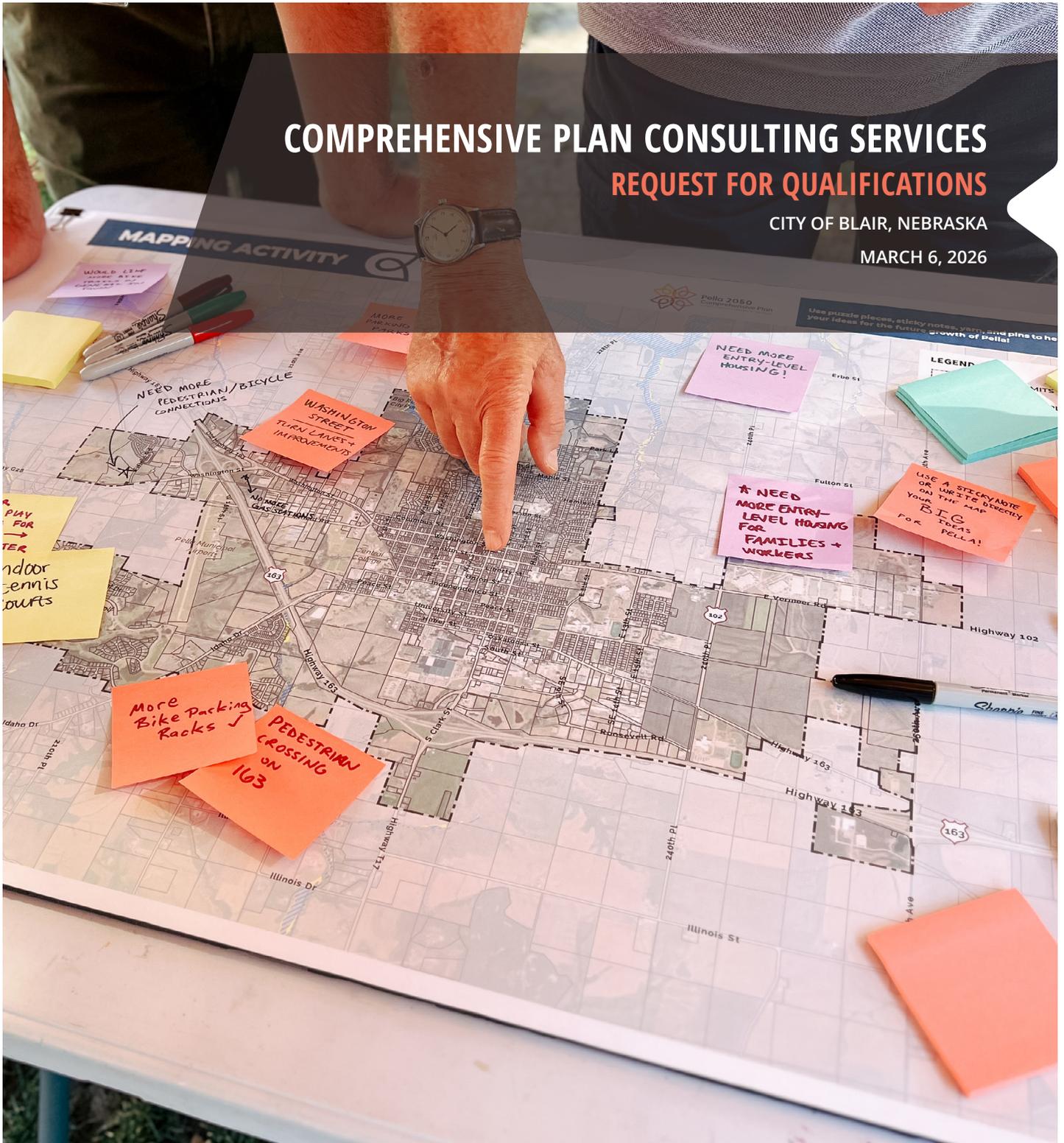


COMPREHENSIVE PLAN CONSULTING SERVICES REQUEST FOR QUALIFICATIONS

CITY OF BLAIR, NEBRASKA

MARCH 6, 2026



CONFLUENCE

1111 N. 13th Street, Suite 203

Omaha, Nebraska 68102

402.973.9908

WWW.THINKCONFLUENCE.COM

In association with: Houston Engineering Inc | Ray Planning Solutions, LLC | ETC Institute

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March 6, 2026

COVER LETTER

Aaron Barrow
Deputy City Administrator of Public Safety
City of Blair
218 S. 16th Street
Blair, NE 68008

CONFLUENCE

RE: STATEMENT OF QUALIFICATIONS – CITY OF BLAIR COMPREHENSIVE PLAN

Dear Mr. Barrow and Members of the Selection Committee,

Blair is currently managing a level of industrial and economic momentum that requires more than a standard planning document. As the City navigates regional growth pressure from the Omaha metro, the decisions made in this Comprehensive Plan will serve as the primary policy guide for your Council and staff for years to come. Confluence is prepared to deliver a highly functional, data-driven roadmap that balances new development with the community's existing quality of life.

Confluence has led comprehensive plans for dozens of communities throughout the Midwest, with a specific focus on “edge” communities that are experiencing rapid expansion on the periphery of major metropolitan areas. We bring extensive knowledge of modern planning, ensuring that Blair's plan is not only visionary but also practically sound. To address the specific technical requirements outlined in your RFQ, we have assembled a team of specialists designed to provide clear, actionable solutions:

- **Confluence (Lead Consultant):** As your project lead, Confluence will manage the overall process, public engagement, and final document assembly. We will lead the planning for future land use, housing, parks, and the new energy plan element. Our focus is on creating a highly visual, accessible plan that residents actually want to read—one that prioritizes a clear growth strategy and the exciting transformation of your downtown. We are here to ensure all these moving parts come together into a single, cohesive vision that Blair is proud to implement.
- **Houston Engineering (Infrastructure & Transportation):** Infrastructure capacity is the foundation of any growth strategy. Houston will provide technical analysis for water, wastewater, and stormwater, alongside a multimodal transportation review to ensure your capital projects are prioritized effectively.
- **Ray Planning Solutions, LLC (Blight, Economic Development + Growth Management):** Jeff Ray brings a specialized understanding of Washington County's economic landscape. He will lead the economic base analysis and develop strategies for annexation that are both legally sound and sensitive to the concerns of local stakeholders.
- **ETC Institute (Community Survey):** To ensure the plan reflects a true cross-section of the community, ETC will conduct a statistically valid survey. This provides the City with a reliable data set to support long-term policy decisions.

We recognize that Blair has evolved significantly since its last plan was adopted. With new leadership, the closure of Dana College, and the continued expansion of the industrial sector, the City needs a plan that is as much a communication tool as it is a policy guide. Our team includes members with deep roots in Blair who understand these local dynamics and are committed to seeing the community succeed.

We appreciate the opportunity to submit our qualifications and look forward to the possibility of discussing how our team can support the City's vision for the future.

Sincerely,



Caitlin Bolte, AICP, PLA
Principal-In-Charge
Confluence | Omaha

CONFLUENCE



CONFLUENCE | FIRM PROFILE

WHO WE ARE

Confluence is a professional consulting firm comprised of landscape architects, urban designers and planners. Our staff of 75+ includes 40 licensed landscape architects and AICP certified planners—and our firm is comprised of energetic, creative, and passionate people who are involved in making our communities better places to live. We assist our clients on a wide range of public, educational, institutional and private sector projects. Our landscape architects are licensed to practice in Alaska, Arkansas, California, Colorado, Connecticut, Georgia, Kansas, Idaho, Illinois, Iowa, Michigan, Minnesota, Missouri, Montana, Nebraska, New Mexico, Nevada, North Dakota, Ohio, Pennsylvania, South Dakota, Tennessee, Texas, Utah, Wisconsin, and Wyoming—and this list continues to grow to meet our clients' needs.

WHAT WE DO

Simply stated—we create places full of life. The diversity of our work and expertise has become a hallmark of our firm, and it's a big reason why our clients engage us again and again to help establish their next creative vision for the future. We offer a wide array of design and planning capabilities, handling everything from stakeholder and community engagement activities, to crafting urban design and community planning solutions, to representing our clients during construction implementation. With over twenty years of award-winning experience and hundreds of completed projects, Confluence has shaped the practice of landscape architecture, planning and urban design across the Midwest, and we love what we do. *What can we do for you?*

HOW WE WORK

Our creative process is focused on collaboration and insightful interaction with our clients, consultants and the community in which we work. We begin by gaining an insightful and objective understanding of each project, including how it fits into the surrounding context. From vision to completion, our team excels in collaborating to shape and achieve your "what's next"—while also planning ahead on your long-term strategy. The diversity of our practice and professional experience provides a solid framework upon which to build successful strategies for achieving our client's goals.

LOCATIONS

OMAHA

1111 N. 13th Street, Suite 203
Omaha, Nebraska 68102
402.973.9908
thinkconfluence.com

Des Moines

Sioux Falls

Kansas City

Cedar Rapids

Minneapolis

Fargo

Chicago

Denver

9 OFFICES
ACROSS THE MIDWEST

4000+
PROJECTS
FROM COAST TO COAST

28 YEARS
CREATING PLACES FULL OF LIFE



HOUSTON ENGINEERING INC.

Utilities and Transportation Planning

LOCATION

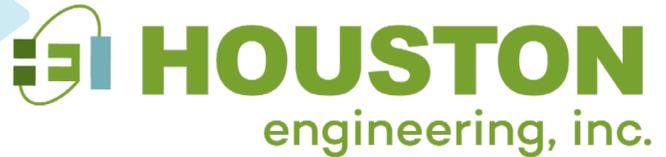
OMAHA

12702 Westport Parkway, Suite 300

Omaha, Nebraska 68138

402.502.7131

Years In Business: 58 Years



Houston Engineering, Inc. (HEI) is a multidisciplinary consulting firm providing engineering, surveying, environmental, permitting, GIS, and planning services. With offices in North Dakota, Minnesota, South Dakota, Nebraska, and Iowa, local and national clients alike seek HEI's creative and lasting solutions. HEI has been focused on water resources engineering since 1968 and have expanded our capabilities on water resources projects to include the following:

Advanced hydraulic modeling utilizing HEC-RAS 1D and 2D to better understand complex flow patterns, unique floodway characteristics, floodplain interactions, floodplain storage,

and effects that should be considered when projects are constructed within the floodway and/or floodplain.

Environmental and regulatory permitting expertise to guide clients through project development. Addressing the environmental and regulatory permitting process should occur as the first project step to ensure the designed project will be permittable, permits and approvals are received in a timely manner, and valuable financial resources are not wasted. Understanding possible environmental, floodway/floodplain, and surrounding infrastructure impacts must be a key consideration throughout the entire design process.

RAY PLANNING SOLUTIONS, LLC

Blight, Economic Development + Growth Management

LOCATION

ELKHORN

1212 North 185th Street

Elkhorn, Nebraska 68022

402.779.1070

Years In Business: 1 Year



Ray Planning Solutions is a Nebraska based professional planning firm dedicated to helping municipal and county clients shape stronger, more vibrant communities. Headquartered in Elkhorn, the firm specializes in land use management and strategies that support long term economic and housing growth. By combining practical planning expertise with a clear understanding of local government needs, Ray Planning Solutions delivers thoughtful, results driven services that help communities manage growth, attract investment, and plan confidently for the future.

ETC INSTITUTE

Community Survey

LOCATION

OLATHE

725 W. Frontier Lane #7203

Olathe, Kansas 66061

913.829.1215

Years In Business: 44 Years



ETC Institute is recognized as the national leader in the design and administration of market research studies for local government organizations. Since 1982, ETC Institute has completed research projects for organizations in 49 states. ETC Institute has designed and administered more than 2,500 statistically valid surveys and our team of professional researchers has moderated more than 1,500 focus groups and panels and over 2,000 stakeholder interviews. ETC Institute also uses the most up-to-date and innovative analytical tools that will help the City understand and use their survey data.



KEY STAFF AVAILABILITY

All key staff indicated in the organization chart have the capacity and availability in their schedules to begin work on your project immediately. While there will likely be additional staff involved in a supportive role on this project, the key team members listed will be involved throughout the duration of the project. By selecting Confluence, you are selecting a team with 9 offices and a staff of over 75+ people. We have a long history of meeting project timelines and are dedicated to meeting all of your schedule needs and project expectations and will staff this project as needed.



