



Response to Request for Qualifications for

Comprehensive Plan Consulting Services

City of Blair | March 6, 2026



JEO CONSULTING GROUP, INC.

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Omaha, NE 68154

Alyssa Vaughan

Project Manager

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March 6, 2026

City of Blair
Attn: Mr. Aaron Barrow
218 S 16th Street
Blair, NE 68008

RE: Comprehensive Plan Consulting Services | City of Blair, Nebraska

Dear Mr. Barrow and Selection Committee Members:

Our planning philosophy for the City of Blair (the City) is simple—deliver an updated Comprehensive Plan that is rooted in meaningful public engagement, grounded in data, and most importantly, implementable.

Blair stands at a pivotal moment—balancing its role as a regional employment center with the opportunity to expand housing, commercial reinvestment, and downtown vitality. The JEO Consulting Group, Inc. (JEO) and WSP team understands this dynamic and is committed to guiding a planning process that aligns growth with infrastructure capacity, workforce housing needs, and the community’s long-term vision.

Trusted partner. JEO has been a trusted partner to the City of Blair for nearly two decades. Our team is deeply invested in this community; not just for the duration of this project, but for the long term. We are committed to remaining a reliable partner as Blair plans for its future, building upon the success of this Comprehensive Plan and supporting its implementation in the years ahead. Our familiarity with the City’s infrastructure, development patterns, and community priorities allows us to provide continuity, institutional knowledge, and steady guidance at every stage.

Commitment to inclusive community engagement. This document will be more than a comprehensive plan, it will be a community-driven roadmap for the next 20 years. We will engage early and often through monthly steering committee meetings, ward-based public workshops, focus groups representing diverse populations, and a statistically valid community survey targeting at least 1,000 responses. A mobile-friendly online engagement platform will make sure every resident has an opportunity to participate. Our goal is simple: make sure all voices are heard and reflected in the final plan.

One team, two plans. JEO, in partnership with WSP, is also submitting on the City’s Safe Streets for All (SS4A) Comprehensive Safety Action Plan (CSAP). By selecting one integrated team for both efforts, Blair benefits from coordinated data collection, streamlined engagement, and aligned policy direction—coordinating land use, transportation safety, infrastructure planning, and downtown development work together seamlessly. This approach provides efficiency and cost savings, while allowing each plan the dedicated attention it deserves.

We are ready to help shape the future of Blair through thoughtful conversations, strategic analysis, and meaningful, achievable projects. We are looking forward to planning for a better Blair, together. Feel free to contact me at 402.964.3965 or avaughan@jeo.com with any questions you may have.

Sincerely,

ALYSSA VAUGHAN
Project Manager
JEO Consulting Group, Inc.

VIV NOVOTNY
Client Liaison
JEO Consulting Group, Inc.

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Firm Organization

At JEO Consulting Group, Inc., we help communities thrive.

Since 1937, we've built a reputation on forging lasting partnerships with clients to help them—and our communities—succeed.

Today, JEO is an S-Corporation with more than 400 people in 16 offices, and after almost 90 years, we're still known for treating our clients and employees like family.

Through engineering, architecture, surveying, planning, community engagement, environmental sciences, funding, and construction services, we excel in providing long-term solutions for our clients.



-  **Aquatics and Recreation**
-  **Power and Electric**
-  **Architecture**
-  **Project Visualization**
-  **Construction Services**
-  **Site Civil**
-  **Environmental Science**
-  **Surveying and Geospatial**
-  **Funding Support**
-  **Traffic and Technology**
-  **GIS Mapping**
-  **Transportation**
-  **Landscape Architecture**
-  **Water and Wastewater**
-  **Planning and Engagement**
-  **Water Resources**

CORPORATE OFFICE
JEO Consulting Group, Inc.
 1937 N Chestnut Street
 Wahoo, NE 68066

SUBMITTING BRANCH OFFICE
Ann Nissen, PE (Branch Manager)
 11213 Davenport Street, Suite 200
 Omaha, NE 68154

Organizational Chart

While this team will lead all efforts within the Comprehensive Plan, JEO and WSP have additional technical staff available to review and provide expertise on all elements within the plan.

JEO will lead the overall planning efforts, community engagement processes, and plan development. WSP will lead the transportation element of the plan, including the multimodal transportation network analysis, as well as any SS4A CSAP integration.

The proposed organizational chart for this project is below, along with resumes of key team members on the following pages, showcasing their experience.



KEY TEAM MEMBERS

Planning Process

- Kristen Ohnoutka, AICP, CNU-A *(lead)*
- Karl Dietrich, AICP
- Ruva Tsoka, AICP

Public Engagement

- Alyssa Vaughan *(lead)*
- Samantha Huebner, PMP

Transportation Element and SS4A Plan integration

- Tim Adams, PE, PTOE, RSP1 *(lead)*¹
- Joshua Boehm, AICP¹
- Jared Gulbranson, AICP, PMP¹

Planning Document Development

- Kari Slattery

Subconsultant

1: WSP



PARTNERSHIP SET FOR SUCCESS

The JEO and WSP team is submitting on the SS4A CSAP—same project manager, same community engagement support, same subconsultant team. Providing a consistent team to the City means a more efficient process and one-stop shop for two of the City’s guiding planning documents.

This team has successfully worked together previously on other planning projects. A recent example is the Omaha Vision Zero Action Plan, which was successfully adopted by the City of Omaha in November 2023. For the effort, the team won an American Planning Association—Nebraska Chapter Planning Excellence Award.

Resumes



Alyssa Vaughan

✉ avaughan@jeo.com

📍 Omaha, Nebraska

PROJECT ROLE

Project Manager
Public Engagement Lead

SPECIALTY

Public Engagement

EDUCATION

M.P.S., Strategic Public Relations,
2018

George Washington University

B.A., Communications-Radio/TV,
2011

*Stephen F. Austin State
University*

TRAINING

International Association of
Public Participation (IAP2)

Technology of Participation (ToP)

INDUSTRY TENURE

13 Years

JEO TENURE

6 Years

Alyssa has extensive experience serving as a senior public involvement specialist on a wide range of projects, from high-profile transportation construction to municipal quality of life improvements. With her communication-focused education and extensive industry experience, Alyssa can accurately communicate complex projects in a relatable way to the general public and uses her skillset to coordinate and cultivate public outreach teams to positively build relationships among technical staff, clients, stakeholders, and community leaders.

