



Olsson's Statement of Qualifications for the

# CITY OF BLAIR

## COMPREHENSIVE PLAN CONSULTING SERVICES

March 6, 2026



**olsson**<sup>®</sup>



March 6, 2026

**City of Blair**

Aaron Barrow, Deputy City Administrator  
218 South 16th Street  
Blair, Nebraska 68008

RE: Qualifications for Comprehensive Plan Consulting Services

**Dear Mr. Barrow and selection committee members:**

Blair is approaching an important moment in its growth as a community with strong economic momentum, a strategic location within the Omaha-Council Bluffs metropolitan region, and a commitment to preserving the quality of life that defines its identity. Olsson recognizes this momentum and is excited to partner with Blair to shape a future that is vibrant, resilient, and rooted in community values.

The new Comprehensive Plan must be more than visionary. It must be practical, inclusive, and implementation-ready. Olsson is uniquely positioned to deliver a plan that reflects Blair's aspirations while providing a clear, actionable roadmap for the next 20 years. Here's why we're the right team for this journey:

**We Emphasize Implementation-Oriented Planning.** Our approach is grounded in action. We translate vision into pragmatic strategies that are both catalytic and incremental. We understand that planning is not just about creating documents. This is about building momentum, aligning resources, and empowering communities to take ownership of their future. Our plans are designed for daily use by staff, elected officials, and residents alike.

**We are a Multidisciplinary Team with Deep Expertise.** Olsson brings together planners, urban designers, engineers, economists, and engagement specialists who work seamlessly across disciplines. Our team integrates land use, housing, transportation, infrastructure, sustainability, and economic development into a cohesive planning framework. We leverage national best practices and regional insights to deliver locally tailored solutions that reflect Blair's unique context.

**We Care About the Impact of Our Work.** We are passionate about creating places where people thrive. Our planning process is rooted in long-term community health, resilience, and economic vitality. We build trust through authentic engagement and value-driven processes, helping the final plan reflect the voices and priorities of Blair's residents, businesses, and stakeholders.

**We Value People in Our Process.** We believe that meaningful change begins with listening. Our engagement strategy is uniquely designed to reach across demographics and geographies, using creative tools like pop-up events, interactive websites, and visual storytelling to spark dialogue and build consensus. We meet people where they are, whether at a town hall, a farmers' market, or online, and help achieve that community members shape their future.

**We Bring Strategic Partners and Cutting-Edge Tools.** Our partners are selected with intention, bringing specialized expertise that aligns with Blair's goals for smart growth, sustainability, and fiscal stewardship. Our approach is strengthened by collaboration with specialized partners who bring advanced tools and expertise to the table. *Eric Lander* with *Canyon Research Southwest* brings decades of multi-disciplinary expertise to provide insight into housing and market possibilities. This partnership is not incidental but has been carefully selected to align with the unique needs and aspirations of Blair. This means access to innovative methodologies that illuminate the fiscal, spatial, and social dynamics of land use and development. *ETC Institute* adds further value by delivering statistically valid surveys that provide actionable, representable community input, supporting informed decision-making and building public trust.

We have reviewed the request for qualifications (RFQ) thoroughly and are ready to deliver a Comprehensive Plan that is visionary, data-driven, and grounded in community values. Our scope includes everything from land development and growth to multimodal transportation, parks and recreation, infrastructure, and public engagement. We will deliver a plan that is clear, accessible, and designed for everyday use.

**Simply put, we have you covered.**

Sincerely,

A handwritten signature in black ink that reads "Shelby Ferguson". The signature is written in a cursive, flowing style.

**Shelby Ferguson**

Olsson Project Manager

816.645.1183

sferguson@olsson.com

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# ORGANIZATION & PROJECT TEAM

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# OLSSON'S PLANNING & ENGAGEMENT TEAM

## PURPOSE

### **Our team's mission extends beyond individual projects.**

Olsson's Planning and Engagement team is united by a shared purpose: to make a positive impact in every community we serve through creative design, authentic engagement, and meaningful partnerships. We offer the collaborative spirit required to align perspectives and aspirations with practical and innovative possibilities.

We exist to generate ideas, balance perceptions, be a trusted advisor, and offer design guidance. Our work is grounded in the belief that meaningful planning starts with people. We aim to build local capacity, inspire partnerships, and foster social capital so communities can thrive long after our work is done.

## LEGAL NAME AND ADDRESS

Olsson, Inc.  
601 P. Street, Suite 200  
Lincoln, Nebraska 68508

## BRANCH OFFICE ADDRESS TO PERFORM SERVICES

Chris Rolling, P.E.  
Principal-in-Charge  
2111 S. 67th Street, Suite 200  
Omaha, Nebraska 68106  
402.341.1116  
crolling@olsson.com

## ORGANIZATIONAL STRUCTURE & YEARS IN BUSINESS

Founded in 1956, Olsson is a people-centric engineering and design firm, so it's no surprise that our greatest asset is our employees. This creates an environment that encourages our people to grow and be creative with their talents. Our approach creates a culture that is uniquely Olsson. It allows us to grow our people as we grow our business. This, in turn, creates a lasting impact on the world around us.

Our firm's structure follows the markets we serve, the disciplines that house our service expertise, and the geographies that support our communities. We are built around a multi-team concept. Each team operates with a high level of autonomy and responsibility, and our teams collaborate rather than compete. We don't believe in status symbols but in getting the work done. We encourage all employees to take initiative, anticipate change, and demonstrate leadership. We are structured in a way that keeps our teams flexible and encourages strong performance.

## WHAT SETS US APART

### *Innovation*

**We passionately solve problems** with our deep commitment to making communities better and approach every challenge with curiosity and confidence. Our team has a reputation for delivering excellence, and we aim to solve today's challenges and spark long-term opportunities that transform how communities grow and connect.

### *Resources*

**Olsson offers a unique mixture of expertise and creativity**, combining planning, design, and technical knowledge into a cohesive process. Our internal resources – engineering, science, design, and technical disciplines – allow us to deliver advanced innovations and realistic solutions.

### *Outcomes*

**With a proven track record in community planning, transportation, community engagement, and communications**, Olsson offers unmatched experience crafting comprehensive, people-first solutions. Whether tackling complex challenges or celebrating shared successes, we bring energy, vision, and results to every partnership. Olsson's approach is defined by our people-first mindset, multidisciplinary expertise, and proven ability to adapt to each community's unique needs.

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# ORGANIZATIONAL CHART



**PROJECT MANAGER & PUBLIC ENGAGEMENT**

**SHELBY FERGUSON**



**LOCAL PRINCIPAL-IN-CHARGE & MULTIMODAL TRANSPORTATION & SAFETY**

**CHRIS ROLLING, P.E.**



**ABBY NEWSHAM, AICP**

*Land Use & Urban Design*



**LIZZY CAVITT, EI**

*Community Facilities & Infrastructure*



**CODY PERATT, PLA, MLA**

*Downtown Streetscape & Placemaking*



**KAYLA MEYER, PLA, ASLA**

*Parks, Recreation, & Trails*



**ZOE BROWN, AICP**

*Community Planner*



**ERIC FUSELIER, PWS, ENV SP**

*Energy, Sustainability, & Resilience*



**KYLE McLAUGHLIN, AICP**

*Multimodal Transportation & Safety Support*



**JEREMY STRETZ, P.E., PTOE, RSP**

*Downtown Parking*



**JEREMIAH CONNEALY, P.E.**

*Downtown Parking Support*



**GABBY HOGAN**

*Public Engagement Support*



**JENNA FRIESEN**

*Geospatial Analysis*



**ERIC LANDER**

*Economics & Market  
Canyon Research Southwest*



**JIM DEVINE**

*Housing  
Canyon Research Southwest*



**ROBERT HEACOCK**

*Statistically Valid Survey  
ETC Institute*

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# OLSSON COMPREHENSIVE PLANNING CAPABILITIES



**Each comprehensive plan we develop is unique, because each community we work with has its own challenges, opportunities, identity, and needs. We have vast experience doing this in the Midwest; we're excited to partner with you.**

We do not have a template for comprehensive plans; a new document format, an outline, and graphics are created for each of our clients. This helps to confirm the usability of the resulting plan by city staff members.

**In recent years, we have worked on planning projects with the following municipalities and counties in the Midwest: Bellevue, Eagle, Fairbury, Firth, Columbus, Nebraska City, and Norfolk, Nebraska; Andover, Butler County, Goddard, Harper, Kingman County, Leawood, Miami County, Newton, and Shawnee, Kansas; Blue Springs, Clay County, Excelsior Springs, Nixa, Oak Grove, Raymore, and Richmond, Missouri.**

**We want Blair to thrive. We will provide you with a plan for a great place and a complete community.**

We know you want to integrate the best and most innovative practices into your next chapter as a community, including a focus on identifying growth and redevelopment, health, economic development, connectivity, age-friendliness, technology (i.e., smart cities), quality of life enhancements, and recreational opportunities. You want to be ready for tomorrow.

To do this, we take an inventive approach that focuses on creating great places that combine to form a prominent community. We view cities as interconnected webs of places that deserve to be sustainable, unique, and have the necessary amenities and services. We consider land use, transportation, quality of life, and arts and cultural enhancements as a package. We are excited to share this type of thinking and planning with you.





# OUR EXPERTISE

## COMMUNITY PLANNING

**We help communities grow with purpose and take a holistic approach to planning, no matter the scale or context.** Our approach establishes an intentional framework for economically, socially, and environmentally sustainable growth that reflects community consensus. We offer strategies to guide the long-term evolution of a community to enhance vitality, placemaking, and quality of life. Our plans are deliberately action-oriented and people-focused; we tailor strategies to a community's unique context and goals.

## TRANSPORTATION PLANNING

**Public space networks make up a vast portion of cities and deeply influence how residents, businesses, and visitors experience a place.** We offer a comprehensive approach to transportation planning, leveraging a depth of experience in innovative multimodal solutions designed to meet the needs of all people and their modalities of movement. We establish balanced transportation plans that prioritize safe, accessible, and sustainable designs for all modes of transportation and acknowledge the critical relationship between the quality and function of public space with future land use outcomes.

## COMMUNITY ENGAGEMENT AND COMMUNICATIONS

**Planning fundamentally involves engaging various stakeholders that sometimes have competing interests.** We commit to a meaningful outreach process that allows all voices to be heard, expands collective knowledge, and builds toward consensus. Our creative outreach strategies foster authentic dialogue and trust so the process can lead to positive outcomes. We leverage the best tools and the wisdom of our clients to craft a nuanced engagement approach that fits the unique needs of the communities we work with.



# SHELBY FERGUSON

## Lead Planner | Project Manager & Public Engagement

### EXPERIENCE SUMMARY

Shelby's project management philosophy is centered on communication. She prides herself on the fact that her clients consistently know where they are on a project's timeline; she works hard to foster open lines of communication with her clients. As an accomplished engagement facilitator, she engages diverse sectors of the population to confirm all voices are not only heard, but also incorporated into plan outcomes. Shelby is dedicated to creating an inclusive team environment that encourages innovation and accountability.

### RELEVANT EXPERIENCE

- City of West Plains, Comprehensive Plan; West Plains, MO
- City of Excelsior Springs, Comprehensive Plan; Excelsior Springs, MO
- City of Oak Grove, Comprehensive Plan; Oak Grove, MO
- City of Liberty, Comprehensive Plan; Liberty, MO
- City of Lebanon, Comprehensive Plan; Lebanon, MO
- City of Nixa, Comprehensive Plan; Nixa, MO
- City of Independence, Copaken Brooks Independence Square Redevelopment; Independence, MO
- Clay County, Comprehensive Plan; Clay County, MO
- City of Andover, Comprehensive Plan; Andover, KS
- City of Harper, Comprehensive Plan; Harper, KS
- City of Leawood, Comprehensive Plan and Development Ordinance Updates; Leawood, KS
- City of Newton, Comprehensive Plan; Newton, KS
- City of Pittsburg, Downtown Master Plan; Pittsburg, KS
- City of Lawrence, Vision Zero, Safety Action Plan; Lawrence, KS
- City of Pearland, Old Town Revitalization Plan; Pearland, TX
- City of Buckeye, Downtown Specific Area Plan; Buckeye, AZ
- City of Joplin, Comprehensive Improvement Program (CIP) Master Plan; Joplin, MO

### EDUCATION

- B.A., Urban Planning & Design, University of Missouri-Kansas City
- B.S., Housing & Design, Missouri State University

### CERTIFICATIONS/AFFILIATIONS

- American Planning Association (APA)

### YEARS WITH OLSSON

- 4 years

### YEARS OF EXPERIENCE

- 17 years

### AWARDS

- Outstanding Plan for West Plains, Missouri, Connect West Plains Comprehensive Plan, American Planning Association (APA) Missouri (2023)

### OFFICE LOCATION

- Missouri



# CHRIS ROLLING, P.E.

## Group Leader | Local Principal-in-Charge & Multimodal Transportation & Safety

### EXPERIENCE SUMMARY

As a group leader for Transportation Planning within Olsson’s Planning and Engagement Team, Chris oversees project management, quality control, and project execution within his group to confirm the successful completion of transportation projects. With a background in traffic management and roadway design and an emphasis on multimodal transportation, he solves transportation challenges from the perspective of multiple users and engineering disciplines. His background includes arterial street widening projects, interchange justification reports, traffic impact studies, corridor studies, walkability studies, bike facility design, and traffic signal design.

With his diverse experience, Chris brings a unique perspective that lends to the development of integrated and creative solutions to transportation challenges. He has worked with many municipalities and state agencies across the country, giving him a wide sampling of diverse approaches, standards, and political climates.