CITY OF BLAIR

STAKEHOLDERS | STEERING COMMITTEE

CONFLUENCE

CAITLIN BOLTE, AICP, PLA, APA, ASLA,
Principal-In-Charge + Project Manager

CHRISTOPHER SHIRES, AICP
Principal Planner + Community Engagement+Land-Use

JANE REASONER, AICP
Housing + Economic Development

EMILY RIZVIĆ, AICP
Planning Support

DOLORES D. SILKWORTH, FASLA, PLA
Landscape Architect + Downtown Entertainment District

HOUSTON ENGINEERING INC.

JACOB GARDER, MS, PE
Stormwater

MIKE LOVE, PE
Stormwater Study & Design

SAM TREBILCOCK, AICP
Transportation Planner

SHERWIN WANNER, PE
Water & Wastewater Study

WHIT THOMAS, AICP
Transportation Design Engineer

RAY PLANNING SOLUTIONS, LLC

JEFF RAY, AICP
Blight and Economic Development +
Growth Management

ETC INSTITUTE

RYAN MURRAY
Assistant Director of Community
Research

CAITLIN BOLTE, PLA, AICP, ASLA, APA PRINCIPAL-IN-CHARGE + PROJECT MANAGER

PROFESSIONAL + CIVIC AFFILIATIONS

Greater Omaha Chamber of Commerce

- CONNECTGO, Technical Working Group, 2019 to 2021
- Leadership Omaha, Class 42

American Society of Landscape Architects / Nebraska-Dakotas Chapter

- Central States Planning Committee, 2020 to 2021
- Nebraska Section Chair, 2020 to Present

American Planning Association / Nebraska Chapter

- Allied Professional Liaison, October 2022 to Present
- Awards Committee - 2022 to Present
- Social Events + Networking Subcommittee, 2019 to 2020
- Mentoring Program Subcommittee, 2019

American Planning Association / Kansas City Chapter

- Programs Committee / October 2017 to July 2018

American Society of Landscape Architects / Prairie Gateway Chapter

- Secretary / 2013 to 2014

CURRENT + NOTABLE PROJECT EXPERIENCE

Ashland Comprehensive Plan / Ashland, Nebraska

Springfield, NE, Comprehensive Plan / Springfield, Nebraska

Crete Comprehensive Plan / Crete, Nebraska

Winslow Comprehensive Plan / Winslow, Nebraska

Comprehensive City Plan Update / Warrensburg, Missouri

Osmond Downtown Revitalization Plan / Osmond, Nebraska

Downtown Laurel Streetscape Improvements / Laurel, Nebraska

Plainview Downtown Revitalization Plan / Plainview, Nebraska

Red Cloud Downtown Revitalization Plan / Red Cloud, Nebraska

Milford Downtown Revitalization Plan / Milford, Nebraska

Chappell Streetscape / Columbus, Nebraska

Columbus Streetscape Ph 1 Implementation / Columbus, Nebraska

Columbus Downtown RR Overpass Study / Columbus, Iowa

West O Streetscape / Lincoln, Nebraska

23rd Street Beautification Master Plan / Columbus, Nebraska

Gardner Main Street Corridor Plan / Gardner, Kansas

MAC Spine Connectivity Project / Council Bluffs, Iowa

86th Street Phase 3 / Clive, Iowa

Hickman Road Streetscape Phase 1 / Des Moines, Iowa

Independence Avenue Corridor BRT / Kansas City, Missouri

Linking Historic Shawnee / Shawnee, Kansas

River Market Streetscape + Amenities Master Plan / Kansas City, Missouri



Caitlin is a collaborative, energetic and dedicated leader who is passionate about facilitating conversations with a community, design team, or client team. She draws experience from her past years in the Des Moines and Kansas City regions. Her attention to detail ensures for a high standard of quality of work. She has worked on a variety of project types, and strives to incorporate nature and wellness into any design.

PROFESSIONAL EXPERIENCE

15 Years of Experience

15 Years with Confluence

EDUCATION

Iowa State University: Bachelor of Landscape Architecture / 2012

Study Abroad Program – Rome, Italy

PROFESSIONAL REGISTRATIONS

Licensed Landscape Architect:

- Nebraska / #LA 383
- Iowa / #LA 00732
- Missouri / #2017009073

American Institute of Certified Planners: #016692

OFFICE

Omaha

CHRISTOPHER SHIRES, AICP

PRINCIPAL PLANNER + COMMUNITY ENGAGEMENT + LAND USE

PROFESSIONAL + CIVIC AFFILIATIONS

American Institute of Certified Planners (AICP) | 2001 to Present

American Planning Association (APA) | 1994 to Present

- Iowa Chapter Conference Planning Committee | 2009 to 2024
- Iowa Chapter Board Member | 2014 to 2024

CURRENT + NOTABLE PROJECT EXPERIENCE

Ashland Comprehensive Plan / Ashland, Nebraska
 Springfield Comprehensive Plan / Springfield, Nebraska
 Crete Comprehensive Plan / Crete, Nebraska
 Clark Street Housing Study / Omaha, Nebraska
 The Crossings Corridor Master Plan / Gretna, Nebraska
 Valley Master Plan / Valley, Nebraska
 2045 Wahpeton Comprehensive Plan / Wahpeton, North Dakota
 A Vision for Tomorrow Lansing 2030 Comprehensive Plan / Lansing, Kansas
 Adams County & the City of Corning Comprehensive Plan / Adams County, Iowa
 Ankeny Parks & Facilities Comprehensive Plan Update / Ankeny, Iowa
 Belton 2050 Comprehensive Plan / Belton, Missouri
 Building Bondurant Comprehensive Plan / Bondurant, Iowa
 City of Minot 2045 Comprehensive Plan / Minot, North Dakota
 City of Norwalk Sub Area Plan / Norwalk, Iowa
 Comprehensive City Plan Update / Warrensburg, Missouri
 Envision Edgerton 2050 Comprehensive Plan / Edgerton, Kansas
 Envision Newton 2042 Comprehensive Plan / Newton, Iowa
 Grain Valley 2050 Comprehensive Plan / Grain Valley, Missouri
 Grimes 2050 Growing Together Comprehensive Plan / Grimes, Iowa
 Grow Carlisle 2040 Comprehensive Plan / Carlisle, Iowa
 Horizon 2035 Downtown Sioux Falls Plan / Sioux Falls, South Dakota
 Independence Community Development Plan / Independence, Kansas
 Iowa City Comprehensive Plan / Iowa City, Iowa
 Johnson County 2018 Comprehensive Plan Update / Johnson County, Iowa
 Kansas City Comprehensive Plan - Visualization Assistance / Kansas City, Missouri
 Merriam Comprehensive Plan 2040 / Merriam, Kansas
 Mission Hills Comprehensive Plan Update / Mission Hills, Kansas
 North Iowa Corridor Joint Comprehensive Plan / Mason City, Iowa



Chris brings years of city and county planning experience to the team, both in the public and private sector. He is skilled in preparing comprehensive plans, land use plans, corridor and redevelopment plans as well as drafting zoning and subdivision regulations, city codes and policies, and design guidelines.

PROFESSIONAL EXPERIENCE

30 years of Experience

12 years with Confluence

EDUCATION

Iowa State University
 Bachelor of Science, Community and Regional Planning | 1995

PROFESSIONAL REGISTRATIONS

American Institute of Certified Planners: #016692

OFFICE

Des Moines

JANE REASONER, AICP

HOUSING + ECONOMIC DEVELOPMENT

PROFESSIONAL + CIVIC AFFILIATIONS

American Institute of Certified Planners (AICP) / 2019 to Present

American Planning Association / 2016 to Present

CURRENT + NOTABLE PROJECT EXPERIENCE

Ashland Comprehensive Plan / Ashland, Nebraska
Springfield Comprehensive Plan / Springfield, Nebraska
Crete Comprehensive Plan / Crete, Nebraska
Clark Street Housing Study / Omaha, Nebraska
Lewis and Clark SRA Marina Expansion / Crofton, Nebraska
Pawnee Park/Gerrard Park Renovation Plan / Columbus, Nebraska
South Sarpy Watershed Phase 3 Planning / Gretna, Nebraska
The Crossings Corridor Master Plan / Gretna, Nebraska
2050 Grain Valley Comprehensive Plan / Grain Valley, Missouri
Ankeny Parks & Facilities Comprehensive Plan Update / Ankeny, Iowa
Ashland Comprehensive Plan / Ashland, Nebraska
Belton Comprehensive Plan 2050 / Belton, Missouri
Building Bondurant Comprehensive Plan / Bondurant, Iowa
City of Minot 2045 Comprehensive Plan / Minot, North Dakota
Crete Comprehensive Plan / Crete, Nebraska
Envision Edgerton 2050 Comprehensive Plan / Edgerton, Kansas
Envision Newton 2042 Comprehensive Plan / Newton, Iowa
Grimes 2050 Growing Together Comprehensive Plan / Grimes, Iowa
Grow Carlisle 2040 Comprehensive Plan / Carlisle, Iowa
Independence Community Development Plan / Independence, Kansas
Iowa City Comprehensive Plan / Iowa City, Iowa
Merriam Comprehensive Plan 2040 / Merriam, Kansas
Pella 2050 Comprehensive Plan / Pella, Iowa
Planning Paola Comprehensive Plan / Paola, Kansas
Pleasant Hill 2050 Comprehensive Plan / Pleasant Hill, Iowa
Polk 2050 Comprehensive Plan / Des Moines, Iowa
Stronger Together Norwalk 2042 Comprehensive Plan / Norwalk, Iowa
Tea 2050 Comprehensive Plan / Tea, South Dakota
The Kalona Comprehensive Plan / Kalona, Iowa
Vision Van Meter 2040 Comprehensive Plan / Van Meter, Iowa
Webster County Comprehensive Plan 2043 / Fort Dodge, Iowa
Winterset Comprehensive Plan / Winterset, Iowa
Wonderful Warren Comprehensive Plan / Warren County, Iowa



Jane brings an interest in the environment and sustainability to every project. She has worked on many comprehensive plans across the Midwest designing interactive engagement strategies and providing population, environmental, parks and economic analyses.

PROFESSIONAL EXPERIENCE

10 years of Experience
9 years with Confluence

EDUCATION

Georgia Institute of Technology,
MCRP, Master of City and Regional
Planning | 2016

University of South Dakota, BA,
Political Science | 2012

PROFESSIONAL REGISTRATIONS

American Institute of Certified
Planners: #31893

OFFICE

Des Moines

EMILY RIZVIĆ, AICP

PROJECT SUPPORT

PROFESSIONAL + CIVIC AFFILIATIONS

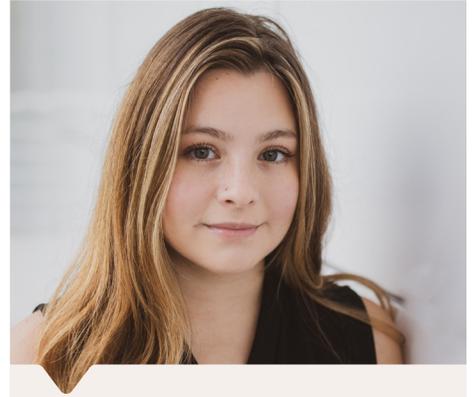
American Institute of Certified Planners (AICP) | 2025 to Present

American Planning Association, Iowa Chapter | 2021 to Present

- Awards and Recognition Chair | 2024 to Present
- Diversity, Equity, and Inclusion Committee Member | 2024 to Present
- Conference Planning Committee Member | 2025 to Present

CURRENT + NOTABLE PROJECT EXPERIENCE

Ashland Comprehensive Plan / Ashland, Nebraska
 Springfield Comprehensive Plan / Springfield, Nebraska
 Crete Comprehensive Plan / Crete, Nebraska
 Levi Carter Park Activity Center and Sports Complex / Omaha, Nebraska
 Grand Island Parks Master Plan / Grand Island, Nebraska
 Ashland Comprehensive Plan / Ashland, Nebraska
 Adams County & the City of Corning Comprehensive Plan / Adams County, Iowa
 Belton 2050 Comprehensive Plan / Belton, Missouri
 Bondurant Code Update / Bondurant, Iowa
 City of Indianola Gateways / Indianola, Iowa
 Comprehensive Plan & Zoning / Columbus, Kansas
 Fargo Public Schools - Professional Facilitator Services / Fargo, North Dakota
 Grand Island Parks Master Plan / Grand Island, Nebraska
 Granger Future Land Use Plan Update / Granger, Iowa
 Levi Carter Park Activity Center and Sports Complex / Omaha, Nebraska
 MCS Watersheds / Polk County, Iowa
 Pella 2050 Comprehensive Plan / Pella, Iowa
 Pleasant Hill 2050 Comprehensive Plan / Pleasant Hill, Iowa
 Sioux Center Future Land Use Plan Update / Sioux Center, Iowa
 Tea 2050 Comprehensive Plan / Tea, South Dakota
 On-Call Planning Services / Village of Loch Lloyd, Missouri
 Shape Sioux Falls / Sioux Falls, Iowa
 Iowa City Comprehensive Plan / Iowa City, Iowa
 Grimes 2050 Growing Together Comprehensive Plan / Grimes, Iowa
 South Ankeny Boulevard Revitalization Plan / Ankeny, Iowa
 Independence Zoning Code Update / Independence, Kansas
 Mud Camp Spring Creeks Greenway Master Plan / Polk County, Iowa
 University Boulevard Flood Mitigation Planning / Clive, Iowa



Emily brings a planning perspective from her experience in local government, with skills in city codes and policies, developing master plans and design guidelines, identifying and implementing strategic action items, and organizing public engagement plans.