PROJECT EXPERIENCE

Vision Zero Omaha Action Plan, Omaha, Nebraska

Alyssa assisted the City of Omaha in developing the Omaha Vision Zero Action Plan. Alyssa, the lead community engagement specialist, was responsible for developing the Vision Zero branding, managing local outreach initiatives, creating the plan document, and collaborating with City staff to integrate Vision Zero with Public Works child brands like Keep Omaha Moving, Omaha Stormwater, and Park Omaha. The goal of this plan was to maximize the City's potential to reduce the number of fatalities and severe injuries down to zero for drivers, walkers, and bicyclists alike.

ConnectOmaha: Active Mobility Plan, Omaha, Nebraska

The ConnectOmaha: Active Mobility Plan plan builds upon past planning efforts, public input, safety analysis, and a detailed assessment of facility opportunities and needs to develop a community-wide prioritized project list. JEO was a subconsultant to Landis-Evans for the project. As the community engagement lead, Alyssa assisted in creating a public involvement action plan, designed public meeting collateral, executed public meetings, and hosted many pop-up events to connect with the public.

ADDITIONAL EXPERIENCE

- Ames Avenue Safety Project, NDOT, Omaha, NE
- US85 Corridor Study, I-90 to Deadwood, SDDOT, Spearfish/Deadwood, SD
- US14A/SD34 Corridor Study, SDDOT, Sturgis, SD
- Downtown Infrastructure Reconstruction Master Plan, Sioux City, IA
- Aquatic Study, Papillion, NE





Kristen Ohnoutka

AICP, CNU-A

✉ kohnoutka@jeo.com

📍 Lincoln, Nebraska

PROJECT ROLE

Planning Process Lead

SPECIALTY

Community Engagement and Planning

EDUCATION

Master of Community and Regional Planning, 2021

University of Nebraska

B.S., Communications, 2018

Wayne State College

CERTIFICATION

American Institute of Certified Planners

Congress for the New Urbanism Accreditation

INDUSTRY TENURE

6 Years

JEO TENURE

4 Years

Kristen is a dedicated community planner with over four years of experience on JEO's Planning and Engagement team. During this time, she has assisted multiple communities in developing comprehensive plan updates, strategic plans, and downtown master plans emphasizing her passion for building relationships and collaborating on envisioning their future. Kristen's background in communications complements her expertise in community planning, enabling her to facilitate meaningful conversations while offering industry-specific insights.

PROJECT EXPERIENCE

Comprehensive Plan Update, Lexington, Nebraska

Kristen was a planner on the JEO team who partnered with the City of Lexington to update its Comprehensive Plan, building on the original 2013 plan in response to community growth and changing demographics. Since the previous plan, Lexington experienced population growth, added over 500 housing units, and completed numerous infrastructure improvements, prompting the City to pursue an ambitious strategy for continued development. JEO focused on housing expansion, infrastructure improvements, and utility growth while developing an innovative population projection methodology that established four growth scenarios linked to housing production targets through 2030 and 2040. This flexible framework allows the City to balance aggressive development with sustainable growth while supporting its expanding and diverse population. The project's forward-thinking planning approach resulted in the Lexington Comprehensive Plan receiving the 2024 Implementation Award from the Nebraska Chapter of the American Planning Association.

Strategic Plan, Gretna, Nebraska

Kristen has been a public involvement specialist and facilitated workshops annually to update the City of Gretna's strategic plan. The workshops aim to provide Gretna City leaders with a road map for developing the annual budget and capital improvements program. These annual goal-setting sessions have been intentionally tailored to assist City leaders in developing a future focus, discussing issues and opportunities facing the community, setting strategic directions, and determining priorities.

ADDITIONAL EXPERIENCE

- Strategic Plan, St. Joseph, MO
- SS4A Safety Action Plans, Beatrice, Gering, and Fremont, NE, and Sturgis, SD
- Transportation Master Plan, Ankeny, IA





Tim Adams

PE, PTOE, RSP1

✉ Timothy.Adams@wsp.com

📍 Omaha, Nebraska

PROJECT ROLE

Transportation Element and SS4A Plan integration Lead

SPECIALTY

Transportation

EDUCATION

M.S., Civil Engineering, 2019
University of Nebraska

B.S., Civil Engineering, 2016
University of Nebraska

REGISTRATION

Professional Engineer:
NE

Professional Traffic Operations
Engineer

Roadway Safety Professional -
Level 1

INDUSTRY TENURE

10 Years

WSP TENURE

4 Years

Tim is an engineer, transportation professional, and safety leader. He is passionate about creating streets and spaces that increase the quality of life, economic vitality, and safety of those living along them. Tim is a safety and traffic subject matter expert in Nebraska and beyond. He has a bachelor's and master's degree in civil engineering from the University of Nebraska - Lincoln. He has worked on many projects, from corridor traffic studies to city-wide safety plans and his experience includes working in both the public and private sectors. Tim is committed to working with communities to develop transportation systems that meet their unique needs and help them achieve their goals.

PROJECT EXPERIENCE

Ames Avenue Safe Mobility Recovery Plan PEL Study, Omaha, Nebraska

Tim is the corridor safety lead for this study that involves a road safety audit and needs assessment to support corridor study elements, including community engagement and traffic evaluation. The implementation of recommendations will span multiple years and provide solutions to one of the most dangerous corridors in Omaha.