### RELEVANT EXPERIENCE

- City of Bellevue, Comprehensive Plan Update and Long-Range Transportation Plan; Bellevue, NE
- City of Norfolk, Safety Action Plan; Norfolk, NE
- City of West Plains, Safety Action Plan; West Plains, MO
- City of Nebraska City, Downtown Revitalization; Nebraska City, NE
- City of Omaha, Crown Point Avenue Improvements 72nd Street to Blair High Road; Omaha, NE
- City of Omaha, Midtown Medical Center Bikeway Connection Transportation Alternatives Program (TAP) Grant Application (\$15 Million); Omaha, NE
- City of Omaha, North Saddle Creek Road Streetscape; Omaha, NE
- Metropolitan Area Planning Agency (MAPA), Platteview Road Land Use and Transportation Facilities Plan; Sarpy County, NE
- MAPA, 24th Street Multimodal Transportation Study, from Cass to Mason Streets; Omaha, NE
- City of Colorado Springs, Safe Streets and Roads for All (SS4A) Action Plan; Colorado Springs, CO
- City of Fort Collins, 2024 SS4A Planning and Demonstration Grant Application Assistance; Fort Collins, CO
- City of Lawrence, Vision Zero: Safety Action Plan; Lawrence, KS
- Mayes County, Safety Action Plan; Mayes County, OK

### EDUCATION

- B.S., Civil Engineering, University of Nebraska-Omaha

### PROFESSIONAL REGISTRATIONS

- Professional Engineer (P.E.): CO, NE, WY

### YEARS WITH OLSSON

- 21 years

### YEARS OF EXPERIENCE

- 21 years

### AWARDS

- Bellevue Comprehensive + Transportation Plan, Daniel Burnham Comprehensive Plan Award, Nebraska Planning & Zoning Association (2025)

### OFFICE LOCATION

- Nebraska



# ABBY NEWSHAM, AICP

## Senior Planner | Land Use & Urban Design

### EXPERIENCE SUMMARY

Abby is a seasoned urban designer, project manager, and planning consultant with nearly a decade of experience shaping context-driven, sustainable, and pragmatic solutions. A proud Midwest native, she is deeply committed to enhancing the economic and social resilience of small- and mid-sized communities through thoughtful urban design and planning strategies. Driven by a belief in the transformative power of grassroots initiatives, Abby emphasizes incremental development, human-scaled design, and the thoughtful design of public spaces to foster vibrant and resilient communities. Her expertise lies in championing bottom-up strategies that empower residents and inspire meaningful change, reflecting her vision of urban design as a catalyst for stronger, more connected communities.

### RELEVANT EXPERIENCE

- City of Excelsior Springs, Comprehensive Plan; Excelsior Springs, MO
- City of North Kansas City, Comprehensive Plan; North Kansas City, MO
- City of Leawood, Comprehensive Plan and Development Ordinance Updates; Leawood, KS
- City of Newton, Comprehensive Plan; Newton, KS
- City of Independence, Noland Road Corridor Plan; Independence, MO
- City of Pearland, Old Town Revitalization Plan; Pearland, TX
- City of Princeton, Comprehensive Plan and Parks & Trails Master Plan; Princeton, TX
- City of Independence, Downtown Overlay; Independence, MO
- City of Kansas City, Prospect Avenue Corridor Transit-Oriented Development Plan and Overlay District; Kansas City, MO\*
- City of Harrisonville, Comprehensive Plan Update; Harrisonville, MO\*
- City of Pleasant Hill, Comprehensive Plan and Zoning Code Update; Pleasant Hill, MO\*

\* Previous Experience

### EDUCATION

- B.A., Urban Planning and Design, University of Missouri Kansas City, Magna Cum Laude

### CERTIFICATIONS/AFFILIATIONS

- American Institute of Certified Planners (AICP)
- American Planning Association (APA), Kansas City Chapter Member
- Urban Land Institute, Kansas City, Co-chair for the Technical Assistance Panel Committee | Former Co-chair of the Young Leaders Group
- Congress for the New Urbanism, Member

### YEARS WITH OLSSON

- 1 year

### YEARS OF EXPERIENCE

- 9 years

### OFFICE LOCATION

- Missouri



## CODY PERATT, MLA, PLA

**Lead Landscape Architect | Downtown Streetscape & Placemaking**

6 YEARS WITH OLSSON  
16 YEARS OF EXPERIENCE

### EXPERIENCE SUMMARY

Cody is a registered landscape architect and project manager who has more than a decade of experience in site planning, master planning, and detailed landscape design. His work has included park planning and design, streetscape design, international resort and hospitality projects, senior living, and private villas and residences. He is an award-winning landscape architect. His work has been recognized by the American Society of Landscape Architects, Landscape Forms, and the U.S. Green Building Council.

### RELEVANT EXPERIENCE

- City of Bellevue, Comprehensive Plan Update and Long-Range Transportation Plan (LRTP); Bellevue, NE
- City of Excelsior Springs, Comprehensive Plan; Excelsior Springs, MO
- City of Shawnee, Comprehensive Plan; Shawnee, KS
- City of Windsor, Eastman Park Drive Corridor Plan; Windsor, CO
- City of Sapulpa, Downtown Master Plan; Sapulpa, OK

### EDUCATION

- Master of Landscape Architecture, Kansas State University
- B.S., Horticulture/Landscape Design, University of Nebraska, Lincoln

### PROFESSIONAL REGISTRATIONS

- Professional Landscape Architect (PLA): KS, MO, NE, and IN
- Council of Landscape Architectural Registration Boards (CLARB) Certified

### OFFICE LOCATION

- Missouri



## KAYLA MEYER, PLA, ASLA

**Project Landscape Architect | Parks, Recreation, & Trails**

7 YEARS WITH OLSSON  
15 YEARS OF EXPERIENCE

### EXPERIENCE SUMMARY

Kayla brings expertise in the charrette process to support early design visioning, stakeholder engagement, and investment for parks, urban spaces, campuses, and civic projects. Passionate about creating story-driven, community-centered landscapes, she is also active beyond Olsson, serving on the Big Muddy Urban Farm board and participating in American Society of Landscape Architects and the Omaha by Design Advisory Council. Her dedication to sustainable design and community engagement shapes every project she leads.

### RELEVANT EXPERIENCE

- City of Bennington, Neumeyer Park Improvements; Bennington, NE
- City of Lincoln, Haymarket Park Design Development and Implementation; Lincoln, NE
- City of South Sioux City, Dakota Avenue Corridor Enhancement Plan; South Sioux City, NE
- Paul G Smith Associates, Millwork Commons Greenspace Design; Omaha, NE

### EDUCATION

- Bachelor of Landscape Architecture, Minor in Design Studies, Iowa State University

### PROFESSIONAL REGISTRATIONS

- Professional Landscape Architect (PLA): NE

### OFFICE LOCATION

- Nebraska



**KYLE MCCLAUGHLIN, AICP**  
**Senior Planner | Multimodal  
 Transportation & Safety Support**

5 YEARS WITH OLSSON  
 10 YEARS OF EXPERIENCE

**EXPERIENCE SUMMARY**

Kyle is a senior regional planner, specializing in transportation and mobility along with land use and corridor planning. His expertise spans across a variety of communities, from metropolitan areas to distinct tribal groups. His portfolio includes projects for small area plans and comprehensive city-wide multi-modal strategies. Kyle is a strong advocate for sustainable, resilient, and equitable planning. His primary goal is to enhance the quality of life for residents. His plans strive to integrate aspects of connectivity, resource allocation, and climate resilience, making them strategic road maps for the future.

**RELEVANT EXPERIENCE**

- City of Bellevue, Comprehensive Plan Update and Long-Range Transportation Plan (LRTP); Bellevue, NE
- City of Excelsior Springs, Comprehensive Plan; Excelsior Springs, MO
- City of Norfolk, Comprehensive Safety Action Plan; Norfolk, NE
- City of Bennet, Transportation Safety Action SS4A; Bennet, NE
- City of West Plains, Safety Action Plan; West Plains, MO

**EDUCATION**

- M.C.R.P., Community and Regional Planning, University of Nebraska-Lincoln
- M.S., Civil Engineering, University of Nebraska-Lincoln
- B.S., Civil Engineering, University of Nebraska-Lincoln

**CERTIFICATIONS/TRAINING**

- American Institute of Certified Planners (AICP)
- FEMA Mitigation Planning for Local and Tribal Communities

**OFFICE LOCATION**

- Nebraska



**LIZZY CAVITT, EI**  
**Associate Engineer | Community  
 Facilities & Infrastructure**

4 YEARS WITH OLSSON  
 4 YEARS OF EXPERIENCE

**EXPERIENCE SUMMARY**

Lizzy is an associate engineer on the Water/Wastewater team and began working with the Blair community four years ago as an intern. Since that time, she has played a key role in Blair’s municipal infrastructure efforts, contributing to seven projects spanning initial planning, design, and construction. Through this work, she has developed a strong understanding of municipal water and sewer systems. Her experience will be critical to supporting the city’s 20-year planning horizon, as future growth depends on reliable drinking water systems as well as effective wastewater collection and treatment.

**RELEVANT EXPERIENCE**

- City of Blair, Water Treatment Plant Lime Solids Management Improvements; Blair, NE
- City of Blair, Sanitary Sewer System Model and Wastewater Treatment Plant Loading Desktop Review; Blair, NE
- City of Blair, National Pollutant Discharge Elimination System Permit Review and Outfall Monitoring; Blair, NE
- City of Blair, Southwestern Annexation Sewer Evaluation; Blair, NE

**EDUCATION**

- B.S., Environmental Engineering, Iowa State University

**PROFESSIONAL REGISTRATIONS**

- Engineering Intern (EI): NE

**OFFICE LOCATION**

- Nebraska



**ZOE BROWN, AICP**  
**Associate Planner | Community Planner**

1 YEAR WITH OLSSON  
 5 YEARS OF EXPERIENCE

**EXPERIENCE SUMMARY**

Zoe supports sustainable growth, affordable housing, and vibrant neighborhoods through collaborative community planning. She facilitates stakeholder and public communication, drafts plan recommendations, creates communicative graphics and document, and conducts community research. Before joining Olsson, Zoe was a planner for Johnson County, Kansas where she had her own caseload, preparing staff reports for public boards, and responding to community and applicant inquiries.

**RELEVANT EXPERIENCE**

- City of Excelsior Springs, Comprehensive Plan; Excelsior Springs, MO
- City of Leawood, Comprehensive Plan and Development Ordinance Updates; Leawood, KS
- City of Newton, Comprehensive Plan; Newton, KS
- City of North Kansas City, Comprehensive Plan; North Kansas City, MO
- City of Sallisaw, Comprehensive Plan; Sallisaw, OK

**EDUCATION**

- Master of Urban Planning - Housing Specialization, University of Kansas
- B.S., Political Science, Missouri State University

**CERTIFICATIONS/TRAINING**

- American Institute of Certified Planners (AICP)

**OFFICE LOCATION**

- Missouri



**GABBY HOGAN**  
**Public Engagement Coordinator  
 | Public Engagement Support**

1 YEAR WITH OLSSON  
 4 YEARS OF EXPERIENCE

**EXPERIENCE SUMMARY**

Gabby is an enthusiastic engagement professional at Olsson, focused on making public involvement meaningful and accessible for communities. To do that, she translates complex development strategies into clear, engaging outreach that brings people together and sparks collaboration. Her approach is all about crafting innovative, functional public involvement strategies that reflect the unique needs of each community. Gabby's hands-on, approachable style and a track record of helping communities shape projects that work for everyone. She is known for helping stakeholders have a voice in the process that ultimately creates a project that reflects their priorities.

**RELEVANT EXPERIENCE**

- City of Excelsior Springs, Comprehensive Plan; Excelsior Springs, MO
- City of Bennet, Transportation Safety Action Safe Streets and Roads for All (SS4A); Bennet, NE
- City of Princeton, Comprehensive Plan and Parks and Trails Master Plan Update; Princeton, TX

**EDUCATION**

- B.A., Political Science, University of Nebraska-Lincoln

**OFFICE LOCATION**

- Nebraska



## JEREMY STRETZ, P.E., PTOE, RSP

**Group Leader | Downtown Parking**

17 YEARS WITH OLSSON  
17 YEARS OF EXPERIENCE

### EXPERIENCE SUMMARY

Jeremy is a group leader for Olsson’s Traffic and Technology team, managing staff and group dynamics, providing direction to his group on the prioritization of projects, and establishing goals that align with the team’s overarching objectives. He specializes in traffic engineering, street lighting, and enhancing streets in communities nationwide. He coordinates traffic operations solutions, handling data clients can depend on. Through his work in traffic studies and analyses, signal timing and design, and lighting design, he makes strides toward building a more efficient transportation network.

### RELEVANT EXPERIENCE

- City of Branson, Spirit of 76 Corridor; Branson, MO
- City of Manhattan, Traffic Systems Masterplan; Manhattan, KS
- City of Olathe, Transportation Master Plan; Olathe, KS
- City of Des Moines, Signal Timing Study Phases I, II, III, IV, V; Des Moines, IA
- City of West Des Moines, Grand Avenue Extension; West Des Moines, IA

### EDUCATION

- A.A.S., Metropolitan Community College
- B.S., Civil Engineering, University of Missouri - Columbia

### PROFESSIONAL REGISTRATIONS

- Professional Engineer (P.E.): KS, MO
- Professional Traffic Operations Engineer (PTOE)
- Road Safety Professional, Level 1

### OFFICE LOCATION

- Kansas



## JEREMIAH CONNEALY, P.E.

**Traffic Engineer | Downtown Parking Support**

5 YEARS WITH OLSSON  
5 YEARS OF EXPERIENCE

### EXPERIENCE SUMMARY

Jeremiah brings hands-on experience in coordinating and delivering parking studies for a variety of clients, addressing both on-street and off-street needs. Jeremiah’s expertise extends to transit improvements, roadway and geometric enhancements, Intelligent Transportation Systems (ITS), and traffic signal timing and design. His project work includes traffic impact studies, signal and signage design, pavement marking plans, parking utilization analysis, modeling, and event traffic planning. Jeremiah’s technical approach and attention to detail help clients optimize parking resources and improve overall mobility within their communities.

