges, and unmet transportation needs.

SEH completed comprehensive data collection and analysis to document demographic trends, inventory existing transportation providers, evaluate current coordination practices, and assess prior planning efforts. SEH helped identify service gaps and opportunities to strengthen coordination and efficiency across the region. The project culminated in preparation of a clear, user friendly Local Human Services–Transit Coordination Plan that establishes a shared vision, goals, and strategies to guide future coordination and investment decisions for MnDOT District 6 and regional partners.



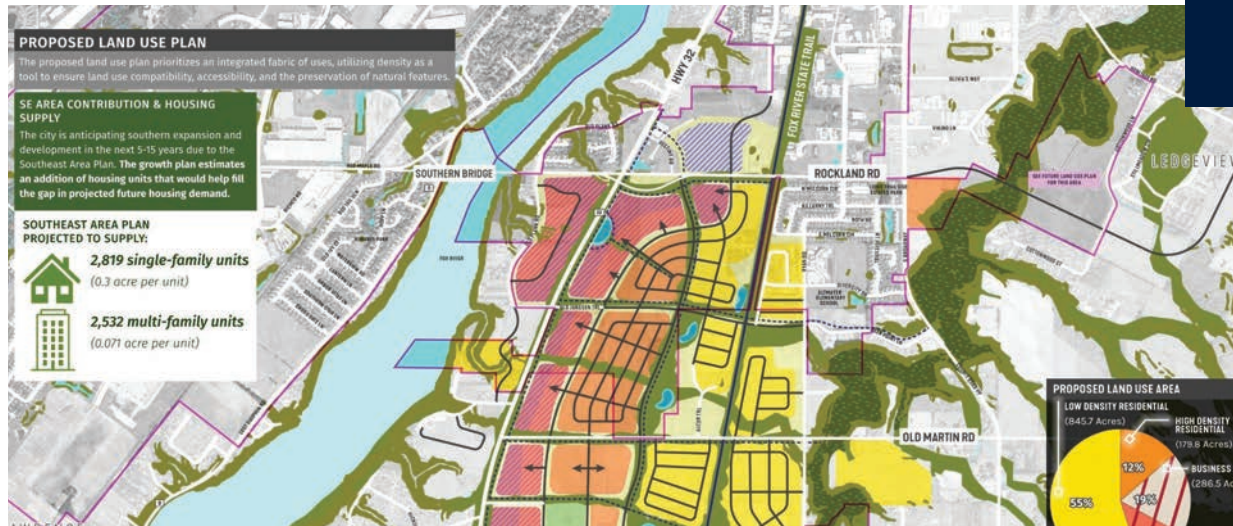


2040 Comprehensive Plan Update and West Downtown Vision Plan, Southeast Area Growth Plan

DE PERE, WI



This smart-growth plan outlines strategies for complete, walkable neighborhoods, mixed-use centers, and green space.



The citywide comprehensive plan was updated to provide an exhaustive reorganization to synthesize several recent planning efforts. The resulting draft plan is vibrant and approachable, providing a new set of united guiding principles and concise strategies.

As part of this effort, SmithGroup prepared a subarea plan for De Pere's Southeast Area, a largely undeveloped region expected to develop upon the completion of the new southern bridge crossing. This smart growth plan outlines strategies to build complete, walkable neighborhoods, mixed-use centers, and a network of green connections and natural preserves. The team led virtual stakeholder sessions during the pandemic to vet alternative strategies and precedents. The plan includes land use projections and street typologies, ensuring growth happens strategically.

SmithGroup is now working with the City to finalize adoption of the comprehensive plan and create a new downtown plan to synthesize the two downtown plans – previously prepared by SmithGroup – into one unified strategy that unites the west and east downtown districts across the river.

▲ Project Details

CLIENT

City of De Pere

YEAR COMPLETED

2022

REFERENCE

Daniel Lindstrom, City of De Pere, Wisconsin Development Services Director
dlindstrom@deperewi.gov