Council Bluffs Engineering On-Call, Council Bluffs, Iowa

Tim is a project manager for WSP who supports Council Bluffs with traffic operations and transportation planning. Recently, WSP helped the City secure an SS4A grant to conduct traffic calming and speed management studies, implement quick-build projects, and assess connecting a multi-use trail to downtown.

Lincoln Vision Zero Action Plan, Lincoln, Nebraska

Tim is the data and plan development lead for the Lincoln Vision Zero Action Plan. The City of Lincoln has embraced the Vision Zero initiative, a global movement to eliminate all traffic fatalities and severe injuries. This project integrated comprehensive data analysis and local policy insights to tailor safety improvements that resonate with Lincoln's unique challenges and landscapes.

ADDITIONAL EXPERIENCE

- MAPA SS4A, Omaha, NE
- USDOT, Thriving Communities – Complete Transit Oriented Neighborhoods, Omaha, NE
- A Street Corridor Study, Lincoln, NE





Karl Dietrich

AICP



Karl is an experienced planner and project manager with a strong background in community-based planning initiatives throughout the Midwest. His work emphasizes integrating data, maps, and community input to create clear, actionable planning strategies. As a certified planner, Karl brings a strategic, solutions-focused approach to every project, ensuring plans are both practical and aligned with long-term community goals.

PROJECT EXPERIENCE

- Housing Study Update, Wahoo, NE
- Lexington Comprehensive Plan, Lexington, NE
- Workforce Housing Revitalization Plan, Six Regions, One Nebraska, Mid-Plains Community College Region, NE
- Housing Analysis, Six Regions, One Nebraska, Northeast Region, NE
- Aurora Blight Study, Aurora, NE



PROJECT ROLE

Planning Process Support

SPECIALTY

Community-Based Planning

EDUCATION

Master of Community and Regional Planning, 2018
University of Nebraska

B.S., Natural Resources and Environmental Economics, 2012
University of Nebraska

CERTIFICATION

American Institute of Certified Planners

TENURE

Industry: 13 Years
JEO: 8 Years

OFFICE LOCATION

Lincoln, Nebraska



Ruva Tsoka

AICP



Ruva has five years of experience in community development and engagement. As a community planner, she has collaborated with community members and organizations throughout her professional career to establish projects from youth programming to boosting housing quality and quantity. As someone passionate about all-encompassing engagement strategies, Ruva practices problem-solving through a lens that recognizes and supports people as best possible regardless of background.

PROJECT EXPERIENCE

- Workforce Housing Revitalization Plan, Six Regions, One Nebraska, Mid-Plains Community College Region, NE
- Housing Study Update, Wahoo, NE
- Housing Conditions Study, Fremont, NE
- Housing Study, Crete, NE



PROJECT ROLE

Planning Process Support

SPECIALTY

Community-Based Planning

EDUCATION

Master of Community and Regional Planning, 2024
University of Nebraska

Graduate Certificate, Urban Design

B.A., Global Studies, 2020
University of Nebraska

CERTIFICATION

American Institute of Certified Planners

TENURE

Industry: 5 Years
JEO: 2 Years

OFFICE LOCATION

Omaha, Nebraska



Samantha Huebner

PMP



PROJECT ROLE

Public Engagement Support

SPECIALTY

Community Engagement

EDUCATION

Master of Community and Regional Planning, 2020
University of Nebraska

Graduate Certificate, Public Management

B.S., Design, 2013
University of Nebraska

CERTIFICATION

Project Management Professional Certification

TENURE

Industry: 10 Years

JEO: 1 Year

OFFICE LOCATION

Lincoln, Nebraska

Samantha is a community engagement specialist and planner with extensive experience working with communities on design and planning projects. She thrives on collaboration and is guided by a passion for authentic connection, working to build trust and strengthen relationships. Samantha develops and facilitates outreach strategies tailored to what works best for both the community and the specific project, aligning each effort with the community's unique character, priorities, and communication style, as well as the project's goals and requirements. Her inclusive and adaptable approach facilitates meaningful participation, fosters engagement, and supports informed, community-driven decision-making.

PROJECT EXPERIENCE

- Comprehensive Safety Action Plan, Waverly, NE
- SS4A Safety Action Plan, Beatrice, NE
- Safe Streets Lincoln - Vision Zero Action Plan, Lincoln, NE



Kari Slattery



PROJECT ROLE

Planning Document Development

SPECIALTY

Graphic Design

EDUCATION

B.A., Graphic Design and Art, 2007

Briar Cliff University

TENURE

Industry: 18 Years

JEO: 5 Years

OFFICE LOCATION

Omaha, Nebraska

Kari is an information and graphics designer with 18 years of experience in the engineering and finance industries. She has a wide range of skills that include print and digital design, data visualization, illustration, branding, video editing, and animation. She has an artistic eye and a passion for organization, efficiency, and attention to detail, and has a talent for problem-solving and processing information into visually effective communications. Throughout her past work experience, Kari has been a graphic designer, a multimedia specialist, and a creative manager, allowing her to be a versatile creative asset to project teams.

PROJECT EXPERIENCE

- Long-Range Transportation Plan, Topeka, KS
- MoPac East Trail Connection Study, Cass County, NE
- Public Involvement Style Guide Development, NDOT
- Public Involvement, 2020 Construction Project Engineering, Lincoln, NE



Joshua Boehm

AICP



PROJECT ROLE

Transportation Element Support

SPECIALTY

Transportation Planning

EDUCATION

B.A., Urban Planning and Design, Economics, 2013
University of Missouri- Kansas City

CERTIFICATION

American Institute of Certified Planners

TENURE

Industry: 13 Years
WSP: 4 Years

OFFICE LOCATION

Kansas City, Missouri

Joshua is an urban planner and data scientist using his skills to help clients make better decisions about infrastructure priorities. His experience as a planner in both the public and private sectors, as well as a solution architect for a government technology start-up, allows him to bring domain experience in transportation planning and practical experience in data science. His advanced data-wrangling skills and reproducible approach to data analysis help efficiently produce analyses through multiple project phases, no matter the complexity of underlying data sources. Joshua lives car-free and takes an interest in reducing automobile dependency and creating safer streets for all road users.