### RELEVANT EXPERIENCE

- City of Independence, Copaken Brooks Independence Square Redevelopment; Independence, MO
- City of Pittsburg, Downtown Master Plan and Parking Strategy; Pittsburg, KS
- City of Pittsburg, Highway 126 Traffic Study; Pittsburg, KS
- City of North Kansas City, Burlington Streetscape; North Kansas City, MO

### EDUCATION

- B.S., Civil Engineering, Benedictine College

### PROFESSIONAL REGISTRATIONS

- Professional Engineer (P.E.): KS

### OFFICE LOCATION

- Kansas



## ERIC FUSELIER, PWS, ENV SP

**Project Scientist | Energy, Sustainability, & Resilience**

4 YEARS WITH OLSSON  
11 YEARS OF EXPERIENCE

### EXPERIENCE SUMMARY

Eric is a knowledgeable and dedicated environmental professional with demonstrated experience in developing integrated plans that strategically combine nature-based solutions and transportation to effectively address the multifaceted challenges of climate change. This experience encompasses a range of critical areas, including greenhouse gas emission reduction, Net Zero 2050 decarbonization, air emissions inventories, cost-benefit analyses, and mitigation of drought, urban heat islands, and flooding through natural infrastructure that actively preserves and enhances vital wildlife habitats and natural ecosystems. This approach recognizes the interconnectedness of these issues and seeks synergistic solutions that maximize community resilience and environmental health.

### RELEVANT EXPERIENCE

- City of Fayetteville, Climate Action Plan; Fayetteville, AR
- City of Fort Smith, Climate Action Plan; Fort Smith, AR
- City of Harrison, Goblin Drive Phase 2 Environmental Review; Harrison, AR
- City of Overland Park, Water Quality Improvements Study; Overland Park, KS

### EDUCATION

- B.S., Environmental, Soil, and Water Science, University of Arkansas
- B.A., Sociology, Louisiana Tech University

- Certified Wetland Botanist, Swamp School
- Envision Sustainability Professional, Institute for Sustainable Infrastructure

### CERTIFICATIONS/TRAINING

- Professional Wetland Scientist, Society of Wetland Scientists Professional Certification Program

### OFFICE LOCATION

- Arkansas



## JENNA FRIESEN

**Senior Planner | Geospatial Analysis**

18 YEARS WITH OLSSON  
18 YEARS OF EXPERIENCE

### EXPERIENCE SUMMARY

Jenna has extensive experience in geographic information system (GIS) and database management, serving as a GIS analyst on multiple environmental and transportation projects. Her work includes building and updating GIS databases and dashboards, running complex spatial analyses, and presenting geographic data through maps, applications, and reports. With a foundation in urban planning and experience in comprehensive plan development and transportation studies, Jenna plays a vital role in managing geospatial data and contributing to community visioning and project deliverables.

### RELEVANT EXPERIENCE

- City of Bellevue, Comprehensive Plan Update and Long-Range Transportation Plan; Bellevue, NE
- City of Ashland, Comprehensive Plan Update; Ashland; NE
- City of Norfolk, Comprehensive Plan; Norfolk, NE
- City of Fairbury, Comprehensive Plan; Fairbury, NE
- City of West Plains, Safety Action Plan; West Plains, MO

### EDUCATION

- Master of Community and Regional Planning, University of Nebraska-Lincoln
- B.A., Geography, University of Nebraska-Lincoln

### CERTIFICATIONS/TRAINING

- eRailSafe, UPRR/BNSF Contractor Orientation Test
- 38-Hour Wetland Delineation Training

### OFFICE LOCATION

- Nebraska



# SUBCONTRACTORS

## CANYON RESEARCH SOUTHWEST

Established in 1984, Canyon Research Southwest, Inc. is a multidisciplinary real estate consulting firm providing comprehensive research and analysis to the development, financial, investment, and municipal communities. Fields of expertise include market and feasibility analyses, freeway-oriented mixed-use projects, retail centers, office complexes, business parks, and hotels. Additional services include fiscal impact studies, property valuation, and development plan analyses. Eric Lander is the principal of the firm.

Although Eric works for Canyon Research Southwest, he functions like a staff member of Olsson. Having partnered on projects together for over 15 years, most recently on the Excelsior Springs, Missouri Comprehensive Plan and Newton, Kansas Comprehensive Plan, Eric and Olsson work together seamlessly.

### Range of Services:

Economic, Market, and Housing Analyses



## ERIC LANDER

### Economics & Market

CANYON RESEARCH SOUTHWEST, INC.

#### EXPERIENCE SUMMARY

Eric established Canyon Research Southwest as a multidisciplinary real estate consulting firm. His responsibilities include direct marketing, project management, staffing, and client relations. The firm has performed more than 400 major consulting assignments with more than 75 local and national clients.

#### RELEVANT EXPERIENCE

- City of Bellevue, Comprehensive Plan and Long-Range Transportation Plan; Bellevue, NE
- City of West Plains, Comprehensive Plan; West Plains, MO
- City of Oak Grove, Comprehensive Plan; Oak Grove, MO
- City of Excelsior Springs, Comprehensive Plan; Excelsior Springs, MO
- City of Lebanon, Comprehensive Plan; Lebanon, MO
- City of Liberty, Comprehensive Land Use Plan; Liberty, MO
- City of Richmond, Comprehensive Plan; Richmond, MO
- City of Andover, Comprehensive Plan; Andover, KS
- City of Newton, Comprehensive Plan; Newton, KS

#### EDUCATION

- Master of Real Estate Development and Investment, New York University
- B.S. Marketing, Arizona State University



# JIM DEVINE

**Housing**  
CANYON RESEARCH SOUTHWEST, INC.

## EXPERIENCE SUMMARY

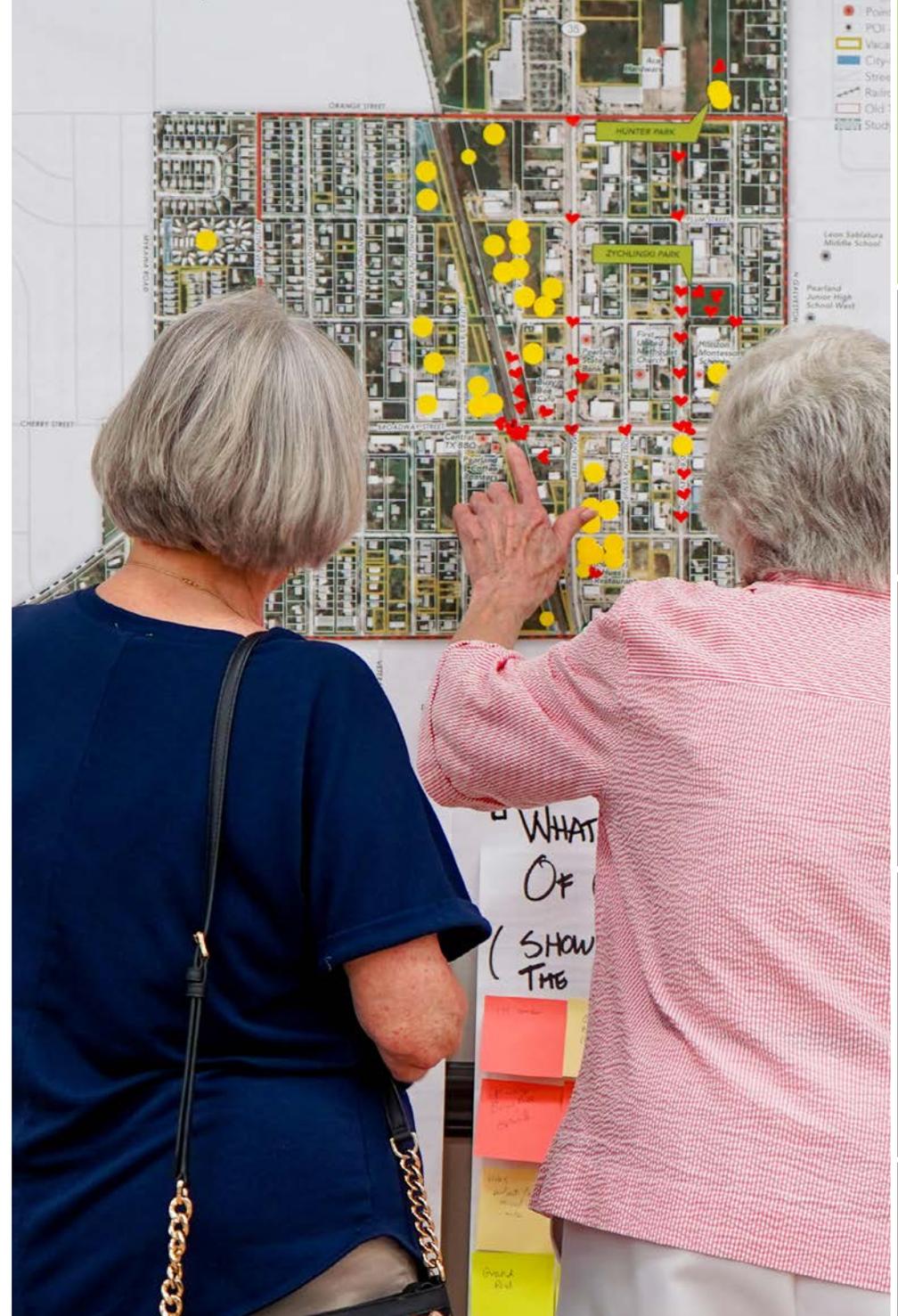
With over 37 years of experience as a consultant or chief executive in cities, states, and public /private partnerships, Jim has developed and implemented economic and community development strategies which attracted or retained over \$5 billion in new or retained investment, and over 30,000 new or retained jobs. Engagements included cities, counties, states, chambers of commerce, management consulting, and real estate research firms in 22 states in the U.S.

## RELEVANT EXPERIENCE

- City of Glendale, Comprehensive Plan; Glendale, AZ
- City of Nixa, Comprehensive Plan; Nixa, MO
- City of Lee's Summit, Comprehensive Plan; Lee's Summit, MO
- City of Andover, Statistically Valid Survey; Andover, KS
- City of Wilkes Barre, Comprehensive Plan; Wilkes Barre, PA
- City of Glendale, Downtown and Commercial Center Redevelopment Strategic Plans and Public/Private Implementation Program; Glendale, AZ

## EDUCATION

- Masters in Public Administration (MPA), Syracuse University's Maxwell School of Public Administration
- B.A., Wesleyan University



- 01 Organization & Project Team
- 02 Conflict of Interest & Disclosure
- 03 Technical Approach & Scope of Services
- 04 Related Technical Experience (References)
- 05 Insurance Requirements



**ROBERT HEACOCK**  
**Statistically Valid Survey Lead**  
 ETC INSTITUTE

**EXPERIENCE SUMMARY**

Robert has over eight years of experience in survey administration, development, supervision, and research analysis. He also brings a depth of experience and perspective with over 29 years of work experience in state and local government, including the role of city manager. While working at ETC Institute, Robert has worked on survey projects related to community, parks and recreation master plans, employee, and business surveys. He has also led and assisted in coordinating and facilitating focus groups.

**RELEVANT EXPERIENCE**

- City of Newton, Comprehensive Plan Statistically Valid Surveys; Newton, KS
- City of Andover, Comprehensive Plan Statistically Valid Surveys; Andover, KS
- City of Shawnee, Statistically Valid Survey; Shawnee, KS
- City of Olathe, Statistically Valid Survey; Olathe, KS
- City of North Kansas City, Statistically Valid Survey; North Kansas City, KS
- City of Fairway, Statistically Valid Survey; Fairway, KS
- City of Kansas City, Statistically Valid Survey; Kansas City, MO
- City of Lebanon, Statistically Valid Survey; Lebanon, MO

**EDUCATION**

- M.A., Public Administration, Hubert H. Humphrey School of Public Affairs, University of Minnesota
- B.A., Political Science, Speech-Theater, Religion, St. Olaf College

**ETC INSTITUTE**

ETC Institute is recognized as a national leader in designing and administrating market research for local governments. Since 1982, they have completed research projects for organizations in 49 states. ETC Institute has developed and administered more than 3,500 statistically valid surveys, and its team of professional researchers has moderated more than 1,000 focus groups and 2,000 stakeholder interviews.

During the past five years alone, ETC Institute has administered surveys in more than 700 cities and counties throughout the United States. ETC Institute can compare results with those of other communities. Their firm maintains national and regional benchmarking data for resident surveys that provide comparative norms for over 110 local governmental services. Unlike some comparative databases that use data from secondary sources, ETC Institute’s data is from surveys that were all administered by ETC Institute. This guarantees that results are directly comparable to communities of a similar size. ETC Institute’s benchmarking database only includes data from surveys administered during the past three years. Today, city officials have limited resources that need to be targeted to activities that benefit their citizens the most.

**Range of Services:**

Statistically Valid Surveys



# 02

# CONFLICT OF INTEREST & DISCLOSURE

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- 01 Organization & Project Team
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# CONFLICT OF INTEREST & DISCLOSURES

Olsson and its subconsultants reviewed past and current work to identify any relationships that could be perceived as a conflict with the services requested by the City of Blair. Within the past five (5) years, Olsson has provided and continues to provide professional services to public and private sector clients with interests within the City of Blair. These services are unrelated to the scope of work requested under this solicitation and include:

- Calcium Products, for private development-related services.
- Roeslein & Associates, Inc. (Project Antelope), for private sector development services.
- Cargill, Inc., for private sector services within the city.
- Blair Airport Authority, including work for the fixed-base operator (FBO) at the Blair Municipal Airport, for more than eight (8) years.

Olsson has also performed or is performing a bike and pedestrian bridge study and a habitat project near the former Dana College campus, along with one additional private development project within the city. Additional details can be available upon selection.

Neither Olsson nor its subconsultants have been debarred or suspended within the past seven (7) years, nor have they been involved in litigation or contract terminations relevant to the services requested.

Olsson does not believe these relationships constitute a conflict of interest and affirms its ability to provide objective and independent services to the City of Blair. Olsson will document the final decision, and necessary actions will be provided to involved parties.

Olsson does not have any current litigation brought by or against the firm. Olsson carries professional and general liability insurance coverage with limits that management believes adequately protect the company from losses or liability that could threaten our financial viability. Coverage is maintained with insurance companies that maintain high ratings for claims paying ability. Our coverage and carriers are reviewed annually by our independent insurance consultant. While disputes and litigation are inherent in our industry, we consider the current and past claims as part of the ordinary course of business and not threatening to our ability to fulfill our commitments.