KEY PERSONNEL

Kathleen Duffy

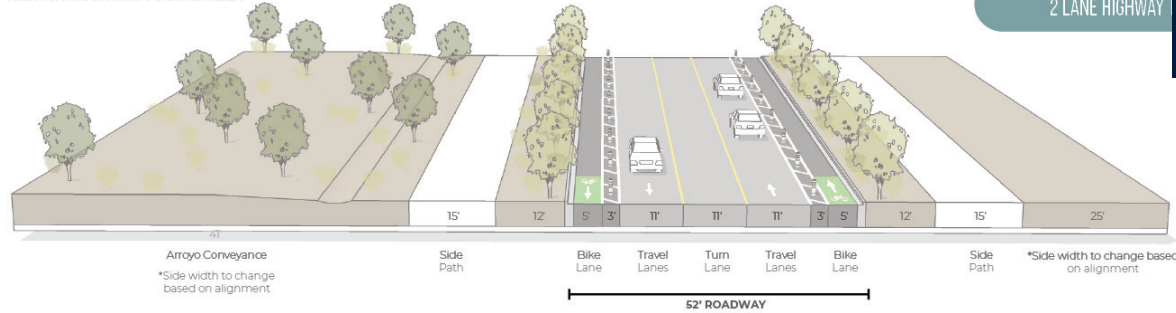
SMITHGROUP



La Madre Foothills and Kyle Canyon Special Area Plans

LAS VEGAS, NV

A. WITCH MOUNTAIN TO SHAUMBER



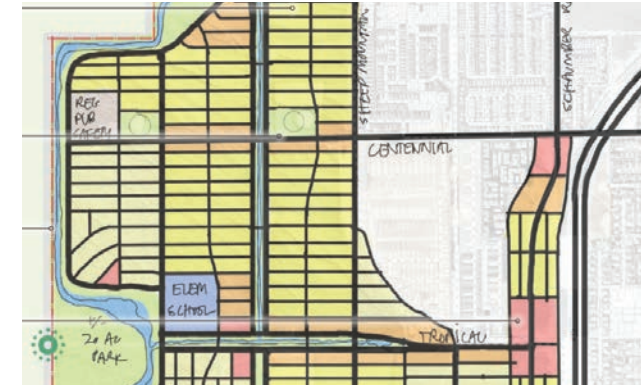
The project provided a City-led vision for smart growth and design guidelines for use with future development agreements.

Following the adoption of the City of Las Vegas Master Plan in 2021, SmithGroup assisted with three special area plans to create area-specific goals and guide future development. The Master Plan set the stage by providing a vision to limit outward expansion and focus on catalytic redevelopment and transit-oriented development to align with regional priorities for resilience and equity. The Master Plan land use strategy was based on a scenario model to evaluate tradeoffs, particularly for density, transit, water consumption, and energy. La Madre Foothills and Kyle Canyon are the last two areas of the City with growth potential, so these plans to flip the paradigm from developer-led growth to a proactive City-led vision for smart growth to achieve the Master Plan's vision.

Through engagement and background research, the special area plans build consensus and resolution around key opportunities and challenges unique to both communities like resilient utility provision, natural land preservation, mixed-use nodes, diverse housing types, transportation, and community services. By undertaking these two plans simultaneously, shared strategies were applied and tailored to each community's unique residents and context. Coordination with partner organizations like the Bureau of Land Management and Southern Nevada Water Authority was integral in identifying land available

for development and sustainable build-out scenarios that foster a resilient future.

Both plans not only identify a vision for the future of La Madre Foothills and Kyle Canyon, but they provide the policy guidelines and framework to implement that vision. Implementation started simultaneously to plan development: La Madre Foothills had its land auctioned by the Bureau of Land Management and negotiations on the development agreement were directly informed by the planning effort. Kyle Canyon Road was evaluated for traffic calming, including collaboration with NDOT of alternative corridor treatments to ensure new growth matched the City's expectations for a less car-centric gateway to the City.



Project Details

CLIENT

City of Las Vegas

YEAR COMPLETED

2021

REFERENCE

Marco Velotta, City of Las Vegas, Nevada Planner and Chief Sustainability Officer
mvelotta@lasvegasnevada.gov

KEY PERSONNEL

Kathleen Duffy

SMITHGROUP



Rochester IBM Campus Redevelopment Study

ROCHESTER, MN



The SEH team provided traffic forecasting for the redevelopment site using the ROCOG TDM to understand trip generation.



▲ Project Details

CLIENT

IRG Realty Advisors LLC

YEAR COMPLETED

In progress

REFERENCE

Sam Budzyna
Traffic Engineering and Operations Manager
City of Rochester, MN
sbudzyna@rochestermn.gov

KEY PERSONNEL

Jenna Obernolte
Chad Jorgenson
Krista Palmer
Erin Jordan
Leo Johnson
Haifeng Xiao

SEH has been working with the City of Rochester, Olmsted County, and ROCOG on a large scale transportation analysis associated with the redevelopment of the current IBM campus located in northwest Rochester. In collaboration with the developer Industrial Realty Group, SEH completed a traffic impact study for the redevelopment of the nearly 500 acre campus estimated to generate approximately 41,000 trips per day. The proposed mixed use development includes residential, commercial, industrial, and recreational uses.

As part of the study, SEH analyzed more than 25 intersections surrounding the site including three interchanges located along US Highway 52. The study reviewed traffic pattern changes on a regional level to determine how traffic patterns would change given the connection of 37th Street from US Highway 52 to Valley High Drive NW. The scope of work includes travel demand modeling, regional traffic forecasting, traffic operational analysis, historical crash analysis and review, and geometric layout development.



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