PROJECT EXPERIENCE

- Spirit Playbook Comprehensive Plan, Kansas City, MO
- Reconnecting the Westside, Kansas City, MO
- Missouri River Trail North Feasibility Study, MARC, MO



Jared Gulbranson

AICP, PMP



PROJECT ROLE

Transportation Element Support

SPECIALTY

Transportation Planning

EDUCATION

M.S., Public Administration, 2008
University of Missouri-Kansas City

B.S., Political Science and Communication Studies, 2003
University of Iowa

CERTIFICATION

American Institute of Certified Planners

Project Management Professional (PMP) Certification

TENURE

Industry: 18 Years
JEO: 12 Years

OFFICE LOCATION

Lenexa, Kansas

Jared is a lead planner and project manager in WSP's Lenexa, Kansas, office. He provides planning expertise and innovative solutions to public transit and other transportation challenges. Jared's transit planning expertise includes transit operations and capital facilities planning, short and long-range transit planning, comprehensive operations analysis, major transit corridor analysis, bus rapid transit and fixed guideway planning, intergovernmental relations and coordination, public engagement, federal grant writing, and performance monitoring and measurement. He is an accomplished project manager and has led multiple transit planning projects throughout the Midwest.

PROJECT EXPERIENCE

- Comprehensive Plan, Iowa City, IA
- Spirit Playbook Comprehensive Plan, Kansas City, MO
- Johnson County Expanded Transit (JET), KCATA, Johnson County, KS

Conflict of Interest and Disclosure

JEO, in partnership with WSP, affirms that no actual, potential, or perceived conflicts of interest exist in relation to this project. Neither firm has any financial interests, contractual relationships, or other affiliations that would compromise our ability to provide objective, independent, and unbiased services to the City of Blair.

Additionally, neither firm has been subject to any debarment or suspension within the past seven years, nor are there any relevant litigation matters or contract terminations that would impact our ability to perform the services described herein. Should any potential conflict arise during the course of this engagement, JEO and WSP commit to promptly disclosing it to the City and taking appropriate steps to address it in accordance with all applicable laws and professional standards.

Technical Approach and Scope of Services

PROJECT UNDERSTANDING (CITY OBJECTIVES)

The City of Blair is doing more than updating the Comprehensive Plan—the City is investing in its future. Blair has seen steady industrial growth recently, yet the population has remained relatively unchanged between the 2010 and 2020 Census data. The plan update will guide the City on future visions, goals, and projects to support attracting new residents and amenities, enhancing the quality of life for years to come.

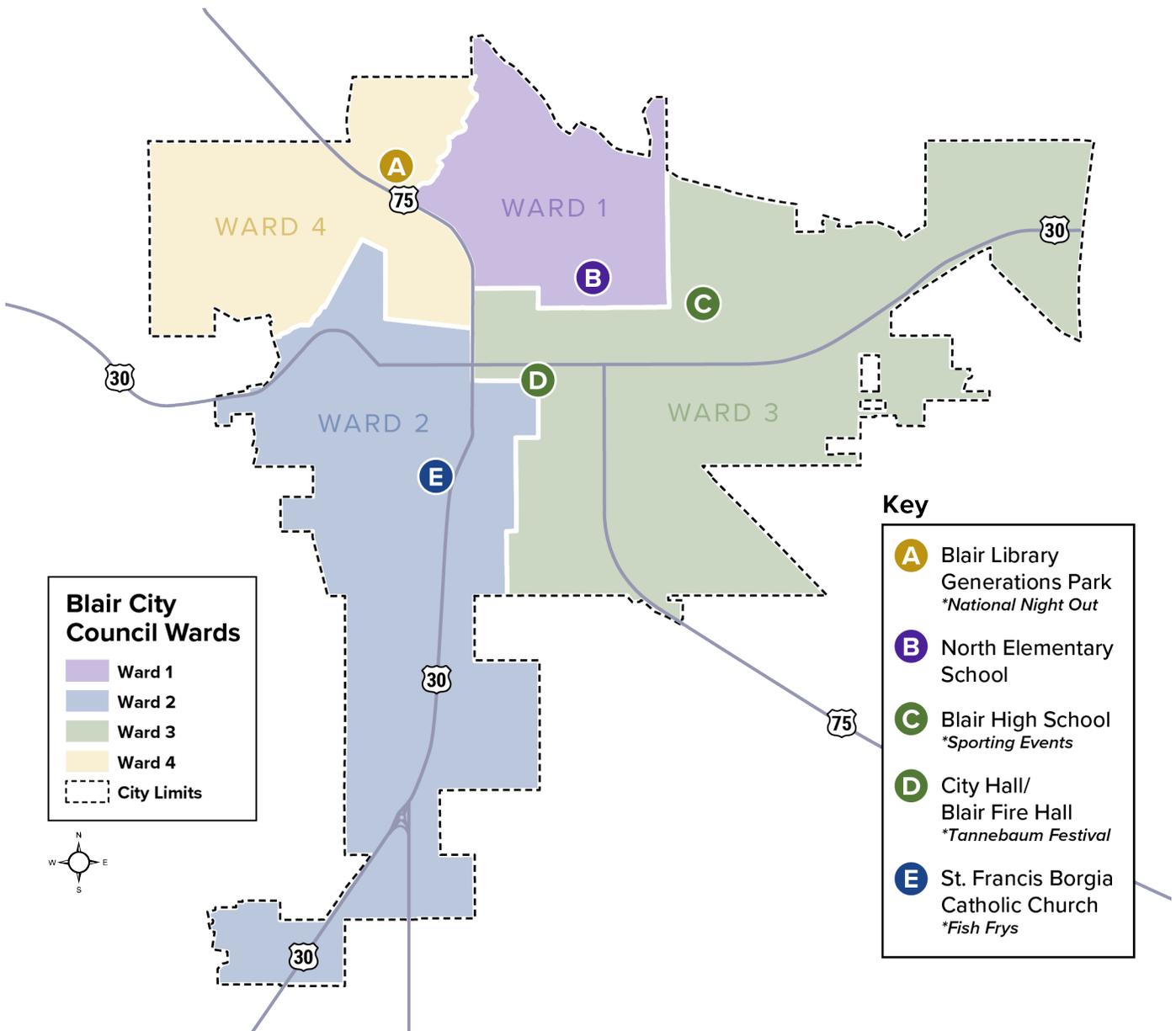
Updating the Comprehensive Plan means supporting the community in various areas, including land use, transportation, housing, recreation, downtown entertainment, economic development, and community facilities and infrastructure. The JEO team will take a holistic view of each of the plan's elements and find ways to fuse together statistical data, public comment, and strategic recommendations to enhance the City's infrastructure and amenities.