Infrastructure  
Analysis

500-yr

03

# TECHNICAL APPROACH & SCOPE OF SERVICES

Are there any  
more prone to  
water after

01  
Organization &  
Project Team

02  
Conflict of Interest  
& Disclosure

03  
Technical Approach &  
Scope of Services

04  
Related Technical  
Experience (References)

05  
Insurance Requirements

# OUR UNDERSTANDING OF BLAIR

Blair is a community on the rise with a strong regional presence, shaped by its strategic location along the Missouri River and proximity to the thriving Omaha–Council Bluffs metropolitan area. The city is a powerful regional employment hub, supported by a strong industrial base and excellent transportation access. Yet even with this economic momentum, the city’s residential and commercial growth has lagged behind, creating a disconnect between where people work and where they live, shop, and spend time. This dynamic underscores the importance of a community-led long-range planning process as the community juggles the need for future development with the desire to preserve its small-town character.

The city’s development patterns and infrastructure are influenced by its unique position at the convergence of four major highways, bringing both economic opportunity and transportation challenges. Blair is defined by its strong community culture and commitment to transparent governance. Many of these factors are important to understand during the planning process and will be evaluated, discussed, and incorporated into the Comprehensive Plan to help achieve decisions that reflect both current realities and long-term aspirations.

The proposed approach is outlined in detail to help achieve a planning process that remains clear, inclusive, and aligned with the community’s goals. Our scope of work will deepen our understanding of the following areas of interest, begin to define the project’s goals, and craft a transparent roadmap translating vision into action.



## WHY ARE THESE IMPORTANT TO BLAIR?

**Demographics and Economy.** Understanding Blair’s demographic trends and economic base is essential for planning future growth. As previously mentioned, Blair’s regional employment center and steady industrial growth are excellent community assets but limited residential and commercial development create an economic imbalance. Because of this, the planning process must identify workforce needs, future population changes, and opportunities to diversify and support targeted industries.

**Facilities and Services.** The comprehensive planning process will provide an opportunity to evaluate key public services such as water, wastewater, and stormwater infrastructure needs, paired with future development patterns and growth projections. This analysis will help Blair determine whether existing systems can accommodate future growth and where strategic investments are needed.

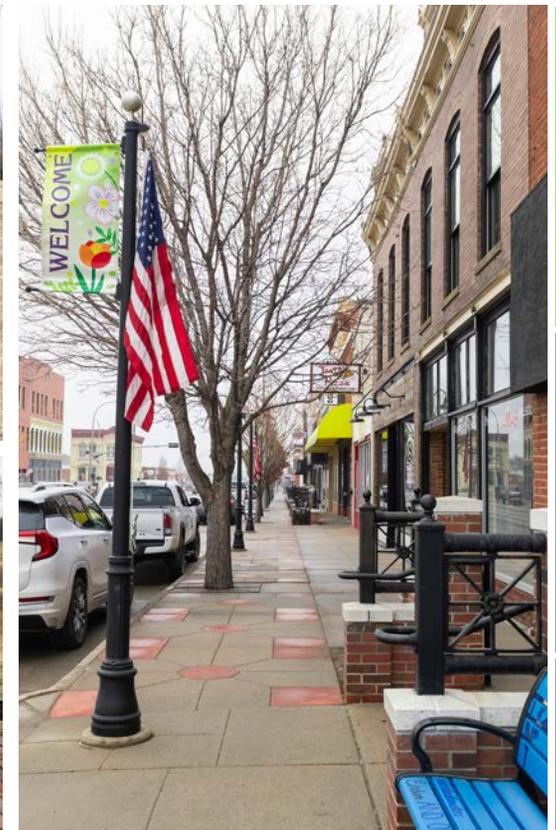
**Housing Needs.** Despite strong employment opportunities in Blair, housing remains a known challenge for the community. This planning process will incorporate existing housing studies to develop strategies addressing workforce housing, senior housing, and affordable housing, all of which are necessary for Blair to support population growth and balance its economic and residential sectors.

**Land Use and Zoning.** An assessment of Blair’s existing land use patterns will define future land use scenarios, including potential annexation areas, infill opportunities, and redevelopment sites. This will be particularly important given the mix of industrial growth and limited residential expansion. Zoning updates may be necessary following the adoption of the Comprehensive Plan to help shape growth, protect neighborhood character, and support new development. Plan recommendations will start to outline areas in need of updating in terms of the zoning code requirements.

**Transportation Systems.** Blair’s transportation challenges are shaped by its location at the junction of four major highways. This planning process will require multimodal network analysis, coordination with NDOT and FHWA standards, and the upcoming Safe Streets for All (SS4A) planning process. This will help achieve a plan that addresses vehicular, bicycle, pedestrian, and transit needs while improving the system’s safety, functionality, and connectivity for all users.

**Energy and Utilities.** The Comprehensive Plan must include an Energy Plan, as required by state statute, along with a sustainability and resilience component. The Olsson Team will evaluate current utility capacities and plan for long-term energy use, environmental conservation, and infrastructure resilience. This is increasingly important as the city anticipates growth and seeks to maintain reliable and sustainable systems for residents and businesses.

The planning process will interpret these opportunities and challenges—ranging from transportation pressures and growth imbalances to strong community engagement and a well-structured governance framework — and translate them into a clear, actionable vision for Blair’s future. Through a robust community engagement process that invites residents, stakeholders, and local leaders into meaningful dialogue, the plan will build consensus around shared priorities and strategies for success. This collaborative approach will be paired with an action-oriented implementation framework designed to guide future growth, support targeted investments, and help Blair proactively manage development in a way that strengthens its identity, enhances quality of life, and positions the city for sustainable, resilient progress in the decades ahead.





# METHODOLOGY/SERVICE APPROACH

**There are numerous, intricate considerations that factor into the development of a meaningful, consensus-built Comprehensive Plan (Plan) that leads the way into the future.**

Factors such as land use, urban design, transportation, infrastructure conservation, and public safety must be woven together into a Plan that reflects a community's values and vision for its future.

The following details Olsson's approach and methodology for updating Blair's Comprehensive Plan, including our plan to conduct data analysis, public engagement, and Plan development. We drafted this approach in response to your needs and desires as indicated in the RFQ. Our approach incorporates your full scope, our experience, the city's recent planning work, and a pathway to success for the City of Blair.

## PROPOSED PROJECT PHASES

Our project plan and innovative strategies are explained in further detail in this proposal and consist of the following phases. With this in mind, we hope to work with you on customizing and refining the scope of work to make certain that it meets your goals and objectives while remaining within your budget.





# PHASE 1 INITIATE

## The Planning Team will go through a series of steps to lay a good foundation for our understanding of Blair.

We will evaluate and analyze existing conditions, the market, existing planning efforts, and other factors. We will then take preliminary steps to establish roles and communication channels, as well as a recognizable brand for the project before we begin to engage with the community.

### Defining the Team.

- **Planning Team:** The Olsson consulting team, including our talented planners, urban designers, landscape architects, economic analysts, engagement specialists, and engineers who will facilitate the planning process, draft the Plan, and coordinate with the Comprehensive Plan Steering Committee.
- **Comprehensive Plan Steering Committee (CPSC):** City staff members who will work closely with the Planning Team to oversee the day-to-day management of the project and assist with public engagement efforts and certain aspects of the creation of the Plan. While we will guide the creation of the Plan, the City of Blair also has an important role to play in confirming a successful project.
- **Blair Community:** Consists of the great people who make up Blair's community and who will have a say in the planning recommendations through iterative feedback and preference gauging exercises.
- **Technical Committee (TC):** Select city staff members who will advise on the technical elements of the Plan and participate in major public engagement activities. These individuals will be pulled into the planning process at key points to provide insights and advice on the process and Plan deliverables.
- **Stakeholder Committee (SC):** A diverse group of community members with a vested interest in this planning process who will advise and champion the Plan, including residents, stakeholders, elected and appointed officials, business owners, property owners, community group members, students, developers, and others identified in the planning process. This committee should include representatives from active committees and advisory boards.
- **City Leadership Committee (CLC):** The elected members of the City Council of Blair and the Planning Commission.

**The Planning Team asks that the City of Blair provide the following products and services:**

- **GIS Data:** all available and applicable GIS shapefiles or geodatabases of geographic/spatial data
- **Existing Related Documents:** all available and applicable existing planning documents (either a URL to the digital document or a PDF shared via email)
- **City Brand Files and Logos:** JPEGs, PNGs, or PDFs of any city brand guides, logos, etc., to ensure appropriate project branding/visual identity
- **TC and SC Members:** names and contact information for desired members of TC and SC
- **City Images Library:** all available previously taken images of/around the City of Blair
- **Lead TC and SC Creation Process:** brainstorm potential TC and SC members; perform initial contact with potential TC and SC members, either by phone call or email
- **Timely Review of Materials:** provide consolidated comments on project materials in a timely manner
- **Book Public Engagement Meeting Venues:** cover the cost of and book necessary public engagement meeting venues; secure reservations of venues that meet the needs of the Planning Team
- **Timely Communications with Planning Team:** provide timely responses to the Planning Team throughout the project's lifetime

**Kickoff Meeting.** Before the planning process can truly begin, all parties must be on the same page. We will start the project with a kickoff meeting between the Planning Team and the CPSC to define expectations and clarify the project's administrative process. The project's work scope, schedule, and public engagement strategy will be reviewed, and all parties will leave the meeting with an agreed-on strategy to complete the Plan on time and within budget. All successful planning efforts must be supported by a solid foundation, and this phase offers the opportunity to do just that.

**Creating Planning Partnerships.** Outside of city staff members, we depend on a Stakeholder Committee (SC) – made up of property owners, business owners, interested residents, developers, students, and more – to act as our sounding board throughout the project. Additionally, we will work with the CPSC to establish a Technical Committee (TC) – comprised of city staff members and applicable agency/department representatives who use the Plan on a regular basis. Our engagement practices are balanced between events exclusively for the SC and TC and events meant for the general public. We use multiple venues, strategies, and portals to create meaningful dialogue and a strong alliance with the committees and the public. This collaboration gathers essential information related to the needs, desires, issues, and potential roadblocks that lie ahead.

**Public Participation Plan (PPP).** In coordination with the city, public engagement tools and strategies will be selected and identified in a detailed PPP to guide the engagement process. The PPP will identify the materials to be used, stakeholders to involve and when, and a working timeline and schedule for outreach activities. The PPP will be a living document and regularly evaluated to confirm that public engagement goals are met.

**Brand Guidelines.** Before a deep dive into the existing conditions occurs, a project brand and document format will be created to ensure a tailor-made look is provided for all materials, providing continuity and consistency in project documents and an easily readable and understandable format. This will be applied to online and in-person efforts with a style that stands out and excites while reflecting the sensibilities of the City of Blair.



## PHASE 1 SUMMARY

### MEETINGS AND ENGAGEMENT

- Kickoff Meeting
- Monthly Progress Meetings

### DELIVERABLES

- Public Participation Plan
- Project Brand Guidelines



**The DISCOVER phase will allow our Planning Team to better understand the community through analysis of existing conditions, market analysis, past and current planning efforts, and initial engagement with key stakeholders and city staff members.**

The result of this phase will establish a clear set of initial topic areas to explore with the community, backed by data, mapping, illustrative resources, and research. The information collected will be made accessible to both technical and non-technical members of the community to encourage robust and informed engagement.

*[The city will compile and provide relevant GIS data, and any gaps in data will be filled by the Planning Team through regional and third-party data resources. To the extent data is available, the Planning Team will create a series of existing conditions studies, supported by illustrative maps and data insights to enhance understanding of the community.]*

**Site Visit and Photographic Inventory.** The Planning Team will conduct a comprehensive in-person site visit to supplement existing conditions data and analysis. During this visit, we will capture a photographic inventory of Blair, focusing on key elements such as land use, development patterns, housing, open spaces, and the overall character and aesthetics of the city. These images will help verify and enrich our understanding of current conditions and directly inform Plan recommendations.

**Plans Review.** A thorough review of existing planning documents will be conducted to identify relevant projects, investments, and policy directions that align with the goals of the new Plan. The Planning Team will gather input from city staff members to understand current priorities and concerns. This task includes an analysis of previous planning efforts, city documents, and implementation outcomes to ensure continuity and build upon past successes. The review will help establish a strong foundation for the new Plan by understanding the historical context and long-range planning trajectory of Blair.

**Demographic, Economic, and Market Analysis.** To accurately assess Blair's development potential, our partners will prepare a comprehensive economic and market analysis. This study will evaluate the city's capacity to support future development and redevelopment across various land uses, including retail, office, industrial, and mixed-use/highway corridors.

**The analysis will include:**

- Historical employment trends and employment composition
- Assessment of population demographics that impact commercial, industrial, and housing needs
- Historical trends in supply, absorption, vacancies, and rents
- Twenty-year space need forecasts
- Site evaluations to identify viable development and redevelopment locations
- A system-wide assessment of community needs, preferences, and priorities

Additionally, the analysis will consider the city's role within the region, examining how regional dynamics influence local planning. Demographic and economic indicators such as population growth, household composition, age distribution, income levels, educational attainment, and employment trends will be evaluated and compared with those of surrounding communities.

**Housing Portfolio Analysis.** The housing market has undergone significant changes nationwide in recent years. The Planning Team will review existing housing studies completed for Blair and conduct an analysis of the housing market to reflect current conditions and identify opportunities for housing development and reinvestment.