PROFESSIONAL EXPERIENCE

3 Years of Experience

1 Year with Confluence

EDUCATION

Iowa State University:
 Bachelor of Science – Community and Regional Planning / 2021

Bachelor of Arts – Political Science/
 2021

PROFESSIONAL REGISTRATIONS

American Institute of Certified Planners: #37630

OFFICE

Des Moines

DOLORES D. SILKWORTH, FASLA, PLA LANDSCAPE ARCHITECT + DOWNTOWN ENTERTAINMENT DISTRICT

PROFESSIONAL + CIVIC AFFILIATIONS

Pottawattamie County Planning and Zoning Commission / 2020 to Present

Rotary Club of Council Bluffs / 2012 to 2019

American Society of Landscape Architects / Nebraska-Dakotas Chapter 1984 to Present

SPECIAL RECOGNITION

2016 Women in Landscape Architecture, "Meet Dolores Silkworth" *Landscape Architect and Specifier News*, November

2014 Spirit of Courage, Jennie Edmundson Foundation

2007 Family and Community Service Award, Council Bluffs Rotary

DESIGN AWARDS

2017 Honor Awards / ASLA Great Plains Chapter, Pracht Wetlands Park, Wichita*

2017 Merit Awards / ASLA Praire Gateway Chapter, Big Bull Creek Park Master Plan*

CURRENT + NOTABLE PROJECT EXPERIENCE

23rd Street Beautification Master Plan / Columbus, Nebraska

Osmond Downtown Revitalization Plan / Osmond, Nebraska

Milford Downtown Revitalization Plan / Milford, Nebraska

Red Cloud Downtown Revitalization Plan / Red Cloud, Nebraska

Plainview Downtown Revitalization Plan / Plainview, Nebraska

Winslow Comprehensive Plan / Winslow, Nebraska

The Crossings Corridor Master Plan / Gretna, Nebraska

Sarpy County Administration Campus Site Plan / Papillion, Nebraska

Ashland Greenwood Elementary / Ashland, Nebraska

Ashland Greenwood Middle School / Ashland, Nebraska

Hastings YMCA Renovation and Expansion / Hastings, Nebraska

Gretna City Hall/Library Illustration / Gretna, Nebraska

Western Plains Camp Master Plan / South Sioux City, Nebraska

University of Nebraska - Lincoln: Academic Recognition / Lincoln, Nebraska

The Salvation Army Camp - Phase One / South Sioux City, Nebraska

Westside Parking Lot Study / Omaha, Nebraska

Belmont Park Natural Playscape / Lincoln, Nebraska*

Kellom Park and Nature Playground / Omaha, Nebraska*

Downtown Papillion Plaza / Papillion, Nebraska*

* work performed while employed by another firm



Dolores is particularly adept at designing parks and urban spaces for the improved health of people, community and nature. This approach integrates resource protection and rehabilitation, sustainable design of urban spaces, conservation of energy and material, expansion of accessibility, incorporation of art and story and the design of beautiful places of rest and activity in the great outdoors.

PROFESSIONAL EXPERIENCE

25+ years of Experience

8 years with Confluence

EDUCATION

Michigan State University, BS,
Landscape Architecture with
Honors / 1983

PROFESSIONAL REGISTRATIONS

Licensed Professional
Landscape Architect:

- Iowa / #337
- Kansas / #LA760
- Michigan / #3901001674
- Nebraska / #LA179

OFFICE

Omaha

JACOB GARDER, MS, PE

STORMWATER STUDY AND DESIGN | HOUSTON ENGINEERING INC

Jacob serves clients as an engineer out of HEI's Omaha office. He has experience providing engineering services to public and private clients, including site development, public municipal improvements, levees, flood control facilities, water infrastructure, and design plan development. Jacob also has an extensive background in data collection, hydrologic and hydraulic (H&H) modeling, floodplain modeling, watershed planning, and design, which he brings to every project he is involved in.

SPECIAL RECOGNITION

Having previously interned with the City of Blair, Jacob is excited to collaborate with the City again in his role at HEI.

CURRENT + NOTABLE PROJECT EXPERIENCE

Southern Sarpy Watershed Plan, Papio-Missouri River Natural Resources District / Sarpy County Nebraska

Kirkman's Cove 319 Watershed Plan, Nemaha Natural Resources District / Humboldt, Nebraska

Missouri River Federal Levee Systems L-611-614 Levee Certification Design and Permitting / M&P Levee District, Mills and Pottawattamie County, Nebraska

Maple Creek Watershed Watershed Flood Prevention Operations Plan Environmental Assessment / Lower Elkhorn Natural Resources District, Nebraska



PROFESSIONAL EXPERIENCE

3 years of Experience

3 years with Houston Engineering Inc

EDUCATION

BS in Civil Engineering, University of Nebraska-Lincoln, 2021

MS in Civil Engineering, University of Nebraska-Lincoln, 2022

PROFESSIONAL REGISTRATIONS

Licensed Professional Engineer
Nebraska: E-21855



MIKE LOVE, PE

STORMWATER STUDY AND DESIGN | HOUSTON ENGINEERING INC

Mike is a principal at HEI and the Fargo Infrastructure Sector Lead. He performs duties as a project manager for a variety of engineering projects, including stormwater management, flood mitigation, land development, and other water resources-based projects. He is proficient in SWMM, StormCAD, HydroCAD, HEC-RAS, HEC-HMS, HydroCAD, AutoCAD Civil 3D, ArcGIS, and HY-8 modeling.

CURRENT + NOTABLE PROJECT EXPERIENCE

Minnesota Pollution Control Agency (MPCA) Planning Grant for Stormwater, Wastewater, and Community Resilience / City of Moorhead, Minnesota

Southwest Regional Stormwater Master Plan and Growth Area Plan / City of Fargo, North Dakota

South Moorhead Stormwater Management Plan / City of Moorhead, Minnesota

Moorhead Center Mall Redevelopment and Stormwater Analysis / City of Moorhead, Minnesota

PROFESSIONAL EXPERIENCE

27 years of Experience

24 years with Houston Engineering Inc.

EDUCATION

BS in Civil Engineering, North Dakota State University, 2002

PROFESSIONAL REGISTRATIONS

Licensed Professional Engineer

- Nebraska: E-21855
- Minnesota: 45726

SAM TREBILCOCK, AICP TRANSPORTATION PLANNER | HOUSTON ENGINEERING INC

Sam Trebilcock is a transportation planner from HEI's Sioux Falls who routinely performs transportation work that includes transit planning, multimodal corridor studies, master transportation plans, land-use planning, and travel demand modeling and forecasting. Sam also has extensive experience complying with Federal Highway Administration (FHWA) guidelines and requirements across a variety of related projects. His duties include leading project analysis and design, providing QC/QA, and collaborating with clients, as well as conducting traffic modeling, impact studies, and related transportation planning analyses. Sam's skills include pedestrian and bicycle planning, budgeting, traffic modeling and traffic studies, public engagement, presentations, public hearings, land-use planning, and ordinance and plan development.

CURRENT + NOTABLE PROJECT EXPERIENCE

Safe Streets for All Regional Safety Action Plan, South Eastern Council of Governments / Sioux Falls, South Dakota

Lincoln County Safe Streets and Roads for All Comprehensive Safety Action Plan / Lincoln County, South Dakota

Ramsey County Comprehensive Plan Update / Ramsey County, North Dakota

2005, 2010, 2015, and 2020 Sioux Falls Metropolitan Planning Organization Long-Range Transportation Plans / City of Sioux Falls, South Dakota*

**Completed at a Previous Firm*



PROFESSIONAL EXPERIENCE

35 years of Experience

3 years with Houston Engineering Inc

EDUCATION

MA in Public Administration, University of South Dakota, 1990

BS in Geography and Political Science, South Dakota State University, 1989

PROFESSIONAL REGISTRATIONS

American Institute of Certified Planners (AICP) Certification



SHERWIN WANNER, PE WATER AND WASTEWATER STUDY | HOUSTON ENGINEERING INC

Sherwin Wanner, a principal at HEI in North Dakota, has a broad range of project and management experience spanning his 35 years of practice in civil and environmental engineering. His experience includes a variety of projects, including comprehensive master planning, water system planning, distribution system modeling, stormwater management, agricultural waste management systems, and solid waste management.

CURRENT + NOTABLE PROJECT EXPERIENCE

Water System Master Plan Study, Turtle Mountain Band of Chippewa Indians / Belcourt, North Dakota

Water Treatment Plant Improvements, Turtle Mountain Band of Chippewa Indians / Rolette County, North Dakota

Solid Waste Collection and Disposal Projects / City of Bismarck, North Dakota

PROFESSIONAL EXPERIENCE

35 years of Experience
24 years with Houston Engineering Inc

EDUCATION

BS in Agricultural Engineering, North Dakota State University, 1990

PROFESSIONAL REGISTRATIONS

Licensed Professional Engineer

- North Dakota: PE -4230
- South Dakota: 17489
- Montana: 12910
- Colorado: 0055311

WHIT THOMAS, AICP

TRANSPORTATION DESIGN ENGINEER | HOUSTON ENGINEERING INC

Whit Thomas will serve as a Transportation Design Engineer from HEI's Omaha office. He designs rural and urban roadway projects, creating plans, specifications, and construction schedules. He also performs construction observation and prepares administrative reports for project permits and other regulatory agency reviews. Lastly, collaborating with the Project Manager, Whit confirms that the final design adheres to engineering standards, addresses the client's needs, ultimately providing a product that benefits the client and surrounding community.

CURRENT + NOTABLE PROJECT EXPERIENCE

Oxford North, Nebraska Department of Transportation / Furnas County, Nebraska
 N-92 South, Nebraska Department of Transportation / Seward County, Nebraska
 Pickrell North, Nebraska Department of Transportation / Lancaster County, Nebraska
 Arapahoe West Bridge, Nebraska Department of Transportation / Furnas County, Nebraska
 Spalding West Drainage, Nebraska Department of Transportation / Greeley County, Nebraska
 US-275 and 72nd Street, Olsson / Omaha, Nebraska



PROFESSIONAL EXPERIENCE

10 years of Experience

2 years with Houston Engineering Inc

EDUCATION

BS in Civil Engineering, University of Nebraska, 2013

BS in Civil Engineering, University of Nebraska, 2013

PROFESSIONAL REGISTRATIONS

Licensed Professional Engineer

• Nebraska: E-17386



JEFF RAY, AICP

PRINCIPAL | RAY PLANNING SOLUTIONS, LLC

Senior Planner with over 30 years of experience in urban planning, land development, and community revitalization. Proven expertise in zoning administration, comprehensive planning, and entitlement strategy for both public and private sectors. Recognized for leadership in regional planning initiatives and civic engagement.

PROFESSIONAL EXPERIENCE

Ray Planning Solutions, LLC | 2025-Present

- Provide planning consulting services to municipalities, counties, nonprofits, and private developers.
- Specialize in zoning administration, comprehensive plans, downtown revitalization, and redevelopment strategies.

JEO Consulting Group, Inc. — Senior Planner | 2011 – 2025

- Led planning efforts for public entities and private developments.
- Facilitated zoning amendments, subdivision design, and strategic project development.
- Directed blight and substandard studies and master planning initiatives.