We are also aware the City is pursuing a sales tax initiative in 2028, and the importance of how this plan can impact that vote cannot be understated. The priority projects mentioned within the updated Comprehensive Plan will be used as the catalyst to spur public support for the sales tax initiative. Continued community engagement throughout the planning process will help the City understand residents' priorities, hopes, and goals for the Comprehensive Plan and the future of Blair.

Public engagement tactics will tie seamlessly into the planning process, coinciding with key planning deliverables to make sure the community's voice is throughout the plan. We've reviewed your public engagement components, and we are confident in our capabilities to complete the tasks outlined. To enhance our outreach, we also believe in including the following to provide additional enriching engagement opportunities:



JEO has reviewed the Blair Wards and determined key events and public venues that could be used for open houses and workshops.



MEET PENNY

In both our professional and personal experiences, we know residents can become fatigued with too many planning efforts taking place at once. Our goal will be to use all engagement tactics, from pop-up events to public meetings and social media posts, to gather input for both the Comprehensive and SS4A plans. Meeting the public where they are and strategically combining the outreach methods means more thoughtful responses, more plan awareness, and less engagement fatigue. You can learn more about JEO’s Penny the Engagement Van, introduced in 2025, on page 14.



PROJECT APPROACH

Our philosophy for comprehensive planning is simple. The best way to predict your future is to create it. As a City with immense growth potential, ideal proximity to a metro area, and strong quality of life amenities, it is imperative Blair starts planning for its future today.

We believe a city's comprehensive plan should be an action-oriented document that not only sets a vision for the future, but also prioritizes daily, monthly, and yearly tasks that get you where you want to go. After conversations with City staff and reviewing the RFQ's scope of services to understand how to successfully achieve this end goal, we have laid out our approach and key tasks we plan to deliver as part of this project.

PHASE 1 – PROJECT MANAGEMENT AND COMMUNICATION

Every successful project starts with strong project management. As the proposed Project Manager for the Comprehensive Plan and SS4A projects, Alyssa Vaughan will bring her creative problem-solving skills to the table and provide communication efficiencies where possible to keep both projects running smoothly.

We will begin with a **project kickoff meeting** involving City staff and the Steering Committee to confirm roles, communication protocols, project milestones, cross-over potential with the SS4A project, and decision-making processes. During this phase, we will also refine the public engagement plan, confirm data needs, and finalize the detailed schedule.

Our team will continue to maintain open lines of communication throughout the project to confirm on-time delivery of project milestones and frequent reporting to share updates with City leadership and the community on project progress.

PROJECT SUBCONSULTANT

JEO will partner with WSP for the Comprehensive Plan. The proposed teams from both entities have worked together on multiple planning efforts over the past several years, starting with Alyssa and Tim working together on the Omaha Vision Zero Action Plan. Both firms have staff in Omaha, making in-person collaboration easy for both the planning team and with Blair City staff, and will meet regularly to discuss project updates and verify project milestones are met in a timely and efficient manner.



PHASE 2 – DATA COLLECTION AND PLAN REVIEW

One of the first key steps to the comprehensive planning process includes a thorough review of existing City planning documents and analysis of critical community data, including **demographics, population, economic, social, environmental, and industrial data sets**. Our team of planning professionals will utilize the latest available data collected from a variety of reliable sources, including:

- **American Community Survey**
- **US Census Bureau**
- **Bureau of Labor**
- **Department of Housing and Urban Development**
- **Low Income Housing Tax Credit database**
- **Zillow and other realty sites**
- **ArcGIS Hub**
- **Federal Emergency Management Agency**
- **Other sources as identified by the planning team**

Additionally, our team will work directly with the community to acquire qualitative feedback to support the statistical findings from the data review. This could include a **community survey online** as well as in physical copy and available in multiple languages if needed.

This data should provide a local context to nationally collected information to create the most informed planning process we can when beginning to identify key projects, priorities, and goals of the comprehensive plan.

From this analysis, our team will conceptualize the data collected into **ArcGIS map-based visuals** that illustrate existing conditions for housing, transportation, zoning, future land use, utilities, infrastructure, and potential growth areas for the City, as well as any gaps in service and opportunities for expansion. JEO has provided services for multiple GIS projects for the City of Blair since 2019 and is a resource for ongoing needs.

The final deliverable of this phase will be an in-depth **Blair Community Profile** that reflects not only who the community is today, but also its history and where there is opportunity for it to grow into the future. This profile will be key during the goals and vision setting phase for this project as well as for identifying priority projects for implementation.

PHASE 3 – COMMUNITY AND STAKEHOLDER ENGAGEMENT

At its heart, a comprehensive plan should be a reflection of the community, its values, and its desired future. Therefore, engaging community members and stakeholders during the planning process is critical not only to the plan but also its implementation and overall sustainability.

Our team of dedicated community engagement specialists will utilize the latest techniques and methods for public outreach to maximize participation from key community groups with this project, including the City of Blair, Blair Community Schools, Washington County Chamber of Commerce, Gateway Development, Downtown Blair stakeholders, and others as identified by the City.