**This analysis will:**

- Provide a snapshot of the current for-sale and rental housing markets
- Offer best practices for addressing affordability and integrating diverse housing types
- Support aging-in-place strategies for residents
- Forecast future need for for-sale, market-rate, and income-based rental housing, and senior housing
- Identify perceived barriers in the ability of the city to support new home construction and persuade homebuilders to construct new housing
- Involve the municipal and private sector in the process of implementing a city-wide housing strategy
- Identify prospective residential greenfield and infill development sites



**Land Use Assessment.** Our Planning Team will conduct a comprehensive analysis of existing land use and development patterns across Blair to establish a clear baseline for future planning. This includes documenting current land uses, densities, and spatial relationships, as well as identifying underutilized parcels, such as vacant lots and properties where land value significantly exceeds the value of improvements. Using geospatial data and insights from the market analysis, our team will identify emerging “character areas” or “place types” that reflect distinct development patterns, community identities, and functional roles within the city. These areas will help inform a nuanced future land use map that supports strategic growth, reinvestment, and placemaking. This assessment will also highlight key opportunities for infill development, redevelopment, and strategic land use transitions, confirming that future land use recommendations are grounded in both market realities and community aspirations.

**Transportation Network and Facilities.** The Planning Team will document Blair’s existing multimodal transportation system, including streets, sidewalks, trails, bikeways, safety conditions, and regional transit. Findings will be shared through maps, infographics, and supplemental research to illustrate how residents, workers, and visitors move throughout the city. This analysis will highlight opportunities to strengthen the transportation network and incorporate best practices for accessibility and connectivity.

**Sustainability and Resilience.** In accordance with Nebraska Revised Statute 81-1604, we will assess Blair’s environmental assets, vulnerabilities, and policies through a review of land use, green infrastructure, impervious surfaces, and native vegetation. Environmental conditions and risks will be mapped using available GIS data. Current sustainability initiatives, including energy efficiency, waste management, and resilience planning, will be evaluated to identify gaps and opportunities for improvement, guided by best practices and tailored to local conditions.



**Community Facilities and Infrastructure.** We will evaluate the condition and capacity of core infrastructure systems, including water, sewer, stormwater, and transportation, using GIS and utility data. Existing comprehensive plans and capital improvement programs will be reviewed to understand recent investments and future upgrades. Special focus will be given to high-growth areas. Coordination with city staff members and utility providers will confirm the analysis reflects operational priorities and informs resilient, future-ready infrastructure planning.



## PHASE 2 SUMMARY

### MEETINGS AND ENGAGEMENT

- Monthly Progress Meetings

### DELIVERABLES

- Site Visit & Photographic Inventory
- Existing Plans Review
- Existing Conditions Report - *Land Use & Place Types; Transportation Network & Facilities; Natural Resources; Demographics; Sustainability & Resilience; Community Facilities & Infrastructure*
- Economic & Market Analysis





**Regardless of how thoroughly we invest in internal discovery, the reality is some things cannot be learned from reading plans and analyzing data.**

**INITIATE** and **DISCOVER** lay the foundation; **ENGAGE** is the true lifeblood of the planning process. Though others may consider visioning and public engagement to be two distinct steps in the process, we view them as being intrinsically linked. Instead of developing concepts independently and then presenting them to the public, we believe stakeholders and the public should be intimately involved in the planning process.

We believe true, fruitful public engagement is not a box to be checked; it should be the foundation on which the Plan is based. Ultimately, we want to engage with the City of Blair in the way you engage. We can employ a variety of engagement tools, including anything you believe would work well for your community.

**Furthermore, we know the following:**

- All ages must be included in the planning process.
- Creativity and inclusivity are vital to connect with today's world.
- We must meet people where they are; providing convenience and comfort is key.
- Public engagement provides valuable qualitative and quantitative information.

**KEEPING PEOPLE IN THE LOOP**

Our public engagement strategy centers around providing as many “touches” as possible through diverse and varied methods. We find this to be an effective means of engaging all types of audiences in a way that works for people on an individual basis. This iterative process paints a clear picture of what the vision, goals, and preferred outcomes for the project are by asking the same questions in different formats. This is how we craft a plan that is authored by your community.

Plan marketing materials, including posters, press releases, fliers, social media graphics, and postcards, can be created, and they will complement each other. The overarching purpose of these materials is to be informative and provide recipients with various ways to get involved in the public engagement process. Several options exist for capturing an audience via social media. It is recommended that existing city and community group social media pages be used to capitalize on their following.

## LEVERAGING ONLINE PLATFORMS

In addition to in-person events, online platforms will be used to engage participants who cannot attend in-person events or prefer to interact with the planning process through this medium, broadening the audience base. These online tools will provide real-time information during the planning process. Online engagement gives the Plan life after adoption, maintaining the excitement surrounding the project.

Engagement is never just a “check the box” exercise; adaptability and nimbleness guide the process, with a strong emphasis on the role of web analytics, marketing, and branding for successful outreach. Public engagement is designed to be convenient, interesting, and enjoyable for all participants. Active monitoring through web tools tracks who is being reached and where, helping to verify broad community involvement. By adopting a flexible approach, any gaps are addressed and the process stays comprehensive, consistently aligning with the unique requirements of the city. Documenting insights from engagement activities is a priority, with meeting minutes and written comments from public events carefully recorded. Summaries of feedback from meetings, workshops, and electronic communications are prepared for city staff review.

## SOCIAL PINPOINT

**Social Pinpoint** is an online engagement tool to complement or replace traditional feedback mechanisms. This innovative public engagement tool can assist with public meetings, pop-up meetings, surveys and general engagement. Videos and photos of in-person meetings are uploaded in Social Pinpoint for those who were unable to attend or do not feel comfortable attending in-person public meetings. Survey questions may be uploaded to the program as well, allowing the community to visualize the community while answering questions. The Social Pinpoint engagement hub provides multiple familiar tools for interaction including map-based comments. We have found that location-based engagement provides insights similar to location-based technical data and this will provide value in the diverse contexts of Blair.

## SEQUENCE OF ENGAGEMENT

We have an extensive toolbox of activities, strategies, and materials from which we will develop the Public Participation Plan with city staff. We will utilize these tools to maximize the quality and quantity of community feedback to facilitate a successful planning process. We will work with you to identify the best tools and strategies that will both build trust and solicit meaningful feedback in your community.

**Initiating the Planning Process** – To launch Phase 1 **INITIATE**, the following activities and tools are recommended to build awareness, establish momentum, and lay the foundation for a successful planning process:

- **City Leadership Kickoff Session.** The Planning Team will begin the project with a dedicated work session involving Blair’s elected leadership. This kickoff meeting will establish shared goals, clarify expectations, and set the tone for collaboration throughout the planning process.
- **Interactive Website.** A branded project website or webpage will be developed following the kickoff. This site will serve as the central hub for all planning-related content, including existing conditions imagery, a project timeline, questionnaires, public event details, opportunities for public comment, and access to Plan documents as they become available. Multiple software platforms are available to enhance user experience and promote accessibility.
  - **Optional Launch Video.** A short video (under one minute) featuring a city official will be produced and shared on the project website and social media. This video will incorporate project branding, convey energy and enthusiasm, and encourage residents to get involved and share their perspectives.
- **Social Media.** An existing or newly created social media account will be used to share updates, highlight upcoming engagement opportunities, and post live event content (e.g., photos of participants).
- **Press Release Coordination Plan.** The Planning Team will work with city communications staff members to coordinate timely press releases throughout each phase of the planning process. These announcements will align with key milestones and events to maximize public awareness and participation.



**Getting to Know Blair** – As part of Phase 2 **DISCOVER**, the following activities and tools are recommended to understand the Blair community better:

- **Community Survey.** A community survey will be developed early in the planning process to provide an accessible and anonymous way for community members to share feedback. The survey will feature a mixture of question formats to help identify high-level priorities that will guide subsequent project phases. The survey will be administered in two ways: (1) a statistically significant random survey and (2) a non-random community survey. The non-random community survey will be embedded on the project website and hosted via [Survey Monkey](#) or [Social Pinpoint](#). Both survey types will include the same questions, so responses can be analyzed and compared. The approach to the statistically significant random survey is provided starting on page 37.
- **Stakeholder Interviews and Focus Groups.** These sessions will engage key stakeholders to explore topics central to the Blair community, including community character, transportation, open space, housing, infrastructure, development pressures, and opportunities for infill and redevelopment. The team will facilitate outreach to major employers, utility providers, and organizations not formally represented on committees to gain a comprehensive understanding of initiatives both within and beyond city partnerships.
- **Elected Officials Interviews (Virtual).** A series of one-on-one 45-minute virtual interviews with the Mayor and City Council members will be conducted to hear their specific ideas and concerns about the community. The feedback from these interviews will be shared in the form of an anonymized executive summary.
- **City of Blair Departmental Interviews.** Interviews with municipal department leaders and staff will help assess current responsibilities, capacity, and ongoing initiatives relevant to the Plan. These conversations will provide valuable context for existing programs and help identify resources and support needed for the successful implementation of the Plan’s recommendations.



**Establishing the Vision** – To support Phase 3 **ENGAGE**, the following activities and tools are recommended to collaboratively shape the vision for Blair:

- **Pop-Up Events.** The Planning Team will coordinate with event organizers inside and outside of City Hall to identify strategic community gatherings—such as sports games, festivals, and farmers’ markets—as opportunities for pop-up engagement. These informal setups bring the planning process directly to the public, inviting passersby to participate in quick activities like surveys, mapping boards, or interactive polls. To foster trust and break down barriers between residents and city planning efforts, events like “Planning and Pizza” will offer relaxed, conversational spaces for community members to learn about the process and share their thoughts. These engagements are designed to be approachable, personal, and rooted in genuine dialogue.
- **One-Day Visioning Workshop and Public Open House #1.** This full-day event—or two half-day sessions—will begin with a visioning workshop involving City Leadership (typically involving both Elected Officials and the Planning Commission), followed by a session with SC and TC members. This event builds momentum and encourages stakeholders to think inspirationally about the future of Blair through facilitated small-group discussions, interactive exercises, and large-group reviews.

- **Public Open House #1.** The Visioning Workshop will conclude with Public Open House #1, where community members can review insights from earlier sessions and contribute their own feedback.
- **Virtual Visioning Workshop.** To confirm broad participation, an online and paper-based questionnaire will be distributed following the workshop. This tool allows those unable to attend in person to share their perspectives. Responses will be integrated with feedback from the live sessions to create a comprehensive understanding of community priorities.

**Creating a Plan** – To advance Phase 4 **PLAN**, the following activities and tools are recommended to collaboratively shape and refine the future of Blair:

**Planning and Design Charrette.** The Planning Team will lead a dynamic two-day planning and design charrette, bringing together planners, landscape architects, and market analysts to engage with the Blair community. Through an iterative process, the team will explore community needs and develop multiple concept proposals. The charrette will feature interactive sessions with the SC, TC, and the public, using tools such as imagery, graphics, analysis maps, and preliminary planning concepts to gather rapid feedback through visioning and preference exercises. This highly engaging format is often a highlight of the planning process, fostering meaningful dialogue and building consensus around a shared vision for the future. During the Planning and Design Charrette, the Planning Team will present the findings from previous engagement and data collection, including the Market Analysis and Housing Study.

**Public Open House #2.** Held on the second day of the charrette, this open house invites the broader community to explore planning concepts at their own pace. Attendees can review feedback from earlier sessions, engage with draft recommendations, and share their thoughts in an informal, interactive setting. These conversations are essential for refining ideas and confirming the Plan reflects community values and priorities.

**Virtual Charrette Open House.** Following the charrette, the Planning Team will launch a digital open house to extend engagement beyond in-person events. Hosted on the project website, this platform will allow residents to review concepts and provide feedback online, confirming accessibility and continued community involvement.

**Drafting the Plan** – To support Phase 5 **IMPLEMENT**, the following activities and tools are recommended to refine and finalize the Plan for Blair:

**Draft Plan Work Session.** The Planning Team will facilitate a collaborative work session with the SC, TC, and city leadership. During this session, the team will present findings from all phases of community engagement and share initial Plan recommendations for review and discussion. This is a key opportunity for leadership and committees to provide input and shape the final direction of the Plan.

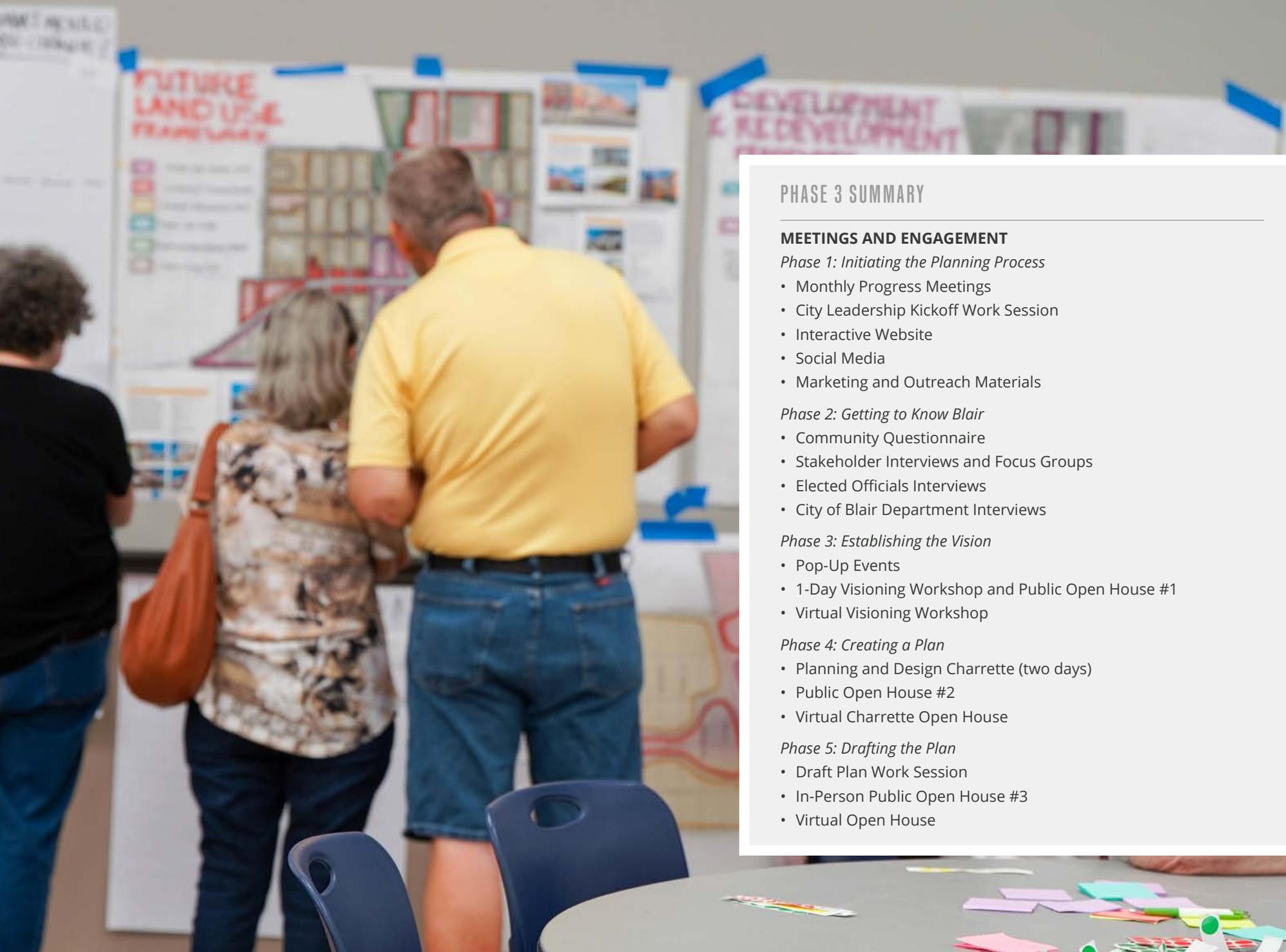
**Konveio.** Draft materials will be uploaded to **Konveio**, an online PDF commenting tool that allows community members to review and comment directly on plan documents. This platform supports transparency and provides an accessible way for the public to engage with the draft content.