PROFESSIONAL EXPERIENCE

30 years of Experience

EDUCATION

Master of Community and Regional Planning

University of Nebraska, Lincoln, NE, 1994

Bachelor of Architectural Science

University of Nebraska, Lincoln, NE, 1992

OFFICE

Elkhorn, Nebraska



RYAN MURRAY
ASSISTANT DIRECTOR OF COMMUNITY RESEARCH | ETC INSTITUTE

Mr. Murray has over 15 years of experience in survey administration, development, supervision, and research analysis. Throughout his tenure at ETC Institute Mr. Murray has had the pleasure of working on survey projects that cover a wide variety of topics, including community and comprehensive planning, customer satisfaction, transportation, employee, library, parks and recreation master plans, water and utility, and business development. His current role as Director of Community Research includes quantitative and qualitative research, report analysis, benchmarking research, survey development, and the presentation of results. In his previous role he planned, coordinated, and supervised the administration of large-scale origin-destination transportation studies on multiple projects across the country. Over the past two years, Mr. Murray has worked as a Project Manager on projects for over 200 state, county, local, and private sector clients.

PROFESSIONAL EXPERIENCE

15 years of Experience

EDUCATION

B.S., Public Administration
 University of Kansas

OFFICE

Olathe, Kansas

PROFESSIONAL EXPERIENCE

Aberdeen, SD	Dallas, TX	Durham, North Carolina
Auburn, AL	Denver Regional Council	Police Department
Augusta, GA	of Governments, CO	EMBARK, OK
Austin, TX	Des Moines Area Regional	Fauquier County Parks
Blue Springs, MO	Transit Authority, IA	Flower Mound, TX
Cape Coral, FL	Des Moines, IA	Genessee County, IL
Cary, IL	Des Plaines, IL	Geneva, IL
Chapel Hill, NC	Doral, FL	Grand Prairie, TX



CONFLICT OF INTEREST DISCLOSURE

Confluence, Inc. and its subconsultants certify that there are no conflicts of interest, including but not limited to any conflicts arising from participation in other client contracts. The firm affirms that there are no actual or potential conflicts of interest to report at this time.

Confluence and its subconsultants are committed to conducting business in an ethical and transparent manner, and understand the importance of ensuring a conflict-free relationship with clients. The firm has thoroughly reviewed its affiliations and activities, and can assure that no conflicts exist that would compromise the integrity of work or commitment to projects.

Should any potential conflicts arise in the future, Confluence pledges to promptly disclose such matters to the City of Blair and take appropriate actions to address and mitigate any concerns. The firm’s goal is to foster a collaborative and trustworthy partnership throughout the duration of any contract.

Confluence does not have any professional or personal financial interests which could be considered a potential conflict of interest in contracting with the City of Blair.



PROJECT UNDERSTANDING

Blair is at a unique crossroads where decades of industrial success are finally colliding with significant regional growth pressure from Omaha. For years, the community has been a regional employment powerhouse, but the residential and commercial side hasn't always kept pace. Our understanding of this project is that it isn't just about checking a statutory box for a 20-year plan; it's about creating a highly visual, easy-to-read roadmap that helps the City manage future growth. We see four critical drivers for this Comprehensive Plan:

UNLOCKING HOUSING AND GROWTH

The City has already taken the proactive step of updating its zoning code to allow for more density and developer flexibility. Now, the community needs to see where that growth belongs. We understand that the Future Land Use map needs to evolve from a static document into a "living" guide that identifies specific areas for residential expansion while balancing the land and road constraints that have historically limited development.

THE "POST-TRUCK" DOWNTOWN VISION

One of the most exciting opportunities in this plan is the potential transformation of the Downtown Entertainment District. With the possibility of Highway 30 and 75 designations shifting to a bypass, Blair can finally envision a downtown that isn't dominated by heavy truck traffic. We want to help the City define what a vibrant, walkable core looks like, focusing on streetscapes, nightlife, and upper-story housing that makes people want to stay after the workday ends.

STRATEGIC INFRASTRUCTURE AND CONNECTIVITY

Blair's resources are limited, so every dollar spent on roads and utilities must be a catalyst for development. We recognize that identifying the right locations for new roads is essential to helping new sites blossom. Similarly, while the community is passionate about its trails and parks, the goal would be to strategically place these amenities where they best serve future growth without over complicating the plan.

NAVIGATING COMMUNITY IDENTITY AND ANNEXATION

Growth naturally brings friction, and we are sensitive to the feelings regarding annexation and the changing face of the community. This plan must serve as a public-facing communication tool that builds consensus. It needs to clearly show residents and the Council not just that Blair is growing, but how it will grow while preserving the quality of life that makes people proud to live there.

Ultimately, we hear the City's request loud and clear: you need a plan that is graphic, readable, and an implementation-focused document that staff and Council can use daily to make confident decisions as the Omaha metro continues to move north.

TECHNICAL APPROACH

PLANNING PHILOSOPHY

At Confluence, we believe a Comprehensive Plan should be a high-performance tool for decision-making, not a static document that sits on a shelf. Our philosophy is rooted in “Plan-to-Action” implementation, where every land-use recommendation is tied to a clear policy roadmap and capital improvement strategy. For a community like Blair, which is navigating the complexities of being a regional employment hub while facing metro-driven growth pressure, this means providing a plan that is both visionary and technically defensible. We prioritize high-quality graphics and concise language to ensure the document is easily understood by developers, residents, and City Council alike, turning the community’s vision into a daily manual for growth.

Our approach is **uniquely design-led**, meaning we look beyond the future land use map to define the actual character and vibe of the places where people live and work. We understand that for edge communities such as Blair, the challenge is balancing rapid expansion with the preservation of local identity. By integrating Confluence’s deep Midwest planning expertise with the technical precision of our engineering and economic partners, we ensure that every growth strategy is grounded in infrastructure reality and market feasibility. We don’t just plan for what Blair is today; we provide the framework for a vibrant, walkable, and connected future that residents can be proud to call home.

APPROACH

Our planning process is our strength, and our team’s intent at the outset of our planning process is to further refine and establish the City’s vision – and this involves answering three basic questions in three steps that help us define the planning process:

- *Where is Blair right now?*
- *What does Blair want to be in the future?*
- *How does Blair get there?*



ANALYSIS

It is important that our team and the community achieve a shared understanding of the existing conditions and planning climate within the City. While we are familiar with Blair, gaining a better understanding from the community’s perspective is our priority. We will conduct a detailed existing conditions analysis that looks specifically at how Blair’s unique assets, like the Missouri River riverfront, the legacy of the Dana College campus, and the Cargill industrial corridor impact on the City’s current planning climate and future potential.

LAND USE AND GROWTH MANAGEMENT

Our team often works with edge communities near a major metropolitan area and the pressures of such. Through decades of experience, we have found tying land use decision-making to real world data such as population projections and market conditions is key. We often deploy scenario-based land use planning that can show how different levels of density can “fill up” the growth area. Our team will make recommendations on zoning and subdivision modifications that will support the implementation of the Future Land Use Plan. Additionally, our team will work with City staff to identify potential areas for annexation that consider infrastructure needs and impacts of service delivery.

Working with Jeff Ray, we will identify strategic annexation areas that consider the cost-of-service delivery, ensuring the City grows in a way that is fiscally sustainable and easy for residents to understand.

TRANSPORTATION AND MOBILITY

Our approach focuses on creating a transportation network that directly supports Blair’s future land use and community growth. We will conduct a comprehensive analysis of the local and regional network, working closely with City staff and NDOT to identify strategic roadway expansions that unlock new development potential. By establishing clear policy objectives, we prioritize connectivity and safety across all modes of travel, from local streets to regional corridors. We will develop a practical 5-year action plan and a 25-year long-range strategy to help leadership identify which projects are most feasible for the budget and which are best suited for grant funding. This ensures that every transportation investment - whether it is a new road or a trail connection - is a strategic step toward a more accessible and well-connected community.

HOUSING

Our approach to housing combines data-driven analysis with real-world conversations to ensure Blair’s residential growth is both achievable and diverse. We will build upon the Gateway Corporation’s findings—which identify a need for over 520



new units—by performing a detailed gap analysis to pinpoint exactly where the current housing stock falls short. By conducting candid interviews with residents and developers, we can move beyond the numbers to recommend specific strategies that improve affordability and expand housing choices. This ensures that our land-use recommendations provide a clear path for the types of homes Blair needs most, from workforce housing to senior living, to keep pace with the community's rapid economic growth.

PARKS, RECREATION AND TRAILS

As a firm that integrates planning with landscape architecture, Confluence brings a deep understanding of how parks and natural resources drive community value. We will evaluate Blair's current system through three primary lenses: population needs, geographic distribution, and overall connectivity. By linking these findings to our population projections, we can help the City accurately predict when and where new park improvements or expansions will be necessary. Our goal is to ensure that Blair's parks and trails aren't just isolated amenities, but a well-connected network that enhances the quality of life for every neighborhood as the community grows.

SAFE STREETS FOR ALL PLAN INTEGRATION

Blair is currently developing a safety plan to make its streets more secure for everyone. Our team will make sure the recommendations from that safety plan are built directly into this Comprehensive Plan so they don't sit in a separate silo. By doing this, we can find opportunities to combine safety upgrades with routine road maintenance or utility work. This "dig once" approach saves the City money, reduces construction time, and minimizes headaches for the public.

DOWNTOWN ENTERTAINMENT DISTRICT

The potential removal of heavy truck traffic presents a generational opportunity to redefine Blair's downtown as a true regional destination. Our approach treats the downtown core as a vibrant entertainment district, focusing on mixed-use development strategies and design guidelines that encourage a mix of retail, dining, and upper-story housing. We will develop streetscape concepts that prioritize the pedestrian experience, creating a welcoming environment for both residents and visitors. To support this vision, we will conduct a practical parking analysis to identify management strategies that balance convenience with high-quality urban design. By transforming Washington Street from a highway corridor into a community centerpiece, we can help Blair create an active, walkable district that thrives long after the workday ends.

ECONOMIC DEVELOPMENT

Our team will establish a data-driven baseline for Blair's economy by analyzing real estate, demographic, and employment trends through sources like ESRI and CoStar. We will conduct a thorough economic base analysis to identify target industries and assess the specific land needs for future commercial and industrial expansion. By evaluating the changing nature of retail and the unique growth of the Cargill corridor, we ensure our scenario planning is grounded in market reality.

Beyond the numbers, we will engage directly with local business owners and stakeholders to understand the practical challenges and opportunities facing Blair's employers. These insights allow us to make sustainable recommendations for business development that are directly supported by the Future Land Use Plan. Our goal is to provide a strategy that not only attracts new investment but also strengthens the existing businesses that serve as the community's economic foundation.



COMMUNITY FACILITIES AND INFRASTRUCTURE

A successful growth strategy is only as good as the infrastructure and public services that support it. Our team will work closely with City staff to evaluate the capacity of Blair's water, sanitary sewer, and stormwater systems, ensuring that new development is timed appropriately with necessary utility improvements. By reviewing existing models against our Future Land Use scenarios, we will identify major drainage basins, sewer capacities, and water distribution needs to create a practical, planning-level roadmap for expansion. This effort includes high-level cost estimates and phasing plans that help the City prioritize capital investments where they will have the greatest impact on growth.

Beyond underground utilities, we will conduct a high-level assessment of Blair's public facilities (from City Hall to maintenance shops) to ensure they can meet the needs of a growing population.

ENERGY PLAN

To meet Nebraska state requirements, we will develop a straightforward Energy Plan that looks at how Blair uses power today and how to save more tomorrow. We'll identify practical ways for the City and its residents to improve energy efficiency and lower costs without over complicating the process. This section will also explore how to keep your energy infrastructure reliable as the community grows, ensuring Blair stays competitive and resilient for the next 20 years.

ENGAGEMENT

Only Blair residents can define the vision for this plan. We move beyond traditional meetings to "go where the people are," utilizing pop-up events at local festivals, sidewalk stickers, and social media to reach a broad audience. Our toolkit is diverse because Blair is diverse—from Social Pinpoint for interactive online mapping to Mentimeter for real-time polling, to one-on-one interviews with major employers. Our goal is

to make every resident an active participant in shaping Blair's future, not just an audience watching it unfold.

Getting The Word Out

People are busy. Scheduling meetings, open houses, and promoting online survey posting and closings dates are important information to share with the greater community. Facebook / social media, newspaper, yard signs, and sidewalk stickers are just a few ways to promote and advertise when public input is needed and will reach a variety of age groups and populations.