A key component of our planned engagement strategy for this project includes a series of **focus group meetings** centered around priority community assets—Downtown Blair, Transportation, Housing, Economic Development and Workforce Retention, Parks and Recreation, and Public Facilities. These meetings will bring a diverse group of stakeholders together for us to share results from our existing conditions evaluation, collect their feedback on community priorities, and provide next steps on how their input will help inform the final goal and vision setting for the plan.

Another added-value our team brings to this project is our innovative approach to community engagement. This last year, JEO became the first planning and engineering firm in the state to employ a **fully-equipped engagement van** that takes our well-known outreach strategies directly to the streets of the communities we serve. Penny, as we like to call her, allows us to meet community members where they are and “pop-up” wherever conversation is already happening in Blair. This has allowed us to extend our reach into communities, meet more diverse audiences, and brainstorm creative ways to engage folks on the go! Check out the map on page 11 to see some potential events or locations where we plan to bring Penny in Blair as part of this project.



Maximizing our Engagement Strategies

Potential overlap for planned engagement between the Comprehensive Plan and SS4A projects should be explored during scoping conversations with the City to optimize resources, time, and participation from the community for these two critical projects.

One way our team plans to incorporate feedback around the SS4A project into the comprehensive planning process is by capitalizing on the Transportation focus group meeting as a way to share transportation safety concerns and priorities with the community and get their feedback on what transportation safety-related issues they have encountered in the City’s street, sidewalk, and trails network.





PHASE 4 – COMPREHENSIVE PLAN GOALS AND VISION SETTING

A challenge with any planning project is ensuring that once it is complete, it won't just sit on a shelf. Our planning philosophy is grounded in implementation and action, and without reasonable actions and timelines assigned, we know this challenge is hard to overcome.

One way we have successfully conquered this challenge is through our **Consensus Building and Action Planning Workshops**. These workshops are designed to bring a diversity of voices together to facilitate conversation around needs, priorities, and goals. Ultimately, the final product from these discussions is one shared vision that is supported by the entire group. Paired with our in-depth analysis of demographic, economic, social, environmental, and industrial data sets, this methodology succinctly combines both qualitative and quantitative data, transforming information into meaningful long-range planning.

This emphasis on pairing conversation and statistical data creates an informed planning process with reasonable actions, timelines, and plans for implementation. We believe when done correctly, a comprehensive plan should be a roadmap that sits on your desk ready to guide you through day-to-day operations, not on a shelf waiting for its next update.



PHASE 5 – PLAN IMPLEMENTATION AND RECOMMENDATIONS

This project has a unique opportunity to unite the community around multiple long-term planning efforts, including the SS4A project and eventual sales tax initiative. The final plan must tie together statistically valid data, qualitative feedback from the community, and strategically identify projects and action steps that will set the City up for future success in implementing not only this plan, but future planning and infrastructure projects.

Through the planning process, our team will start to identify projects and actions that rise to the top based on our data review findings and feedback from stakeholders. These projects will then be evaluated through a **prioritization exercise** that considers impact to community growth, individual components of the comprehensive plan, funding opportunities, and resource potential for assigned City departments. The end result is a list of top priority projects with assigned tasks, timelines, and funding needs. Our final Comprehensive Plan document will incorporate all the key components required, including:

Land Use

- Existing land use
- Future land use
- Growth management strategies including annexation areas
- Infill and redevelopment opportunity sites analysis

Transportation

- Multimodal transportation network analysis including vehicle, pedestrian, bicycle, and transit opportunities and resources
- SS4A priority projects and plan integration
- Compliance with Federal Highway Administration (FHWA) guidelines
- Coordination with Nebraska Department of Transportation (NDOT) standards and specifications

Housing

- Incorporation and analysis of existing housing studies
- Strategies addressing workforce housing, senior housing, and affordable housing development

Parks, Recreation, and Trails

- Integration of existing Park Master Plan
- Level of Service (LOS) analysis using National Recreation and Park Association (NRPA) standards
- Trail and greenway connectivity planning

Downtown Entertainment District

- Mixed-use development strategies and design guidelines
- Parking analysis and management strategies
- Streetscape design concepts

Economic Development

- Economic base analysis and target industry identification
- Commercial and industrial land needs assessment

Community Facilities and Infrastructure

- Public facilities inventory and needs assessment
- Water, wastewater, and stormwater infrastructure capacity analysis

Energy Plan

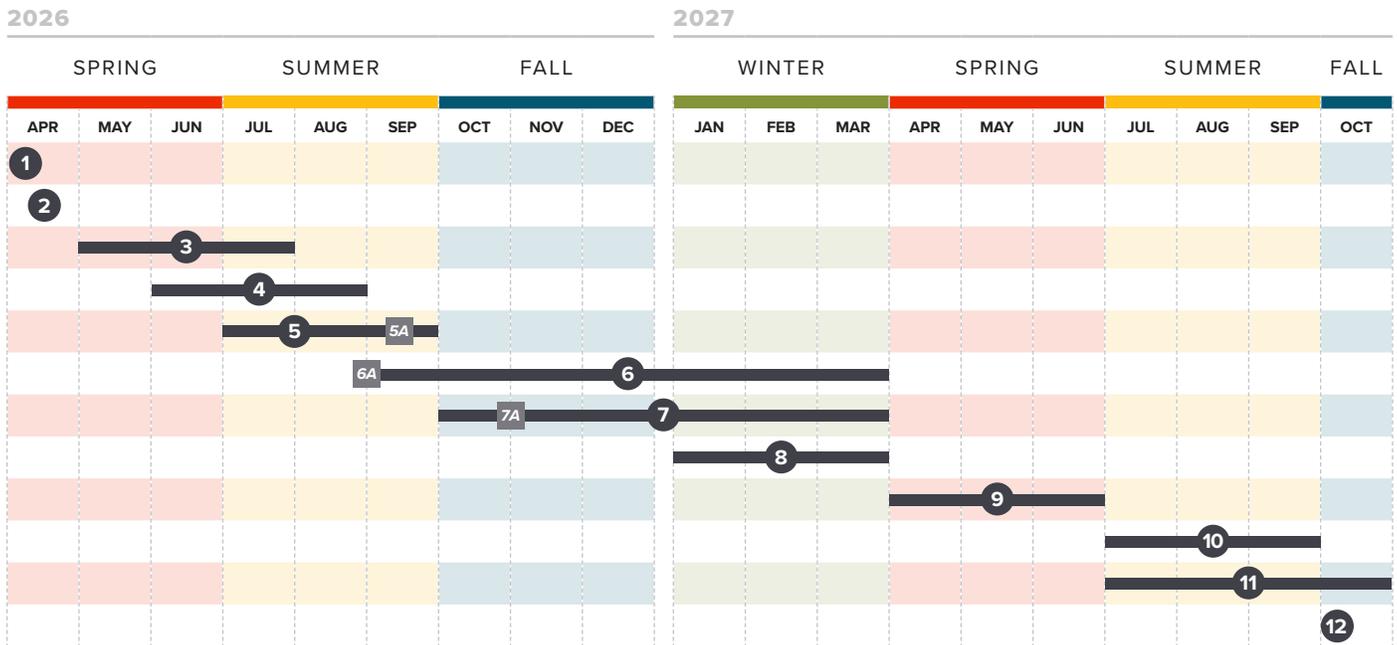
- Energy use and potential
- Energy source type
- Sustainability and resilience