**In-Person Public Open House #3.** The third public open house will offer residents a chance to explore the initial recommendations at their own pace. Attendees will be able to review feedback gathered throughout the process, learn how the Visioning Workshop and Planning and Design Charrette informed the draft, and share their thoughts in an informal, interactive setting. These conversations with the Planning Team are essential for refining the Plan and ensuring it reflects community priorities.

**Virtual Open House.** Once draft recommendations are in place, a second virtual open house will be launched via the project website. This online platform will mirror the content presented at in-person events, allowing residents to review concepts and provide feedback at their convenience. The digital format supports broad accessibility and continued engagement.

**Adopting the Plan** – in alignment with Phase 5 **IMPLEMENT**, the following activities and tools are recommended:

**Adoption Hearings.** Once the final Plan is submitted, the Planning Team, alongside city staff, will present the document at both a Planning Commission meeting and a City Council meeting. These hearings provide an official forum for review, discussion, and adoption of the Plan so that it reflects the community's vision and gains the necessary support for implementation.



## PHASE 3 SUMMARY

### MEETINGS AND ENGAGEMENT

#### *Phase 1: Initiating the Planning Process*

- Monthly Progress Meetings
- City Leadership Kickoff Work Session
- Interactive Website
- Social Media
- Marketing and Outreach Materials

#### *Phase 2: Getting to Know Blair*

- Community Questionnaire
- Stakeholder Interviews and Focus Groups
- Elected Officials Interviews
- City of Blair Department Interviews

#### *Phase 3: Establishing the Vision*

- Pop-Up Events
- 1-Day Visioning Workshop and Public Open House #1
- Virtual Visioning Workshop

#### *Phase 4: Creating a Plan*

- Planning and Design Charrette (two days)
- Public Open House #2
- Virtual Charrette Open House

#### *Phase 5: Drafting the Plan*

- Draft Plan Work Session
- In-Person Public Open House #3
- Virtual Open House

# ASKING BLAIR EXPERTS: YOUR RESIDENTS

## Our Statistically Significant Survey Approach

### SURVEY PHASE ONE | Develop the Surveys and Sampling Plans

#### Develop the Surveys

Once selected for the project, ETC Institute will meet with the project management team via phone or web-based conference to discuss the goals, objectives, and desired outcomes of the project. ETC Institute will provide sample surveys created for similar projects to help facilitate the design process while utilizing input to develop a survey instrument designed to meet all desired goals and outcomes. Samples will be provided from similar communities who have administered resident and business surveys. ETC Institute will also review any past surveys and discuss with the project management team that questions should be benchmarked with past or for future surveys. Based on a thorough discussion with the project management team, ETC Institute will develop a first draft for the survey.

ETC Institute will work closely with the project management team to utilize input in creating the survey that best fit the needs of the project. It is anticipated that three to four drafts of the survey will be prepared before it is approved by the project management team. The project management team will be given the opportunity to review the survey instrument before it is administered. Once the survey instrument is approved, ETC Institute will conduct an internal pre-test to confirm it is understood as designed.

ETC Institute will collaborate with staff to incorporate questions in the survey related to major issues/projects, customer satisfaction with various services and programs, and city tax initiatives, if desired.

#### Design the Sampling Plan

ETC Institute will develop and finalize two sampling plans based on input from the project management team. A project manager from ETC Institute will discuss which methodology is best to conduct the surveys and will lead the design of sampling plans. The survey samples will be purchased by ETC Institute from one of the largest list brokerage firms in the world who has a list of all residential and business addresses within the city's boundaries. ETC Institute will implement a method to provide each resident in the city with an equal chance of being selected for the random sample.

The list brokerage firm used will also provide emails for each of the households selected as a part of the random samples. ETC Institute will compare the sample purchased for this project to the information provided by the city. ETC Institute will use emails to conduct follow-ups with the households who were originally selected as a part of the random sample and received a paper version of the survey in the mail. ETC Institute will do everything possible to maximize your investment in our services and will not charge the city any additional fees to provide data entry and verification of responses collected above and beyond the agreed upon goals. Demographic data will be used to monitor the distribution of responses to verify the responding population of the survey.

#### SURVEY PHASE ONE DELIVERABLES

- Approved survey instrument
- Description of the finalized sampling plan

### SURVEY PHASE TWO | Administer the Surveys

#### Administer the Surveys

Once the final survey instrument and sampling plans are approved by the project management team, ETC Institute will administer the survey. ETC Institute recommends using a hybrid methodology consisting of mail and online surveys.

Given the negative impact Caller ID has had on phone survey response rates and the need to represent diverse populations effectively, ETC Institute offers the hybrid mail/online methodology to maximize the overall level of response. Even if residents do not respond by mail, those who receive the mailed version of the survey are significantly more likely to respond to the survey online because they know the survey is legitimate.

The mailed survey will include a cover letter on official letterhead that will explain the importance and purpose of the survey, encourage participation, and include a link to the online survey for those who prefer that option. If needed, phone calls will be made to collect responses from demographic groups that did not have a robust enough response to our mail/online contact attempts.

The following procedures will take place for our mail/online hybrid methodology. All of the procedures detailed below will be delivered in-house at our main office.

### **Survey Administration Procedures**

ETC Institute will work with the project management team to develop a communication plan for the survey. As a part of this task, ETC Institute will provide sample press releases that can be used to notify the public about the survey. Advance publicity can significantly enhance the response rate.

ETC Institute will mail a copy of the survey instrument and a postage-paid return envelope to each of the households selected for the random sample. The survey will include a letter on official letterhead that explains the purpose of the survey and that indicates all survey responses will remain anonymous. ETC Institute will geocode the address of all respondents to the block level when delivering data to the project management team. All identifying data will be removed from any open-ended responses, and all efforts will be made to guarantee the anonymity of all responses.

Approximately 10 days after the surveys are mailed, ETC Institute will e-mail a link to the online survey to households who received the survey in the mail. These e-mail follow-ups will significantly increase the response rate which will greatly reduce the probability that the results are affected by non-response bias. ETC Institute will track and only include online survey responses from residents who were randomly selected for the survey.

Additional email follow-ups will be concentrated on demographic and geographic areas where response to the survey is low. This will help make the results representative of the entire city, both demographically and geographically.

Following the completion of survey administration, ETC Institute will perform data entry, editing, and verification of all survey responses. The data processing system used by our firm for the Plan will alert data entry personnel with an audible alarm if entries do not conform to predetermined specifications. Data entry fields will be limited to specific ranges to minimize the probability of error. A supervisor will match at least 10 percent of the records in the database against the corresponding survey to verify that all data entry is accurate and complete.

#### **SURVEY PHASE TWO DELIVERABLES**

**Copy of the overall results to each question on the survey, including any open-ended responses from the survey**

### **SURVEY PHASE THREE | Survey Analysis & Reporting**

#### **Analyze the Survey Results**

##### ***Importance-Satisfaction Analysis***

By using specific design features, ETC Institute will utilize the survey data to create an Importance-Satisfaction Rating (I-S Rating). The I-S Rating is based on the concept that public agencies will maximize overall satisfaction by emphasizing improvements in those service categories where the level of satisfaction is relatively low and the perceived importance of the service is relatively high. More than 200 governmental agencies currently use ETC Institute's I-S Ratings. The ratings allow governments the ability to assess the quality of service delivery.

### **Normative Comparisons**

Benchmarking is a highly effective tool that helps decision-makers interpret the meaning of community survey data. If 59 percent of residents are satisfied with the overall quality of government services, is that good or bad? Without comparative data, it is difficult to know. ETC Institute maintains national, regional, and population-based benchmarking data for more than 80 types of local governmental services. ETC Institute will work with the project management team to determine which national and regional benchmarking comparisons best meet the goals and objectives for the project. Normative comparisons from jurisdictions that issue similar customer surveys will be provided to the city.

### **GIS Mapping**

Our GIS team will bring highly developed and current skills in automated information collection, data cleanup and manipulation, state-of-the-art geocoding, and database development to this assignment. Our planners and technicians routinely support customer satisfaction analysis and other planning and modeling efforts across the country. The GIS maps our team creates provide our clients with a visual representation of the areas of the city that are surveyed and can be used as an useful communication tool with city leaders and elected officials. Our GIS maps not only provide our clients with a visual representation of the areas that are surveyed, but they can also show areas where residents have the greatest and least amount of satisfaction with various services/programs.

If this option is selected, ETC Institute will prepare maps showing the results of specific questions on the survey by ward (or other geographic characteristics).

### **Cross-Tabulations**

Based on a discussion with the project management team, ETC Institute will create cross-tabulations of questions on the survey with key demographic variables (i.e., age, gender, income/revenue, number of years in the city, geographic characteristics, chamber of commerce affiliations, MWBE status, and others). ETC Institute will work with city staff to understand the significant differences found in the cross-tabulations among the key demographic groups.

### **Historical Benchmarking**

Tracking progress over time can be very important for a community. ETC Institute will work with the project management team to identify questions asked in prior surveys, and will provide charts that track comparative change in levels of resident satisfaction. Following a meeting with the project management team, ETC Institute will develop written reports utilizing the analysis tools described. The reports will provide a thorough analysis of the data, including a summary of the results. The reports will describe the methods used in conducting the surveys and the number of respondents surveyed. The full reports will also include the following:

- An executive summary that includes the description of the survey methodology and major findings,
- Charts and graphs for all questions on the survey,
- Importance-Satisfaction Ratings that identify priorities for improvement,
- Benchmarking analysis that shows how the city compares to other communities,
- GIS maps that show select questions on the survey as a map,
- Cross-tabulations that break down the results by key demographic variables (this will include a statistical presentation of all questions by demographics),
- Data tables showing the results for all questions on the survey, and
- A copy of the survey instrument.

### **SURVEY PHASE THREE DELIVERABLES**

- **Digital survey findings summary report**
- **Raw survey data (Excel spreadsheet)**
- **On-site final survey results presentation**





**This phase translates community vision into actionable strategies by synthesizing insights from previous phases, including the Planning and Design Charrette and Virtual Open House, into a comprehensive set of goals, objectives, and policy recommendations.**

**ELEMENTS OF THE PLAN**

**Goals and Objectives.** Supporting Blair's vision, this phase will establish more specific goals, and objectives for the community, which may address issues like land use patterns and typologies, downtown, multimodal connections, housing needs, mixed-use/town center development, sustainable development, preservation, architectural character, and other topical areas identified as important to the Blair community.

**Growth Management.** An approach to how the city will encourage and support growth, identifying levels of anticipated change, including greenfield development, and preservation. These insights will inform a citywide approach to infill and redevelopment, paired with a pragmatic annexation strategy that aligns with community values rather than external growth pressures.

**Land Use Framework.** A strategic, integrated approach to future development, emphasizing fiscally responsible growth, context-sensitive design, and placemaking. Community feedback will be translated into system of Place Types, both existing and envisioned, which will guide policy recommendations across several areas. This section will include the future land use map, which visualizes anticipated land use patterns and contexts.

**Transportation and Infrastructure Framework.** This framework will synthesize planning recommendations and community input into a cohesive strategy for multimodal transportation and public space improvements. It will balance short-term, high-impact enhancements with long-term infrastructure planning. A Street Typology Framework will guide future investment in mobility infrastructure, integrating conventional roadway classifications with place-based street designs. These typologies will emphasize pedestrian safety, placemaking, environmental integration, and fiscal sustainability. Infrastructure planning will identify expansion needs and prioritize strategic investments, including technological upgrades, to accommodate population growth. The framework will also consider future trends in mobility and evolving transportation behaviors, confirming that infrastructure supports both functional movement and community identity.

**Community Facilities and Infrastructure.** This framework will establish benchmarks to help achieve the efficient delivery of public amenities, infrastructure, and essential services as the city grows. These guidelines will help maintain high-quality service levels and inform future investments.

**Parks, Recreation, and Trails.** A framework will be developed to integrate community needs identified throughout the process with the priorities and recommendations of the existing Parks Master Plan. This framework will define priorities to support accessible, high-quality parks, recreation and trails system.

**Downtown Entertainment District.** A strategy framework will be established to outline mixed-use development strategies and design guidelines that encourage a dynamic blend of use types while assessing parking needs and management strategies to confirm efficient access. This framework will introduce streetscape design concepts that enhance walkability, promote multimodal circulation, and create an attractive public realm.