Targeted Outreach

We recognize that a 'one-size-fits-all' approach to engagement often misses the very voices a Comprehensive Plan needs most. Our strategy is to match the tool to the audience: using Mentimeter for real-time feedback from busy professionals, Social Pinpoint for residents who prefer digital mapping at home, and Pop-Up events at local festivals to reach families who might not attend a traditional meeting. For harder-to-reach populations, we identify and empower 'Community Partners' - trusted local leaders who can facilitate conversations within their own networks. This intentional layering of tools ensures that Blair's plan is built on a truly representative cross-section of the community.

Comprehensive Plan Steering Committee

Our team endorses the use of a Comprehensive Plan Steering Committee (subcommittee) to provide regular input and guidance on all phases of the planning project. We have a history of successful collaboration and facilitation with these types of committees in communities across the country, and we look forward to engaging these appointed representatives and volunteers in helping to move this planning effort forward with momentum, energy, and purpose. Our hope is that these committee members can become project champions that help lead the implementation of the Comprehensive Plan in whatever capacity their role and title allow.

Public Open Houses / Workshops

Our public open houses are designed to be accessible, inclusive, and genuinely engaging for residents of all ages and backgrounds. Larger engagement events can include traditional open houses, youth workshops, and Box City events for elementary-aged children. At every meeting, we kick things off with a brief "Planning 101" session to ensure everyone feels welcome and informed, regardless of their planning background. Sessions can also be recorded and paired with online polling options to capture input from those who can't attend in person.

Planning Commission / City Council Presentations

We view the Planning Commission and City Council as

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essential partners, ensuring a “no-surprises” process from kickoff to adoption. Our team will facilitate at least two Planning Commission and three City Council sessions, providing clear, highly visual briefings that translate complex data into actionable policy choices. These interactive dialogues are designed to address tough questions, like annexation and infrastructure costs, head-on with evidence-backed insights. By maintaining this consistent line of communication, we ensure the final plan is a unified vision that leadership can confidently implement from day one.

Online Engagement

We take great pride in our ability and skill set in digital engagement. Our goal is to make the process easy to understand, informative, and meaningful. We use interactive engagement websites, online polling and surveying, and virtual meetings using Teams or Zoom. Our interactive engagement websites use the Social Pinpoint Platform and can be designed to include mapping activities, idea boards, surveying, image voting and priority ranking. Examples of recent interactive websites that we have created for planning projects are:

- The City of Ashland, Nebraska
<https://engage.thinkconfluence.com/ashland-comprehensive-plan>
- The City of Grimes, Iowa
<https://engage.thinkconfluence.com/grimes-2050>

Project Branding

There is power in a recognizable brand. Our team will collaborate with City staff to create a meaningful name and logo for the Comprehensive Plan that takes direct cues from Blair’s existing identity. By rooting the project’s visual language in the community’s current logo and character, we ensure this feels like a “homegrown” effort rather than an outside study. This consistent branding will be used across all communications, social media, and the project website to build immediate recognition and excitement, making it easy for residents to identify and engage with the plan at every stage.



Statistically Valid Survey

To ensure the Comprehensive Plan is built on a foundation of real community trust, ETC Institute will conduct a statistically valid survey reaching 1,000 Blair households. We use a mix of mail, online, and social media outreach to make sure we hear from a true cross-section of the city, providing a 95% confidence level in the results. Our process is collaborative, working with City staff to design custom questions that get to the heart of Blair’s unique challenges and opportunities. We don’t just hand over raw data; we provide GIS-mapped insights and priority ratings that clearly show which projects residents value most. This approach moves the conversation beyond anecdotal feedback, giving the City a clear, defensible mandate to move forward with confidence.

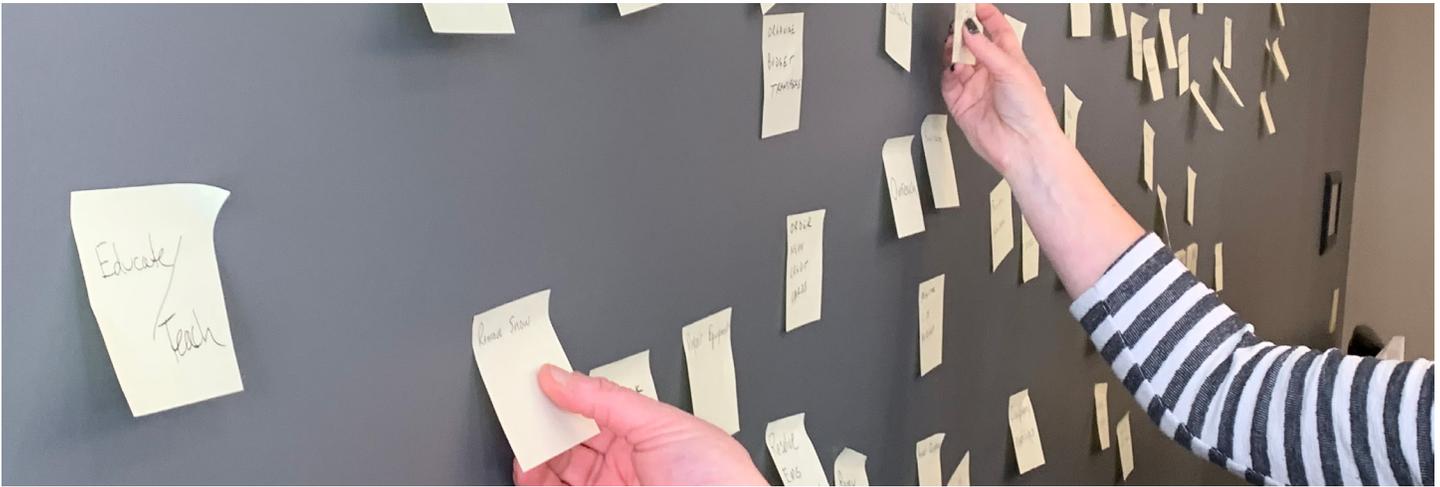
Focus Groups

We will facilitate targeted focus groups to dive into Blair’s specific hurdles. These aren’t just general meetings; they are deep dives with the people who drive the community. Potential groups include:

- **Industrial Partners:** Engaging with Cargill and Dollar General Distribution Center and other major employers to understand workforce and logistics needs.
- **Economic Drivers:** Working with the Washington County Gateway Development Corporation and local business owners.
- **Community Anchors:** Meeting with school district officials and those involved with the future of the Dana College site.
- **Neighborhood Advocates:** Ensuring we hear from both long-time residents and those new to the community.

CREATIVE STRATEGIES FOR IMPLEMENTATION

We deliver a ‘Plan-to-Action’ roadmap tailored to Blair’s specific budget and staffing. We move beyond high-level ideas to create a prioritized matrix that identifies clear timeframes, responsible parties, and funding sources for every goal. By coordinating directly with City department heads, we align our recommendations with your planned capital improvements, ensuring the plan is a practical, daily guide for decision-making, not a document that sits on a shelf.



KEY TASKS

PHASE 1: RESEARCH + ANALYSIS

1.1 / PROJECT PRE-KICK-OFF MEETING WITH CITY STAFF

The Consultant Team will hold a meeting with City staff to review the project scope and meeting dates, discuss the agenda items, and prepare for the Project Kick-Off Meeting. We will also discuss and finalize plans for the Public Outreach Plan.

Bi-Weekly Check-In Meetings. Throughout the project, the Consultant Team will hold bi-weekly video conference calls with City staff to review the project status and coordinate meetings and project deliverables. (Virtual meetings)

1.2 / PUBLIC OUTREACH PLAN

The Consultant Team will work with City staff to finalize a Public Outreach Plan that identifies the engagement methods to be used in the planning process to connect with a diverse cross-section of the Blair community, as well as all preliminary dates and times for each meeting or activity.

This plan will further identify the options and methods for advertising the public meetings and community with the community including social media posts, yard signs, flyers, website notices, newsletter and utility bill inserts, and direct mailers.

1.3 / PROJECT BRANDING

The Consultant Team will collaborate with City staff to develop a logo, plan name, and document style guide to brand this plan update. The branding will include a color scheme and font selection, as well as a thoughtful name and graphic logo. This branding will be used on all material relating to the marketing and distribution of the planning effort.

1.4 / KICK-OFF MEETING WITH COMPREHENSIVE PLAN STEERING COMMITTEE

The Consultant Team will facilitate an in-person Kick-Off Meeting with City staff and the Comprehensive Plan Steering Committee (SC). The purpose of this meeting is to:

- Review the project scope, schedule, Public Outreach Plan, and key meeting dates (including future Steering Committee meeting dates and meeting formats: in-person, virtual, or hybrid).
- Review the roles and responsibilities of the Steering Committee.
- Identify key stakeholders and desired public input process and outcomes.
- Review the major chapters and elements of the current Comprehensive Plan and the desired focus areas for the plan update.

1.5 / CITY DEPARTMENT HEAD WORKSHOP

We will meet with Department Heads to audit existing plans and development codes, but with a specific focus on implementation history. We want to identify which goals from the previous comprehensive plan were successful and which stalled, specifically regarding infrastructure hurdles, housing, or annexation, so we can avoid those pitfalls in this update.

1.6 / DATA GATHERING AND EXISTING CONDITIONS ANALYSIS

Our team will gather the best available data to evaluate the existing conditions of the community. Analysis will cover many topics including:

- Economic and demographic trends and housing needs
- Existing land uses
- Natural resources and stormwater management
- Parks and recreation and trails
- Public facilities, utilities + transportation assessment

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We will summarize existing conditions using highly visual infographics. This isn't just a data dump; we will focus on the "why" behind the numbers, such as how the Cargill industrial expansion impacts housing demand and how the potential Highway 30/75 bypass changes the baseline for downtown traffic.

1.7 / EXISTING CONDITIONS ANALYSIS REVIEW MEETING WITH COMPREHENSIVE PLAN STEERING COMMITTEE

Our team will present to City staff and the Steering Committee an overview of our team's analysis of the previous plans, existing conditions, and anticipated trends.

1.8 / EXISTING CONDITIONS ANALYSIS REVIEW JOINT WORKSHOP WITH PLANNING COMMISSION AND CITY COUNCIL

Our team will conduct a workshop with the Planning Commission and City Council to review the project goals and scope, as well as the analysis previously provided to the Steering Committee in Task 1.7.

PHASE 1 PROJECT DELIVERABLES:

- Project Branding
- Public Outreach Plan
- Existing Conditions Analysis Report

PHASE 2: PUBLIC & STAKEHOLDER ENGAGEMENT

TASK 2.1 / INTERACTIVE ENGAGEMENT ACTIVITIES ON WEBSITE

At the start of Phase 2, the Consultant Team will launch the Social Pinpoint project website to facilitate online engagement. We would anticipate using a mapping activity, as well as an interactive idea board to help capture input throughout the community. This same site will host surveys and image voting and will be updated as part of Phase 3 to



reveal the draft plans and seek public input. This website will be closed after the conclusion of this project.

TASK 2.2 / STAKEHOLDER INTERVIEWS + FOCUS GROUPS

Our team will conduct key stakeholder interviews and small focus group meetings. We will ask for assistance from City staff and the Steering Committee to identify community stakeholders that can help us set up focus group meetings and connect with segments of the Blair population that might not otherwise participate in the planning process. These one-on-one or small group settings can be especially useful in creating relationships with more vulnerable populations or populations that have historically been left out of planning processes.

TASK 2.3 / SPECIAL EVENTS

We will facilitate up to (2) special community events to advertise the planning process and collect additional input. Our team has a large Confluence themed tent that can be set up at various indoor and outdoor community events. Possible events include:

Pop-Up Event Booths. Our team can set up an engagement booth at community events. These pop-up events can be used to advertise the planning process and collect additional input.

Box City Event. Our team can host a Box City event either with a local elementary school or the library. This event uses arts, crafts, and various shaped boxes to help kids get involved in community visioning. We set up a base community with streets, a river, and trees and encourage kids to fill out a "building permit", design, and place their desired development within the community. This allows kids to feel engaged and can help bring busy parents into the fold.

Youth Workshop. Our team can host a youth-specific workshop with a group of high school-aged students to hear more about their ideas for Blair as future homeowners and business owners. We would ask for City staff or Steering Committee assistance to connect us to the right group of young people.

TASK 2.4 / DOWNTOWN CHARETTE

We will facilitate an intensive design session focused on the Downtown Entertainment District. With the goal of removing heavy truck traffic, we will evaluate "what's possible" for Washington Street, exploring streetscape concepts, parking management, and upper-story housing scenarios that transform the core into a regional destination.