Quality Assurance and Quality Control (QA/QC) is a top priority for our team and the deliverables we provide our clients. With the support of our QA/QC team, we will verify all legal requirements are met for a comprehensive planning document, consistency in all City planning documentation and code regulations, as well as data verification through qualified sources.

Along with the QA/QC process, we provide a collaborative approach to product delivery that involves the City at multiple points during the planning process to provide consistency and accuracy from beginning to end.

PROJECT TIMELINE

Our management philosophy is to commit our project managers and technical experts to an active role in every project. The team assigned to this project has the availability to complete the project and meet, or even exceed, your anticipated schedule. The proposed schedule below will be discussed in more detail and negotiated at the project kickoff meeting so that it best aligns with the project’s goals and the City’s requirements.



- 1 **Notice to Proceed**
- 2 **Kickoff Meeting**
- 3 **Data Collection and Plan Review**
- 4 **Community Profile Development**
- 5 **Initial Public Engagement and Participation**
 - Engagement would coincide with SS4A Plan efforts
 - Focus group meeting series to identify community needs, priorities, and concerns
- 5A **Summarize Public Engagement Findings**
- 6 **Comprehensive Plan Goals and Vision Setting**
- 6A **Consensus Workshop with Comprehensive Plan Steering Committee**
- 7 **Second Public Engagement and Participation**
 - Engagement would coincide with SS4A Plan efforts
- 7A **Confirm plan goals and vision with community and stakeholders at first open house meeting**
 - » Present SS4A plan with prioritized projects
- 8 **Finalize Transportation Element and SS4A Plan Integration**
 - To coincide with completion of SS4A Plan
- 9 **Plan Implementation and Recommendations**
 - Priority project identification
 - » Take projects identified from SS4A plan, focus group conversations, and goal setting workshop and identify Comprehensive Plan top priorities/projects
 - Timelines for implementation
 - Funding plan developed
- 10 **Final Public Engagement and Participation**
 - Confirm priority projects and gauge public support
 - Share next steps
- 11 **Plan Presentation to Council**
- 12 **Final Plan**

Related Technical Experience (References)

Strategic Plan

📍 St. Joseph, Missouri



JEO was selected to assist the City of St. Joseph with updating its Strategic Plan. The project involved helping the City collect meaningful input, analyzing the content, and working alongside staff to prioritize goals, objectives, and action items. The scope included facilitated workshops with City leadership and the governing body so that the resulting plan will best serve the community in the future.

The culmination of this effort was a tailored strategic plan to help guide the governing body and City staff in policy development and implementation, as well as municipal operations. Ultimately, the St. Joseph Strategic Plan aims to achieve its mission to provide sustainable governmental services for a healthy, safe, and diverse community.

The plan was completed in July 2023.

REFERENCE

City of St. Joseph

John Josendale

Mayor

p. 816.341.4504

e. jjosendale@stjosephmo.gov

RELEVANCE

- Stakeholder facilitation
- Consensus building
- Prioritizing cross-disciplinary goals and initiatives
- Engaging diverse needs and voices around public infrastructure, resources, and systems
- Practical goal setting and implementation framework

Comprehensive Plan Update

📍 *Lexington, Nebraska*



REFERENCE

City of Lexington

Joe Peplitsch

City Manager

p. 308.324.2341

e. jpepp@cityoflex.com

RELEVANCE

- Stakeholder facilitation
- Implementation framework
- Housing analysis
- Data collection and plan review
- Community needs prioritization

In 2023, the City of Lexington, Nebraska, contacted JEO to discuss updating its Comprehensive Plan. Since the adoption of the last plan JEO developed in 2013, the City has seen almost a 2% population increase and is projected to grow nearly 6% by the year 2040. Over 500 housing units were added and numerous infrastructure projects were completed since 2013. As a community with a growing immigrant and first-generation American population, capitalizing on this new surge of young families became a priority for City officials. Housing, infrastructure improvements, and expanded City utilities were JEO's primary focuses for the plan update.