### HOW WE DRAFT THE PLAN

Our planning approach is rooted in innovation and a strong sense of place. We understand that land use, mobility, quality of life, and arts and culture are deeply interconnected, and that thriving communities require holistic, context-sensitive solutions. We are excited to bring this perspective to Blair. Together, we will shape a plan that addresses development and redevelopment, transportation networks, streetscapes, urban design, housing diversity, and economic vitality, ultimately creating a vibrant, distinctive, and well-supported Blair for all.

At this stage, the Planning Team will draft a cohesive and comprehensive document that synthesizes all previous phases of the planning process, clearly showing the city's future direction using maps, imagery, and robust illustrations as needed (e.g., sketches, renderings, etc.). Once formatted, the draft will be organized and distributed to city staff, including the TC, for initial review. To enhance clarity and support data-driven decision-making, the Plan will incorporate data visualization and mapping tools, including charts, graphs, and maps, confirming key findings are effectively communicated to stakeholders.

**Draft Plan Work Session.** The Planning Team will facilitate a collaborative work session with the SC, TC, and city leadership. During this session, the team will present findings from all phases of community engagement and share initial Plan recommendations for review and discussion. This is a key opportunity for leadership and committees to provide input and shape the final direction of the Plan.

**Refining the Plan.** We will coordinate to note and address all initial concerns and comments. A final list of revisions from the review meetings and sessions will be incorporated into the Plan.

During this phase, we will host the public open house (see Phase 3 **ENGAGE**) to present refined alternative(s), recommendations, and identified priorities. This open house will give us a chance to receive a final round of feedback from the community before the Plan transitions from draft to final status. The draft document will be uploaded to Konveio and will make extensive use of visuals – maps, diagrams, infographics, and illustrative examples to communicate complex ideas in an understandable and engaging way.



## PHASE 4 SUMMARY

### MEETINGS AND ENGAGEMENT

- Draft Plan Work Session
- Public Open House #3
- Monthly Progress Meetings

### DELIVERABLES

- Initial Draft Plan - reviewed by CPSC, TC, SC, and City Leadership for refinement
- Refined Plan - reviewed by CPSC and uploaded to Konveio for collection of broader community input



## PHASE 5 IMPLEMENT

### **After the Plan’s recommendations are updated, they will be paired with practical strategies and specific actions to help achieve their effective implementation.**

This will include specific capital investments that align with the city’s budgetary capacity, including recommendations for funding strategies to support projects where shortfalls exist. These strategies will include phasing, prioritization, and cost impacts, and be associated with specific departments and external partners. The action plan will also provide recommendations for where departmental capacity may need to be expanded to support critical implementation programs or initiatives, alongside strategies that are informed by our engagement with staff and leadership. Combined, the recommendations and implementation strategies will outline the roadmap to achieve the community vision established in the Plan.

**Implementation is Not an Afterthought.** This section of the Plan is detailed, specific, and lays out a roadmap to achieve the community vision established in the planning process. To set the City of Blair up for success after the Plan has been adopted, we will do the following throughout the planning process:

- 1. Empower Blair’s Committed Stewards.** A Comprehensive Plan is not just implemented by the city; it is also driven by strong partnerships and long-term stewardship committed to the vision. Throughout the planning process, champions of the planning effort will arise as influential community members who are especially invested in the success and implementation of the Plan. These people will be critical to the role that the plans play in the community after it is adopted, and our process is designed to identify and empower these individuals throughout the process and beyond.
- 2. Discover Quick Wins.** Our planning process is designed to build both excitement and momentum through public engagement. The process will be visible and interesting, prompting the community to get excited about the future and the role they play in it. Additionally, the Plan itself will identify opportunities for some early “wins” and visible projects to help garner the endorsement of the public after the Plan is adopted. This will foster visibility and gain support and momentum for long-term ventures.
- 3. Design for Day-to-Day Use.** The Plan will be designed for everyday use as the official policy guide for land use, development and redevelopment, community character, and community improvements. We will break complex recommendations and strategies into a readable, illustrative, and digestible format that encourages its use as a “homebase” for the city.

The Plan will be readable and accessible, organized so that community members and developers understand the goals of the Plan, the overall recommendations, and the strategies laid out to achieve them. The Plan will serve as a community resource, shaping development and paving the way for years to come. After the Plan is complete, our team will remain invested in its success and will be a committed partner for Blair. We are excited to continue to walk with you into the continued and compounded success of Blair.

### FINAL PLAN

In addition to delivering the final Comprehensive Plan in PDF format, Olsson will provide a suite of tools and materials to support implementation, adoption, and long-term usability.

**City Department Strategies.** The plan will include tailored goals, policies, and actionable strategies for each city department, creating a coordinated framework for decision-making across departments and partner organizations. An appendix will provide an outline of potential costs and funding considerations for key recommendations to support informed budgeting and prioritization.

**Comprehensive Plan Adoption.** Following submission of the final plan, city staff will present it to the Planning Commission and City Council for formal adoption. The Planning Team will support this process by preparing presentation materials, briefings, and other resources to help achieve clarity and engagement during public hearings. The Plan will be organized in a clear, accessible format so that residents, developers, and stakeholders can easily understand the city's overarching goals and the strategies to achieve them.

**Web-Based Plan.** To enhance accessibility and long-term relevance, the Planning Team will deliver a web-based version of the Comprehensive Plan alongside a digital dashboard for implementation tracking. This online format will be ADA-compliant and user-friendly, improving navigation and engagement beyond a static PDF. Potential formats include interactive PDFs, Issuu, StoryMaps, or Konveio's Plan Hub, with the final platform selected in collaboration with city staff to meet Blair's needs.

### KEY FEATURES MAY INCLUDE:

- Interactive maps and visualizations
- Embedded videos or graphics
- Searchable content and intuitive navigation
- Mobile-friendly design
- Integration with public engagement tools

**Digital Comprehensive Plan Maps.** Olsson will provide all framework maps in GIS format for city staff use.

The planning process does not end with adoption. This phase marks the beginning of real implementation. Even the most visionary plan cannot fully anticipate the next 10 to 20 years, which is why ongoing engagement is essential. The SC, TC, city staff, and other identified champions must remain actively involved in executing the strategies and tasks outlined in the Plan. Their continued leadership will be critical to realizing the community's vision and adapting to future challenges.

## PHASE 5 SUMMARY

### MEETINGS AND ENGAGEMENT

- Adoption Hearings - attendance and presentations
- Monthly Progress Meetings

### DELIVERABLES

- Final Plan PDF – a fully-formatted and edited document including formal recommendations, implementation strategies, executive summary, existing conditions analysis, engagement summary, and economic and market analysis report
- Printed Final Plan – thirty (30) full-color bound paper copies of the final adopted plan
- Web-Based Plan
- Digital Comprehensive Plan and Maps – GIS and Adobe InDesign formats

# PROPOSED TIMELINE

Multiple deliverables will be created throughout the planning process, as outlined in detail in the Approach section. We anticipate the full process will take approximately 14 months to complete.

Our team has reviewed our capacity and the expectations outlined in the RFQ, and we are confident we can deliver this project within the proposed timeline. To maintain momentum and support broad participation, online engagement opportunities will be available at every stage, giving all residents and stakeholders consistent ways to share their input and stay connected to the project.

SCHEDULE	● Project Milestones	2026									2027				
		APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL	MAY
<b>PHASE 100 INITIATE</b>															
Project Kickoff		●													
Public Participation Plan															
Branding Plan															
City Leadership Work Session #1				●											
Project Website															
Progress Meetings															
<b>PHASE 200 DISCOVER</b>															
Site Visit and Photographic Inventory															
Stakeholder Interviews and Focus Groups				●											
Elected Officials Interviews				●											
Departmental Interviews				●											
Community Questionnaire & Statistically Valid Survey (ETC Institute)															
Plan Review															
Existing Conditions Analysis					●										
Economic and Market Analysis (Canyon Research Southwest)															
<b>PHASE 300 ENGAGE</b>															
Marketing and Outreach Materials															
Pop-Up Events															
One-Day Visioning Workshop and Public Open House #1						●									
Virtual Public Open House #1						●									
<b>PHASE 400 PLAN</b>															
Two-Day Planning and Design Charrette									●						
Public Open House #2									●						
Virtual Public Open House #2									●						
Plan Recommendations and Development												●			
<b>PHASE 500 IMPLEMENT</b>															
Draft Plan Work Session												●	●		
City Leadership Work Session #2												●	●		
In-Person Public Open House #3															
Virtual Public Open House #3															
Final Plan															
Plan Adoption															●

01 Organization & Project Team

02 Conflict of Interest & Disclosure

03 Technical Approach & Scope of Services

04 Related Technical Experience (References)

05 Insurance Requirements



04

# RELATED TECHNICAL EXPERIENCE (REFERENCES)

01  
Organization &  
Project Team

02  
Conflict of Interest  
& Disclosure

03  
Technical Approach &  
Scope of Services

04  
Related Technical  
Experience (References)

05  
Insurance Requirements



# BELLEVUE COMPREHENSIVE PLAN & LONG-RANGE TRANSPORTATION PLAN

## Bellevue, Nebraska

### PLANNING FOR ECONOMIC DEVELOPMENT AND BALANCED LAND USE.

Located just outside the metropolitan area of Omaha, Nebraska, and beside Offutt Air Force Base, Bellevue faced several challenges with land use planning, development, and connectivity.

Olsson partnered with Bellevue to create both a Comprehensive Plan and a Long Range Transportation Plan (LRTP) to guide the community into the future. Two plans in one, this unique project gets to the heart of the issues by providing tailored and innovative recommendations that unlock the economic development potential of the base while accommodating local needs and interests. Topics like housing and connectivity were at the top of the list as we worked with local stakeholders to design frameworks for future growth, mobility, economic development, and more.

The Plan provides a detailed action plan including clear next steps for implementation, a funding playbook, and a hot list including the top 10 steps the city can take to keep up the momentum of the planning process. The Plan was unanimously adopted by City Council in November 2024 and the city has already begun implementation.



2025 Nebraska Planning & Zoning Association  
**Daniel Burnham**  
**Comprehensive Plan Award**

## DATES

2024 to 2025

## SERVICES PERFORMED

- Community Planning
- Community Survey
- Geographic Information Systems (GIS)
- Landscape Architecture
- Public Engagement
- Transportation Planning

## RELEVANCE

- Land Use
- Transportation
- Housing
- Parks, Recreation, and Trails
- Downtown Entertainment District
- Economic Development
- Community Facilities and Infrastructure
- Energy Plan, Sustainability, and Resilience

## CLIENT REFERENCE

### Tammi Palm

Planning Manager

402.443.4675

tammipalm@bellevue.net

[VIEW PROJECT VIDEO](#)

[CLICK TO VIEW ADOPTED PLAN](#)



# NORFOLK RIVERPOINT SQUARE

## Norfolk, Nebraska

### COMMUNITY SPACE SUPPORTING DOWNTOWN REVITALIZATION.

Downtown Norfolk is an eclectic area offering shopping, dining and entertainment. There are art galleries, dance studios, professional businesses, and residences.

Thanks to the City of Norfolk's partnership with Olsson, the eye-catching Johnny Carson mural at the intersection of Third Street and Norfolk Avenue is now home to a new public space to be known as Riverpoint Square. Olsson's concept for this area transformed a parking lot into an inviting gathering space.

River Point Square was possible because of a federal grant for downtown revitalization, which was overseen by the Northeast Nebraska Economic Development District.

## YEAR COMPLETED

2018 to 2020

## SERVICES PERFORMED

- Engineering
- Landscape Architecture
- Master Planning
- Site Design

## RELEVANCE

- Land Use
- Transportation
- Housing
- Parks, Recreation, and Trails
- Downtown Entertainment District
- Economic Development
- Community Facilities and Infrastructure
- Energy Plan, Sustainability, and Resilience

## CLIENT REFERENCE

### Lyle Lutt

Director of Administrative Services  
402.844.2000  
llutt@ci.norfolk.ne.us

# WEST PLAINS COMPREHENSIVE PLAN

## West Plains, Missouri

### AN AWARD-WINNING VISION FOR THE FUTURE.

The City of West Plains is the largest city within 100 miles of south central Missouri with 12,000 residents. Because of its slower pace of life and big city amenities, the community attracts families, entrepreneurs, and outdoor seekers. Olsson guided the city through a robust community engagement and visioning process. We developed iterative concepts that introduced new and unique planning solutions to West Plains. Our process allowed multiple touch points with the community, stakeholders, and city staff to achieve consensus, excitement, and a roadmap for its future. Various public interests were involved in our planning process including a representative cross-section of community members; city staff members; business owners and developers; and enthusiastic West Plains High School students.

Our engagement efforts led to community support and unanimous adoption of the plan in August 2023. Since the plan's adoption, implementation has already begun including ordinance review to align regulations with the plan, and the creation of an online GIS map of underutilized/vacant sites available for development/redevelopment.



**“The team at Olsson was highly engaged from the bidding stage on and came to the table ready to work. A key component of our process was community engagement and Olsson jumped in with both feet. Not only did city staff spend a significant amount of time with Olsson staff throughout the nearly year-long process, but there were many community surveys, forums, and focus groups held along the way as well. The Olsson commitment to this effort was a key driver in our community members showing up and feeling like they had a significant role in the process.”**

**-Emily Gibson**

## DATES

2022 to 2023

## SERVICES PERFORMED

- Community Planning
- Economic and Market Analysis
- Geographic Information System (GIS)
- Planning and Design
- Project Visualization
- Public Engagement
- Transportation Planning

## RELEVANCE

- Land Use
- Transportation
- Housing
- Parks, Recreation, and Trails
- Safe Streets for all Plan Integration
- Downtown Entertainment District
- Economic Development
- Community Facilities and Infrastructure
- Energy Plan, Sustainability, and Resilience

## CLIENT REFERENCE

**Emily Gibson**

Planning Director

417.256.7176

emily.gibson@westplains.gov



2023 Missouri American  
Planning Association  
**Outstanding  
Planning Award**

[CLICK TO VIEW ADOPTED PLAN](#)

[CLICK TO VIEW PROJECT STORY MAP](#)



# OAK GROVE COMPREHENSIVE PLAN

## Oak Grove, Missouri

### PLANNING FOR COMMUNITY GROWTH AND DEVELOPMENT.

The City of Oak Grove turned to Olsson to develop a tailored comprehensive plan that will improve the community's image and help the community sustain its quality and develop for the next several years. We provided community planning, transportation planning, public engagement, and geographic information systems (GIS) services. We built and managed a project website and prepared a branding plan for the project to ensure a consistent visual identity. We developed a project logo, which the city is now using as its logo. We also helped the city with all marketing elements, including press releases, social media, and flyers.