TASK 2.5 / PUBLIC VISIONING WORKSHOP

The Consultant Team will facilitate a structured Public Visioning Workshop to identify key issues, priorities, opportunities, and preferences that will guide the direction of the plan update. The workshop will include a project overview session to review the findings of our initial data collection and research. Prior to commencing the community input activities, we will provide a brief “Planning 101” to explain what a Comprehensive Plan is, how it is used, and how it will impact them. A series of hands-on engagement boards and activities will be provided to help generate an overall vision for Blair and key project goals. This will include dot exercises, visual preference boards, land use puzzle activity, and more. (1 in-person meeting)

TASK 2.6 / PUBLIC & STAKEHOLDER ENGAGEMENT REVIEW WITH COMPREHENSIVE PLAN STEERING COMMITTEE

Following these various public and stakeholder input meetings, the Consultant Team will meet with the Steering Committee to share all the information gathered from the various engagement activities conducted to date. The purpose of this meeting is to review the ideas generated by the stakeholders and community members and set the preferred direction of the Comprehensive Plan. Our team will brainstorm a possible vision statement and project goal ideas with the Steering Committee based upon the summary presentation of input received. This feedback will be used in Phase 3 to create vision, goals, and key recommendations for the plan.

TASK 2.7 / ENGAGEMENT REVIEW JOINT WORKSHOP WITH PLANNING COMMISSION AND CITY COUNCIL

Our team will conduct a workshop with the Planning Commission and City Council to review the community engagement findings and big ideas previously provided to the Steering Committee in Task 2.6.

PHASE 2 PROJECT DELIVERABLES:

- Project Website Launch
- Four (4) distinct public input opportunities, meeting the RFQ’s minimum open house/workshop requirement:
 - o (1) Public Visioning Workshop (formal open house)
 - o (1) Downtown Charrette (formal open house)
 - o (2) Special Community Events (pop-up booths, Box City, or youth workshop)
- Public & Stakeholder Engagement Presentations and Summary Report

PHASE 3: DRAFT PLAN + EVALUATION

TASK 3.1 / FUTURE LAND USE SCENARIOS

Working closely with City staff, our team will create a series of scenarios for future growth. These scenarios will present different development patterns, densities, transportation, and land use mixes. Our team will create maps that visualize the key concepts of each scenario and will summarize the likely development potential based on the results. Land use policies and urban design recommendations will further be crafted based on the results of this analysis and scenario planning.

TASK 3.2 / DEPARTMENT HEAD MEETING

Before the draft plan is finalized, we will hold a “reality check” session with City departments. We will review the Future Land Use scenarios against actual utility capacity and planned capital improvements to ensure our recommendations are fiscally responsible and physically possible to build.

TASK 3.3 / DRAFT PLAN

Our team will begin drafting the new plan. The exact chapters will be decided based on public input and coordination with City staff, however, at a minimum it will address the items listed in the RFP and cover the following topics: land use, transportation, housing, parks, recreation & trails, Safe Streets for All integration, downtown entertainment district, economic development, community facilities and character, infrastructure and utilities, energy plan, and an implementation strategy matrix. Draft plan sections will be sent to City staff for review and initial feedback prior to being shared with the Steering Committee and public.

TASK 3.4 / DRAFT PLAN REVIEW WITH STEERING COMMITTEE

Our team will present elements/chapters of the draft Comprehensive to the City staff and Steering Committee, record feedback and comments, and update and modify the

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drafts as requested. We anticipate three to four meetings with the Steering Committee to review the plan draft. (3 to 4 meetings, in-person)

TASK 3.5 / DRAFT PLAN PUBLIC OPEN HOUSE

Our team will present the draft Comprehensive Plan at a Public Open House to be held over an afternoon and evening utilizing story boards to explain the different plan elements and chapters. This draft will be posted to the online engagement site to allow for a public review and comment period.

TASK 3.6 / DRAFT PLAN JOINT WORKSHOP WITH PLANNING COMMISSION AND CITY COUNCIL

Our team will present an overview of the draft Comprehensive Plan update to the Planning Commission and City Council and provide a review of the public comments from the Public Open House and the general public comment period. Our team will record feedback and update and modify the draft as requested.

TASK 3.7 / PUBLIC COMMENT AND REVIEW PERIOD

A full copy of the draft plan will be uploaded to the project website. A follow-up survey or comment box will be created to collect comments about the draft. This feedback would be collected and recommended changes would be presented to City staff.

PHASE 3 PROJECT DELIVERABLES:

- Administrative Draft for staff review
- Public Review Draft

PHASE 4: FINAL DRAFT PLAN + ADOPTION

TASK 4.1 / FINAL DRAFT PLAN

The Consultant Team will prepare a final draft of the Comprehensive Plan and submit it to City staff for review and comment. We will address City staff comments and submit a revised final draft to City staff.

TASK 4.2 / PLANNING COMMISSION PUBLIC HEARING

The Consultant Team will attend the Planning Commission Public Hearing for the review and recommendation on the adoption of the Comprehensive Plan. We will present the Plan and will make subsequent revisions to the Plan as may be requested by the Commission and submit updated copies to City staff.



TASK 4.3 / CITY COUNCIL INFORMATIONAL PRESENTATION

The Consultant Team will attend the City Council meeting to present the plan as approved by the Planning Commission. We will assist the City staff with the presentation of the Plan and will make subsequent revisions to the Plan as may be requested by the Council and submit updated copies to City staff.

PHASE 4 PROJECT DELIVERABLES:

- Final Comprehensive Plan (PDF with searchable hyperlinks, InDesign, Excel, and 30 full-color bound copies)
- Maps and GIS Data (PDF, InDesign, and ArcGIS files in NAD83 State Plane Nebraska coordinate system)
- Executive Summary (maximum four pages)
- Implementation Matrix with responsible parties and timeframes (PDF and Excel)
- Existing Conditions Analysis Report (PDF)
- Public Engagement Summary Report (PDF)
- Presentation materials for adoption hearings (PPT and PDF)

PROPOSED PROJECT TIMELINE	MAY 2026	JUN 2026	JUL 2026	AUG 2026	SEPT 2026	OCT 2026	NOV 2026	DEC 2026	JAN 2027	FEB 2027	MAR 2027	APR 2027	MAY 2027	JUN 2027	JUL 2027
PHASE 1: RESEARCH + ANALYSIS (3 MONTHS)															
1.1 Project Pre-Kick-Off-Meeting with City Staff	●														
1.2 Public Outreach Plan	●●														
1.3 Project Branding			●●												
1.4 Kick-Off Meeting with Comprehensive Plan Steering Committee (sc#1)		●													
1.5 City Department Head Workshop		●													
1.6 Data Gathering and Existing Conditions Analysis		●●●													
1.7 Existing Conditions Analysis Review Meeting with Steering Committee (SC #2)			●												
1.8 Existing Conditions Analysis Review Joint Workshop with Commission and Council (JW#1)			●												
PHASE 2: PUBLIC & STAKEHOLDER ENGAGEMENT (3 MONTHS)															
2.1 Interactive Engagement Activities on Website				●											
2.2 Stakeholder Interviews + Focus Group (virtual)				●●											
2.3 Special Events (2 events)				●		●									
2.4 Downtown Charette					●										
2.5 Public Visioning Workshop					●										
2.6 Public & Stakeholder Engagement Review with Steering Committee (SC#3)						●									
2.7 Engagement Review Joint Workshop with Commission and Council (JW #2)						●									
PHASE 3: DRAFT PLAN + EVALUATION (6 MONTHS)															
3.1 Future Land Use Scenarios							●●								
3.2 Department Head Meeting								●							
3.3 Draft Plan								●●●●●●							
3.4 Draft Plan Review with Steering Committee (SC #4 - #6) (virtual)									●	●	●				
3.5 Draft Plan Public Open House												●			
3.6 Draft Plan Joint Workshop with Commission and Council(JW #3)												●			
3.7 Public Comment and Review Period												●●			
PHASE 4: FINAL PLAN + ADOPTION (3 MONTHS)															
4.1 Final Draft Plan													●●		
4.2 Planning Commission Public Hearing														●	
4.3 City Council Public Hearing															●

ANTICIPATED SUBCONSULTANTS AND THEIR ROLES

Our team brings together four firms with complementary strengths, each contributing a clearly defined role while working as one integrated planning team.

CONFLUENCE (LEAD CONSULTANT)

Confluence will manage the overall process, serve as the primary point of contact, and lead public engagement, future land use, housing, downtown revitalization, parks and recreation planning, and development of the Energy Plan element. We will assemble the full Comprehensive Plan document, ensuring all technical inputs are translated into a highly visual, accessible plan tailored to Blair's needs.

HOUSTON ENGINEERING (INFRASTRUCTURE & TRANSPORTATION)

Houston Engineering will provide technical review and recommendations related to water, wastewater, stormwater, and transportation systems. Their analysis will be closely coordinated with Confluence's land use and growth scenarios to ensure the plan's recommendations are physically feasible, financially grounded, and aligned with Blair's long-term capital planning efforts.

RAY PLANNING SOLUTIONS, LLC (BLIGHT, ECONOMIC DEVELOPMENT & ANNEXATION STRATEGY)

Jeff Ray will support the economic development and annexation components of the plan, helping the City articulate realistic growth boundaries, evaluate fiscal impacts, and strengthen Blair's position as a regional employment center. His expertise will be directly integrated into the Future Land Use Plan, downtown strategy, and implementation recommendations.

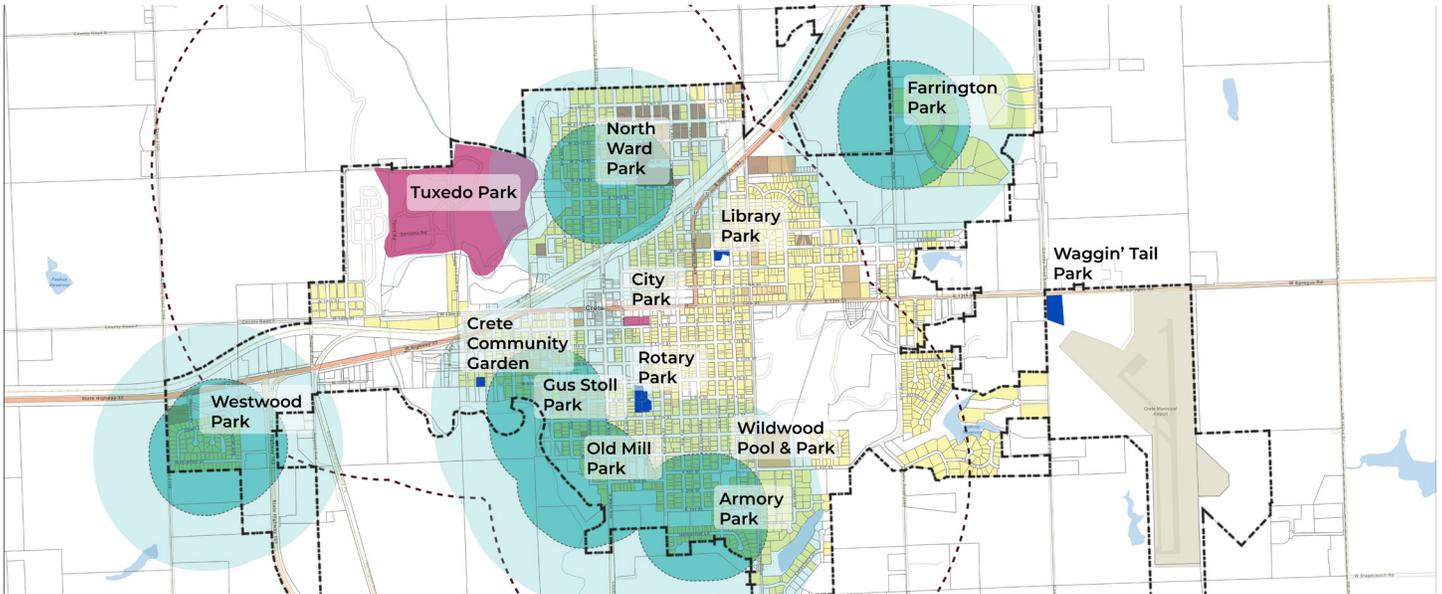
ETC INSTITUTE (STATISTICALLY VALID COMMUNITY SURVEY)

ETC will lead the statistically valid community survey to ensure Blair hears from a representative cross-section of residents. Their survey findings will feed into early visioning, the development of goals, and the draft plan scenario evaluation. Confluence will work closely with ETC to align survey timing, questions, and reporting with the overall engagement strategy.