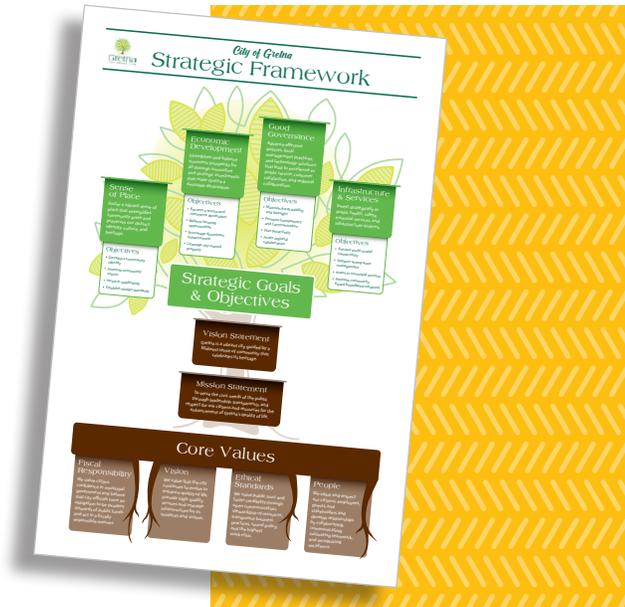
The City set ambitious goals, desiring an aggressive approach to community development. The City determined the reason for population growth over the last decade was because of the addition of over 500 housing structures. If more were built, the population would continue to increase. JEO wanted to set reasonable expectations for growth over the next decade, while also considering the significant efforts the City made to construct new housing units that led to an increase in population and diversity in housing options within the community. The City's determination prompted JEO to reimagine how population projections are provided to clients.

JEO developed a new approach to population projections. Four population tiers were created: Low, Medium-Low, Medium-High, and High. These tiers were applied to needed housing units to serve each percentage of population growth. JEO set a goal for the number of housing units to construct for each tier level of population growth based on a 70% ownership, 30% renter-occupied standard. Goals were set for both 2030 and 2040, each considering population growth at all four levels. This allows the City to flex between aggressive residential development and sustainable growth, knowing the number of units to construct under each scenario.

The innovative planning practices used in this project created a final Lexington Comprehensive Plan that was awarded the 2024 Implementation Award by the Nebraska Chapter of the American Planning Association. This award "recognizes an emphasis on long-term, measurable results," (Nebraska American Planning Association 2024). This award not only reflects the work of JEO's planning team but also the City's dedication to make sure plans do not just sit on a shelf, but instead are referred to often and seen as a resource for community success.

Vision Implementation Plan

📍 Gretna, Nebraska



REFERENCE

City of Gretna
Paula Dennison
City Administrator
 p. 402.332.3336
 e. paula@cityofgretna.com

RELEVANCE

- Community engagement
- Community needs prioritization
- Implementation framework
- Action planning
- Consensus building workshop
- Funding strategy and budget planning

In 2010, JEO facilitated Gretna's first strategic planning process. This planning initiative was held to help local decision-makers identify and prioritize the physical needs of the community. The goal was to establish community consensus on future capital improvements, so the City could begin targeting limited local resources for priority initiatives to keep Nebraska's fastest growing community moving in the right direction.

Three years later, the team helped the City revisit the stated goals contained within the strategic plan and reassess new priorities for the new City administration. Apart from 2020 (due to COVID-19), JEO has facilitated an annual goal workshop with the mayor, council, City staff, and City engineer to ensure goals continue to accurately reflect the ongoing and evolving needs of the community and to account for progress made on previously identified goals.

These annual goal-setting sessions have been intentionally tailored to assist City leaders in developing a future focus, discussing issues and opportunities facing the community, setting strategic directions, and determining priorities. This provides a clear and unified message to staff as to what City leaders aim to accomplish in the upcoming fiscal year. It also provides a road map for developing the annual budget and capital improvements program, allocating staff resources (human and financial), and other important City functions.

The plan was completed in December 2022.

Comprehensive Plan

📍 Iowa City, Iowa



In 2024, WSP was selected as part of a team of planning professionals to develop a new city-wide comprehensive master plan for the City of Iowa City. The Comprehensive Plan project reviewed, assessed, and made recommendations for improvement to all facets of the City, including economic development, parks and open space, sustainability, land use, and several others. WSP's focus for the Iowa City Comprehensive Plan project was the analysis and planned improvement of the City's total transportation system. WSP analyzed traffic patterns, congestion, safety, and crash trends on the City's roadways for all modes of transportation, including bicycles, pedestrians, and public transportation.

The WSP team provided multiple short-, medium-, and long-term transportation and mobility improvements to be implemented over the project's 25-year planning horizon, enhancing transportation safety and connectivity for all modes in the decades ahead.

REFERENCE

City of Iowa City Neighborhood and Development Services

Anne Russett

Senior Planner

p. 319.356.5251

e. ARussett@iowa-city.org

RELEVANCE

- Comprehensive plan framework
- Transportation focus
- Connectivity focus

Insurance Requirements



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
8/22/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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 INSPRO, a Marsh & McLennan Agency LLC, Company 4000 Pine Lake Road Lincoln NE 68506		CONTACT NAME: Amanda J. White PHONE (A/C, No, Ext): 402-607-0012 FAX (A/C, No): E-MAIL ADDRESS: Amanda.J.White@MarshMMA.com	
INSURED JEO, Inc. 1937 N. Chestnut Street Wahoo NE 68066		INSURER(S) AFFORDING COVERAGE NAIC #	
		INSURER A: Phoenix Insurance Company 25623	
		INSURER B: Travelers Indemnity Company 25658	
		INSURER C: Travelers Property Casualty Co 25674	
		INSURER D: Travelers Indemnity Company of 25682	
		INSURER E: Travelers Casualty and Surety 31194	
		INSURER F:	

COVERAGES **CERTIFICATE NUMBER:** 956887180 **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 type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			630382R7536	9/1/2025	9/1/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 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 \$
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			8104N178342	9/1/2025	9/1/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			CUP7J603455	9/1/2025	9/1/2026	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
D	<input checked="" type="checkbox"/> 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	UB4J623381	9/1/2025	9/1/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E	Professional Liab			0105368866LB	9/1/2025	9/1/2026	6,000,000
E	Directors & Offic			0105497045LB	9/1/2025	9/1/2026	2,000,000
E	Cyber			0105497045LB	9/1/2025	9/1/2026	2,000,000

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

CERTIFICATE HOLDER For Proposal Purposes Only	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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