TEAM INTEGRATION

We have worked together on projects across the region for years. While Confluence leads the process, our partners at Houston Engineering, Ray Planning Solutions, LLC, and ETC are integrated from day one. We stay synchronized through regular and frequent calls and shared digital workspaces, ensuring land use, infrastructure, and economics are woven together in real time. This long-standing partnership ensures Blair receives a seamless, "no-surprises" plan where every technical recommendation and public insight reinforces a single, cohesive vision.





CRETE COMPREHENSIVE PLAN

The Crete Comprehensive Plan laid out a vision to accomplish 20 big ideas to help implement the community vision for this growing rural community. Engagement and outreach featured bilingual translation to reach Crete’s diverse community.

The Crete Comprehensive Plan centered around the goal of identifying a community vision that helps support the furtherance of Crete being a community to live in, to work in, and to grow in. These three core aspirations are centered around twenty big ideas that were identified based on the analysis of the existing conditions and public engagement. These twenty big ideas are a mix of specific action steps the City can accomplish, as well as overall policies and goals for which to aspire. Many of these big ideas revolve around embracing and celebrating Crete’s growing diversity as well as creating a more unified and even lived experience in Crete through addressing connectivity gaps, reducing the impact of negative externalities, and housing improvements. Crete leadership and staff knew bilingual engagement would be a critical component of forming a community vision and support for the new plan. Therefore, a driving force behind the engagement was to offer a community visioning workshop with both a presentation and engagement material that was bilingual in English and Spanish.

The relevance of Crete Comprehensive plan to the City of Blair’s Comprehensive Plan has many overlapping details of Scope and Deliverables. Crete had a very extensive amount of Public Engagement to give the community thoughtful deliverables. These deliverables were: Key Housing Considerations, Existing Housing Conditions, Parks and Recreation Future Park Demand and Existing Conditions, Connectivity Master Plan, Strategic Opportunities for Downtown, Funding Economic Development Plan, Transportation Existing Conditions, Public Transportation Future Streets Plan, and a Future Land Use Plan.

PROJECT DETAILS

Location

Crete, Nebraska

Client

City of Crete, Nebraska

Size

~3.85 sq. miles
7,462 population

Reference

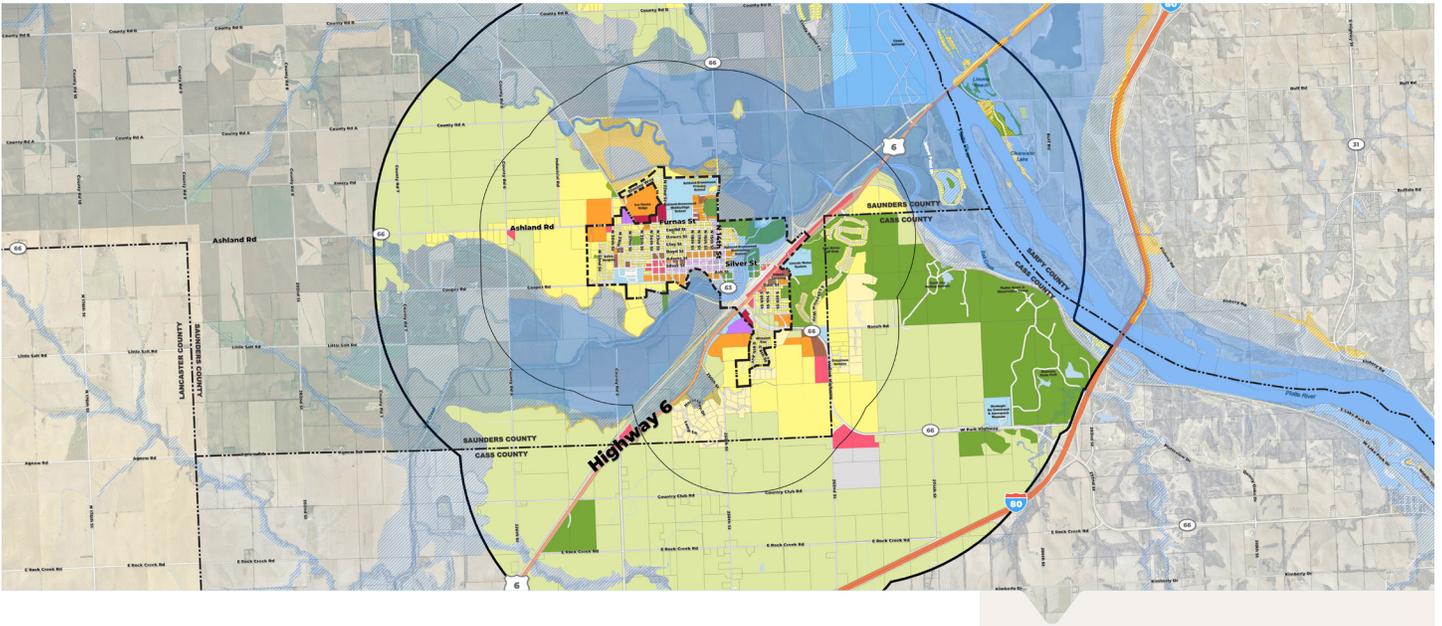
Tom Ourada, City Administrator
City of Crete
tom.ourada@crete.ne.gov
402.826.4312

MY VISION FOR HOUSING IN CRETE...

TO HAVE A CITY WITH
ALL PROPERTIES WELL KEPT,
ALONG WITH NEW ADDITIONS,
WITH MULTIPLE LEVEL PRICE POINTS, AVAILABLE

- DALE STREHLE





ASHLAND 2035 COMPREHENSIVE PLAN

Confluence led the production of a long-range comprehensive plan for the City of Ashland.

The City of Ashland is a growing community situated between the Omaha and Lincoln Metro Areas. The community is home to a number of historic, natural, and recreational amenities, including the Saline Ford Crossing, providing a strong local economy and creating a unique sense of small-town feel for Ashland. The City needed an updated comprehensive plan to help guide future growth and priorities over the next 10 years to maintain the community's character and feel. Recommendations in the Plan range from detailed strategic opportunity mapping, to continued best practices and policies to maintain the community's unique sense of place and small-town feel. A variety of public engagement and outreach methods, including hosting Public Workshops, Public Open Houses, and an Interactive Engagement Website to give residents a voice in shaping the vision for the future. In addition, Confluence attended community hosted events such as Stirrup Days to further reach community members. The public input collected at these events were then used to help shape the vision for Ashland's Future.

The plan for Ashland Comprehensive Plan is still in its drafting period and is anticipated to be adopted in April of 2026. **This effort is similar to Blair's** in that the community is striving to protect its small-town identity while navigating the unique challenges of an "edge" community. Nestled on the outskirts of the Omaha metro, they face constant development pressure and must proactively manage growth to ensure it enhances, rather than erodes, their local character

PROJECT DETAILS

Location

Ashland, Nebraska

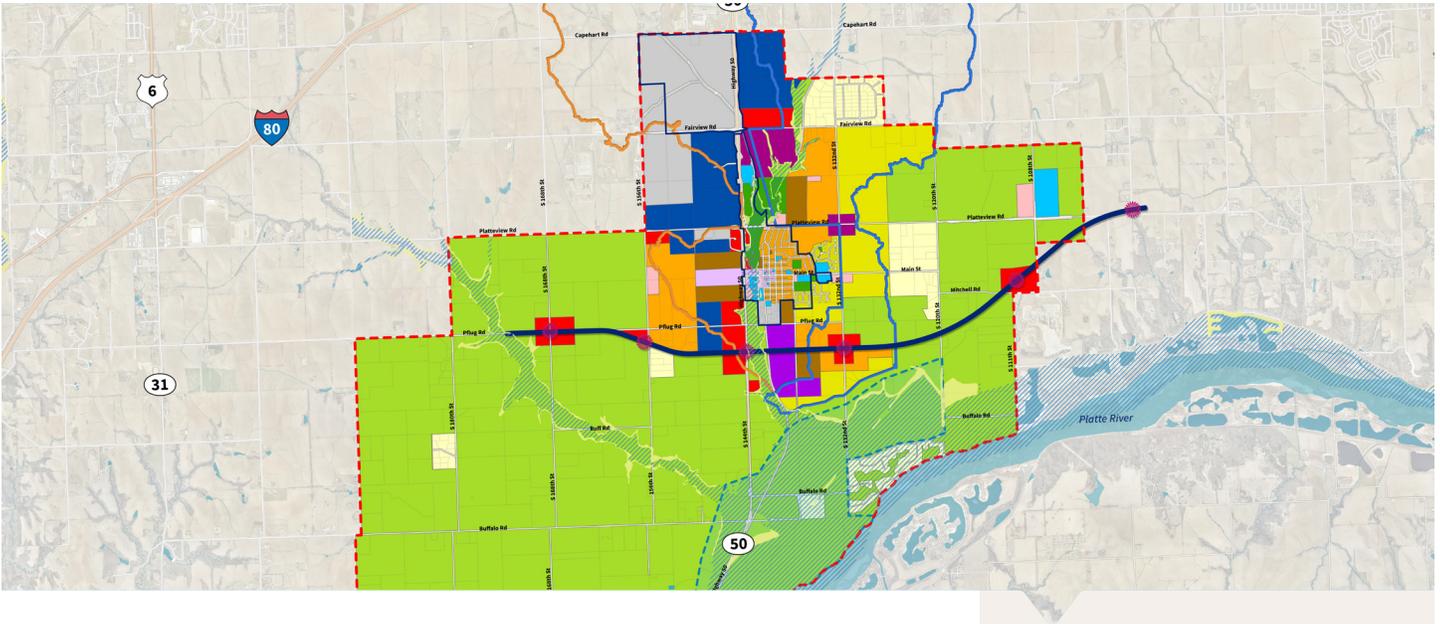
Client

City of Ashland

Reference

Bill Krejci
Zoning and Building Official,
City of Ashland, Nebraska
402.944.3387
ashlandzoning@ashland-ne.com





SPRINGFIELD 2050 COMPREHENSIVE PLAN

Confluence led a team alongside JEO Consulting Group to plan for future growth and development in the City of Springfield with the production of a long-range Comprehensive Plan.

Springfield, Nebraska, is a growing community within the Omaha Metro Area. With strong economic development activity, the City recognized the need for a comprehensive planning effort to guide future growth and community initiatives through 2050, providing the framework for growth prioritization and decision-making. The Plan highlights numerous recommendations throughout its 195 pages, compiled for ease of reference in a summary matrix showcasing goals, policies, and action items, each of which is further identified according to its prioritization level. Branding and marketing items developed by the Confluence-led team will help distinguish the Plan, as well as the community, from others.

Confluence worked closely with the City of Springfield to ensure adherence to comprehensive planning requirements established by the State of Nebraska.

This project is similar to Blair's in that the City needed a clear, data-driven strategy for residential growth. We helped them define the specific densities and locations for new housing, giving the Planning Commission and City Council the tools to confidently evaluate development proposals. By establishing clear standards for everything from low-density rural estates to more compact neighborhoods, we ensured the community could protect its resources and maintain its character while still meeting housing demand.

The Springfield 2050 Comprehensive Plan can be accessed at the link below:
<http://books.thinkconfluence.com/books/vfwa/>

PROJECT DETAILS

Location

Springfield, Nebraska

Client

City of Springfield

Reference

Kathleen Gottsch
 City Administrator, City Treasurer
 City of Springfield, Nebraska
 402.253.2204
 kathleen@springfieldne.org





BUILDING BONDURANT COMPREHENSIVE PLAN

The City has booming light industrial and residential growth, and this plan was created to help the community plan for growth while retaining its hometown feel.

Bondurant is a historic railroad town outside of Des Moines, Iowa, that has seen a significant uptick in light industrial and population growth following the selection of the community for the region's two Amazon logistic facilities. Alongside this new growth and opportunity are a series of quaint and historic core neighborhoods and a small downtown with a significant and unique opportunity for expansion due to a soon-to-be abandoned co-op grain elevator facility. The community wants to protect its history and hometown feel while also allowing thoughtful new growth opportunities in the emerging east side of the Des Moines region. The new Comprehensive Plan, entitled Building Bondurant, provides a thoughtful set of strategies to allow for expanded housing choice and commercial and industrial development with an overarching theme of community character preservation.

The relevance of Bondurant's Comprehensive plan to the City of Blair's

Comprehensive Plan is that both plans require a Plan Horizon Year. Additionally, Bondurant's Comprehensive plan included: Public Engagement that was imperative to the Comprehensive Plan. A Community Profile, consisting of population changes, Demographics, Housing tenure + Household size, Floodplain Areas, Wetland Areas, and Jobs in the area. Additionally, a Future Land Use Plan was included with Infrastructure analysis, Streets Master Plan, Natural Resources, Housing Considerations, and Infrastructure considerations. Also, the Housing and Neighborhood Improvement Plan and the Economic Development plan. Lastly, a Downtown Revitalization Plan, a Natural Resource Plan with Sustainability themes, and a Parks and Recreation Plan. Bondurant is also similarly sized in population as to Blair.

A copy of the approved plan can be found at this link:
<http://books.thinkconfluence.com/books/nqto>

PROJECT DETAILS

Location

Bondurant, Iowa

Client

City of Bondurant, Iowa

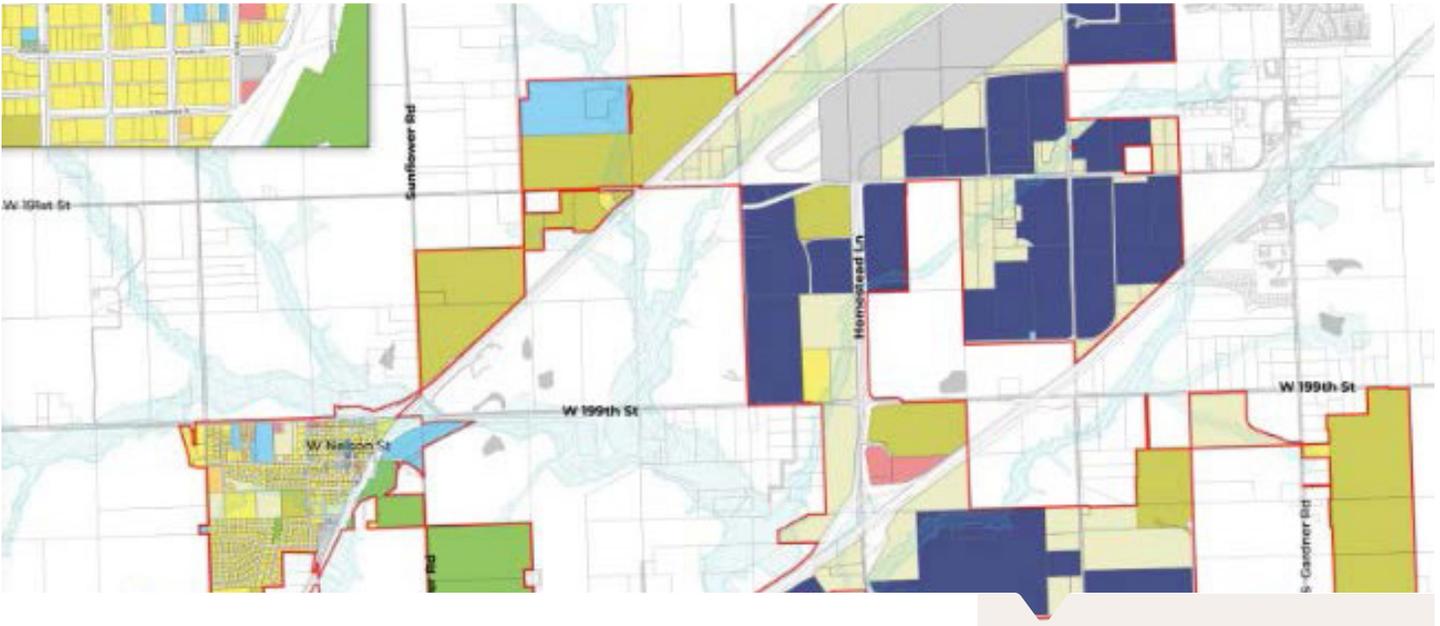
Size

~9.1 sq. mi
8,035 population

Reference

Marketa Oliver, City Administrator
City of Bondurant
moliver@cityofbondurant.com /
515.967.2418





ENVISION EDGERTON COMPREHENSIVE PLAN

Confluence helped to create a vision for growth and development of this growing industrial and residential hub on the edge of the Kansas City metropolitan area.

Confluence led the team effort to complete an update to Edgerton, Kansas's comprehensive plan, titled Envision Edgerton. Edgerton is a historic community on the edge of the booming and affluent Johnson County, Kansas. A large logistics park built along the railroad that cuts through Edgerton started a wave of industrial development in Edgerton and the surrounding area. This planning effort sought to identify ways to support continued growth and development of this important tax and employment land, while also expanding the residential population of Edgerton. Special attention was given to the historic core of Edgerton with strategies identified as to how the downtown can be enhanced and expanded upon. A detailed housing gap analysis was used to identify specific price range of homes the community should aim to attract based on the actual household incomes present in the community and expected household demand growth identified with population projections.

Similarly to City of Blair wanting a Horizon Year plan, that is exactly what was given to Edgerton. Envision Edgerton focuses on Future Land-Use Plan, Downtown Revitalization, Housing Diversity, Business and Economic Growth, Existing Community Facility and Infrastructure, Potential Infrastructure plan. Edgerton is also an edge community to larger metropolitan area experience growth and development pressures.

A copy of the Comprehensive Plan can be found at this link:
<http://books.thinkconfluence.com/books/ozja>

PROJECT DETAILS

Location

Edgerton, Kansas

Client

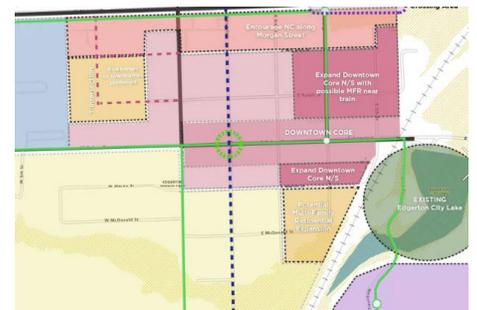
City of Edgerton, Kansas

Size

1,718 (2023) Population
 7.39 sq miles

Reference

Zach Moore
 Development Services Director
 City of Edgerton
zmooreEdgertonks.org
 913.893.6231





TOM OURADA | CRETE, NEBRASKA

City Administrator
402.825.4312 / tom.ourada@crete.ne.gov



BILL KREJCI | ASHLAND, NEBRASKA

Building / Zoning Official
402.944.3387 / ashlandzoning@ashland-ne.com



KATHLEEN GOOTSCH | SPRINGFIELD, NEBRASKA

City Administrator / Treasurer
402.253.2204 / kathleen@springfieldne.org



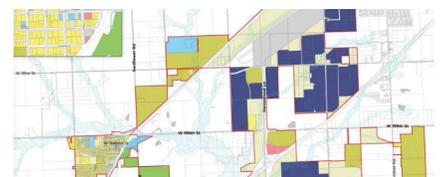
MARKETERA OLIVER | BONDURANT, IOWA

City Administration
515.967.2418 / moliver@cityofbondurant.com



ZACH MOORE | EDGERTON, KANSAS

Development Services Director
913.893.6231 / zmooreEedgertonks.org





We have read the Insurance Conditions outlined in the Request for Qualifications/Proposal. Confluence and our partners, Houston Engineering Inc, Ray Planning Solutions, LLC and ETC Institute, will comply with the request to procure professional liability insurance policies, including general liability, motor vehicle damage and injuries, and other insurance as necessary to protect the City of Blair, Confluence, and our partners' interests.

Currently, Confluence carries insurance of the following kinds and in the following amounts, and have included Certificates of Insurance as requested:

Professional liability: \$5,000,000 per claim / \$5,000,000 aggregate
 Commercial general liability: \$1,000,000 each occurrence / \$2,000,000 aggregate
 Comprehensive automobile liability: \$1,000,000 combined single limit
 Umbrella liability: \$3,000,000 each occurrence / \$3,000,000 aggregate
 Drone Aviation Liability: \$1,000,000 per claim
 Worker's compensation: \$2,000,000 per claim / \$2,000,000 policy limit



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
05/13/2025

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IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER North Risk Partners 1045 76th Street, STE 4000 West Des Moines IA 50266	CONTACT NAME: Chad Nelson PHONE (A/C, No, Ext): (515) 327-8450 FAX (A/C, No): (515) 327-8457 E-MAIL ADDRESS: chad.nelson@northriskpartners.com <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; border: none;">INSURER(S) AFFORDING COVERAGE</td> <td style="text-align: center; border: none;">NAIC #</td> </tr> <tr> <td style="border: none;">INSURER A : United Fire & Casualty Company</td> <td style="border: none;"></td> </tr> <tr> <td style="border: none;">INSURER B : American Alternative Insurance Corporation</td> <td style="border: none;">19720</td> </tr> <tr> <td style="border: none;">INSURER C :</td> <td style="border: none;"></td> </tr> <tr> <td style="border: none;">INSURER D :</td> <td style="border: none;"></td> </tr> <tr> <td style="border: none;">INSURER E :</td> <td style="border: none;"></td> </tr> <tr> <td style="border: none;">INSURER F :</td> <td style="border: none;"></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : United Fire & Casualty Company		INSURER B : American Alternative Insurance Corporation	19720	INSURER C :		INSURER D :		INSURER E :		INSURER F :	
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INSURER D :															
INSURER E :															
INSURER F :															
INSURED Confluence Inc 525 17th St Des Moines IA 50309															

COVERAGES **CERTIFICATE NUMBER:** 25-26 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS								
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			60544758	05/08/2025	05/08/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$								
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY <input type="checkbox"/> AUTOS ONLY			60544758	05/08/2025	05/08/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$								
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 0			60544758	05/08/2025	05/08/2026	EACH OCCURRENCE \$ 3,000,000 AGGREGATE \$ 3,000,000 \$								
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N	N / A				<table style="width: 100%; border: none;"> <tr> <td style="border: none;">PER STATUTE</td> <td style="border: none;">OTH-ER</td> </tr> <tr> <td style="border: none;">E.L. EACH ACCIDENT</td> <td style="border: none;">\$</td> </tr> <tr> <td style="border: none;">E.L. DISEASE - EA EMPLOYEE</td> <td style="border: none;">\$</td> </tr> <tr> <td style="border: none;">E.L. DISEASE - POLICY LIMIT</td> <td style="border: none;">\$</td> </tr> </table>	PER STATUTE	OTH-ER	E.L. EACH ACCIDENT	\$	E.L. DISEASE - EA EMPLOYEE	\$	E.L. DISEASE - POLICY LIMIT	\$
PER STATUTE	OTH-ER														
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E.L. DISEASE - POLICY LIMIT	\$														
B	Aviation			9003751	05/08/2025	05/08/2026	Liability - Occurrence \$1,000,000								

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Hired Physical Damage - \$50,00 minus \$500 Comp Deductible and \$500 Collision Deductibles

CERTIFICATE HOLDER Proof Of Insurance	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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CERTIFICATE OF LIABILITY INSURANCE

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8/28/2025

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PRODUCER Holmes Murphy & Associates 2727 Grand Prairie Parkway Waukee IA 50263	CONTACT NAME: Jeannette Parrott PHONE (A/C, No, Ext): _____ FAX (A/C, No): _____ E-MAIL ADDRESS: jparrott@holmesmurphy.com <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; border: none;">INSURER(S) AFFORDING COVERAGE</td> <td style="text-align: center; border: none;">NAIC #</td> </tr> <tr> <td style="border: none;">INSURER A : XL Specialty Insurance</td> <td style="border: none;">37885</td> </tr> <tr> <td style="border: none;">INSURER B :</td> <td style="border: none;"></td> </tr> <tr> <td style="border: none;">INSURER C :</td> <td style="border: none;"></td> </tr> <tr> <td style="border: none;">INSURER D :</td> <td style="border: none;"></td> </tr> <tr> <td style="border: none;">INSURER E :</td> <td style="border: none;"></td> </tr> <tr> <td style="border: none;">INSURER F :</td> <td style="border: none;"></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : XL Specialty Insurance	37885	INSURER B :		INSURER C :		INSURER D :		INSURER E :		INSURER F :	
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INSURER D :															
INSURER E :															
INSURER F :															
INSURED Confluence, Inc. 525 17th Street Des Moines, IA 50309	CONPC														

COVERAGES **CERTIFICATE NUMBER:** 1206646247 **REVISION NUMBER:**

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INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: _____						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ _____ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ _____ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED _____ RETENTION \$ _____						EACH OCCURRENCE \$ AGGREGATE \$ _____ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y <input type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability (Claims-Made Policy)			DPR5047695	9/4/2025	9/4/2026	Per Claim Aggregate 5,000,000 5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER Confluence, Inc. 525 17th Street Des Moines IA 50309 USA	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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