The city assembled an active stakeholder group for this project. We hosted a visioning and planning workshop with the stakeholder group over two days where we focused on multiple community planning topics (e.g., future land use, connectivity, economic development, and more) through varied exercises. We guided the stakeholder group through a vision statement writing exercise, facilitated topical discussions, presented concepts, and received feedback from the stakeholders. The community was engaged throughout the public engagement process.

We looked at land use, overall transportation connectivity, parks and recreation, and economic development. We placed a special focus on the downtown area. Oak Grove's Board of Aldermen adopted the completed plan in February 2023. The final product is a digestible plan that makes sense for the community and gives the city implementable action items to maintain quality and increase growth and development for years to come.

## YEAR COMPLETED

2022 to 2023

## SERVICES PERFORMED

- Community Planning
- Economic and Market Analysis
- Geographic Information Systems (GIS)
- Public Engagement
- Transportation Planning

## RELEVANCE

- Land Use
- Transportation
- Housing
- Parks, Recreation, and Trails
- Downtown Entertainment District
- Economic Development
- Community Facilities and Infrastructure
- Energy Plan, Sustainability, and Resilience

## CLIENT REFERENCE

### Matthew Randall

City Administrator

816.690.3773

mrandall@cityofaogrove.com

[CLICK TO VIEW ADOPTED PLAN](#)



# EXCELSIOR SPRINGS COMPREHENSIVE PLAN

## Excelsior Springs, Missouri

### A BLUEPRINT TO ASSURE A VIBRANT FUTURE.

The Excelsior Springs, Missouri, comprehensive plan is a strategic guide designed to shape the future growth and development of the community. This plan reflects the collective vision and aspirations of community members, businesses, and local government, aiming to enhance the quality of life, promote economic vitality, and preserve and promote the unique character of the city.

Olsson spearheaded the development of a practical and impactful plan designed to inspire enthusiasm for the city's future. A key element of this plan was community engagement. We conducted a series of informational sessions and visioning workshops to collect input from residents, which was integral in shaping the final plan. The plan was officially adopted in February 2026.

## DATES

2024 to 2026

## SERVICES PERFORMED

- Community Planning
- Economic and Market Analysis
- Geographic Information System (GIS)
- Planning and Design
- Project Visualization
- Public Engagement
- Transportation Planning

## RELEVANCE

- Land Use
- Transportation
- Housing
- Parks, Recreation, and Trails
- Downtown Entertainment District
- Economic Development
- Community Facilities and Infrastructure
- Sustainability and Resilience

## CLIENT REFERENCE

### Mallory Brown

Community Development Director

816.629.7025

[mbrown@excelsiorsprings.gov](mailto:mbrown@excelsiorsprings.gov)

[CLICK TO VIEW ADOPTED PLAN](#)

# PROJECT PLANNING EXPERIENCE (WITHIN THE LAST FIVE YEARS)

YEAR COMPLETED	PLAN TYPE & LOCATION	POPULATION (ROUNDED)	Visioning Workshop	Planning and Design Charrette	Marketing / Social Media	Public Survey	In-Person / Virtual Open Houses	Focus Groups / Stakeholder Interviews	Short Story / Videography	Pop Up Events / Microengagement	Future Land Use / Community Character	Transportation & Mobility	Housing	Infrastructure & Utilities	Economic Development	Recreation & Open Space	Agricultural, Natural, and Cultural Resources	Environmental / Resiliency	Public Facilities	Urban Design / Placemaking	Capital Improvement Planning	Intergovernmental Cooperation	Sub Area / Neighborhood Planning	Market / Economic Strategic Plan	Implementation Plan	Development Regulations / Design Standards	Funding Tools / Economic Resources	Dashboard / Online Monitoring	
<b>COMPREHENSIVE / GENERAL PLANS</b>																													
Ongoing	Blue Springs Comprehensive Plan, Blue Springs, MO	61,300	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			X	X	X		X		
Ongoing	Princeton Comprehensive Plan, Princeton, TX	38,000	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X			X	X	X		X		
Ongoing	Royse City Comprehensive Plan, Royse City, TX	14,000	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X			X	X	X		X		
Ongoing	Leawood Comprehensive Plan, Leawood, KS	35,000	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			X	X	X	X	X		
Ongoing	North Kansas City Comprehensive Plan, North Kansas City, MO	6,000	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			X	X	X		X		
Ongoing	Newton Comprehensive Plan, Newton, KS	20,000	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			X	X	X		X		
Ongoing	Sallisaw Comprehensive Master Plan, Sallisaw, OK	8,500	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			X	X	X		X		
Ongoing	Butler County Comprehensive Plan, Butler County, KS	68,700	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X		X		X	X				
2026	Excelsior Springs Comprehensive Plan, Excelsior Springs, MO	11,000	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X			X	X	X		X		
2025	Clay County Comprehensive Plan, Clay County, MO	256,000	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	
2024	Nixa Comprehensive Plan, Nixa, MO	24,500	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X			X	
2024	Bellevue Comprehensive Plan and Long-range Transportation Plan, Bellevue, NE	65,000	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
2024	Payson General Plan, Payson, AZ	17,000	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	
2024	Harper Comprehensive Plan, Harper, KS	1,500	X	X	X	X	X				X	X	X	X	X	X	X	X	X	X		X							
2023	West Plains Comprehensive Plan, West Plains, MO	12,500	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			X	
2023	Oak Grove Comprehensive Plan, Oak Grove, MO	8,500	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X		X		X	X				
2023	Liberty Comprehensive Plan, Liberty, MO	30,500	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X			X	
2023	Andover Comprehensive Plan, Andover, KS	16,000	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X		X	X			X	
2022	Richmond Comprehensive Plan, Richmond, MO	6,000	X	X	X	X	X				X	X	X	X	X	X	X	X	X	X				X	X				
2021	Shawnee Comprehensive Plan, Shawnee, KS	68,000	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
2020	Pittsburg Land Use Plan, Pittsburg, KS	21,000	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	
2020	Leavenworth County Comprehensive Plan, KS	82,500	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
<b>DOWNTOWN / AREA PLANS</b>																													
2025	Independence Square Plan, Independence, MO	123,000	X	X	X	X	X			X	X	X		X	X	X			X	X				X	X	X	X		
2025	Royse City Downtown Plan, Royse City, TX	14,000	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X		X	X	X	X			X	
2025	Pearland Old Town Revitalization Plan, Pearland, TX	127,700	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
2024	Plano Silver Line Station Area Plans, Plano, TX	288,500	X	X	X	X	X	X			X	X		X	X	X				X			X						
2024	Rowlett Downtown Strategic Action Plan, Rowlett, TX	64,000	X	X	X	X	X	X			X	X	X	X	X	X	X		X	X		X	X	X	X		X		
2024	Downtown Pittsburg Master Plan, Pittsburg, KS	21,000	X	X	X		X	X			X	X	X	X					X			X		X					
2024	Downtown Master Plan, Hutchinson, KS	40,000	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
2023	Downtown Buckeye Specific Area Plan, Buckeye, AZ	101,500	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
2021	Renew Jordan Creek Master Plan, Springfield, MO	170,000	X	X	X	X	X	X			X	X		X	X	X	X	X	X	X	X		X						
2021	Downtown Sapulpa Master Plan, Sapulpa, OK	22,500	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X			X	X	X	X	X	X	

# PROJECT PLANNING EXPERIENCE

YEAR COMPLETED	PLAN TYPE & LOCATION	POPULATION (ROUNDED)
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TRANSPORTATION & SAFETY			Visioning Workshop	Planning and Design Charrette	Marketing / Social Media	Public Survey	In-Person / Virtual Open Houses	Focus Groups / Stakeholder Interviews	Short Story / Videography	Pop Up Events / Microengagement	Future Land Use / Community Character	Transportation & Mobility	Housing	Infrastructure & Utilities	Economic Development	Recreation & Open Space	Agricultural, Natural, and Cultural Resources	Environmental / Resiliency	Public Facilities	Urban Design / Placemaking	Capital Improvement Planning	Intergovernmental Cooperation	Sub Area / Neighborhood Planning	Market / Economic Strategic Plan	Implementation Plan	Development Regulations / Design Standards	Funding Tools / Economic Resources	Dashboard / Online Monitoring
Ongoing	Norfolk Safety Action Plan, Norfolk, NE	25,000	X		X	X	X	X		X		X			X				X		X	X			X		X	
Ongoing	Dodge City Corridor Plan, Dodge City, KS	28,000			X	X	X	X			X	X		X	X			X	X									
Ongoing	Colorado Springs Safety Action Plan, Colorado Springs, CO	489,000	X		X		X	X		X		X		X					X		X	X			X		X	X
2026	Bennet Safety Action Plan, Bennet, NE	1,100	X		X	X	X	X		X		X			X				X		X	X			X		X	
2026	JATSO Metropolitan Transportation Plan, Joplin, MO	52,000			X	X	X	X		X		X		X	X	X		X	X		X	X			X		X	
2026	Kersey Safety Action Plan, Kersey, CO	1,600	X		X	X		X		X		X		X					X		X	X			X		X	X
2025	Lawrence Vision Zero Transportation Safety Action Plan, Lawrence, KS	97,000	X		X	X		X		X		X		X					X		X	X			X		X	
2025	Broomfield Transportation Safety Action Plan, Broomfield, CO	79,000	X		X	X		X		X		X		X					X		X	X			X		X	X
2025	West Plains Transportation Safety Action Plan, West Plains, MO	13,000	X		X	X		X		X		X		X					X			X	X		X		X	X
2025	Mayes County, Safety Action Plan, Mayes County, OK	40,000	X	X	X	X		X		X		X		X		X			X		X	X			X		X	
2025	Onward Ozark Corridor Plan, Ozark, MO	22,500	X	X	X	X	X	X			X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2022	Platte Avenue Corridor Study, Colorado Springs, CO	489,000	X	X	X	X	X	X			X	X		X	X	X			X	X			X		X		X	
2021	Connect COS Transportation Master Plan, Colorado Springs, CO	489,000	X	X	X	X	X	X		X	X	X		X	X	X		X	X	X	X	X	X		X		X	
2022	Joplin Connected Active Transportation Plan, Joplin, MO	52,000	X		X	X	X	X	X			X		X	X	X		X	X		X	X			X		X	
2022	Merriam Connected Corridor Plan, Merriam, KS, Kansas City, KS, and Overland Park, KS	363,000	X	X	X	X	X	X	X		X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X
2022	Loveland Citywide Roadway Safety Study, Loveland, CO	77,500			X	X	X	X		X		X		X	X	X		X	X		X				X		X	X
2021	Cornhusker Highway Corridor Enhancement Plan, Lincoln, NE	293,000	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2021	Eastman Park Drive Corridor Plan, Windsor, CO	36,000	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

- 01  
Organization & Project Team
- 02  
Conflict of Interest & Disclosure
- 03  
Technical Approach & Scope of Services
- 04  
Related Technical Experience (References)
- 05  
Insurance Requirements



# 05

# INSURANCE REQUIREMENTS

01  
Organization &  
Project Team

02  
Conflict of Interest  
& Disclosure

03  
Technical Approach &  
Scope of Services

04  
Related Technical  
Experience (References)

05  
Insurance Requirements



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

2/20/2026

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).

<b>PRODUCER</b> HUB International Great Plains LLC 11516 Miracle Hills Drive Suite 100 Omaha NE 68154	<b>CONTACT NAME:</b> Oscar Chavez-Franco <b>PHONE (A/C, No, Ext):</b> 402-964-5579 <b>FAX (A/C, No):</b> <b>E-MAIL ADDRESS:</b> oscar.chavezfranco@hubinternational.com													
	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : Amerisure Mutual Insurance Company</td> <td>23396</td> </tr> <tr> <td>INSURER B : Amerisure Insurance Company</td> <td>19488</td> </tr> <tr> <td>INSURER C : MSIG Specialty Insurance USA Inc</td> <td>34886</td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Amerisure Mutual Insurance Company	23396	INSURER B : Amerisure Insurance Company	19488	INSURER C : MSIG Specialty Insurance USA Inc	34886	INSURER D :		INSURER E :		INSURER F :
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INSURER F :														
<b>INSURED</b> Olsson, Inc. P.O. Box 84608 601 P St., Ste. 200 402-474-6311 Lincoln NE 68501	OLSSINC-02													

**COVERAGES**

CERTIFICATE NUMBER: 412734719

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:			CPP21194510602	1/1/2026	1/1/2027	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 \$
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY			CA 21194500601	1/1/2026	1/1/2027	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 RETENTION \$			CU 21194520502	1/1/2026	1/1/2027	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
A	<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	WC 21194530501	1/1/2026	1/1/2027	<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
C	Professional Liability Claims Made			MSTAEC-00049	1/1/2026	1/1/2027	PL Each Claim/Agg 5,000,000 PL Ded Per Claims 750,000

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

All carriers listed above have an AM Best Rating of at least A, XV. Pollution coverage is included in the Professional Liability policy if it arises out of the negligence of the insured in performing their professional services. General Liability, Auto Liability, and Workers Compensation/Employers Liability are underlying policies of the Umbrella Liability.  
 RE: Comprehensive Plan Consulting Services  
 RFQ-2026-0002

**CERTIFICATE HOLDER****CANCELLATION**

The City of Blair, Nebraska  
 218 S 16th St  
 Blair NE 68008

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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# WHY CHOOSE OLSSON?

We are passionate  
local experts.

Our plans are  
illustrative,  
strategic, and  
data backed.

We are  
collaborative,  
communicative,  
and dependable.

We build  
community buy-in.

We prioritize  
implementation.



01  
Organization &  
Project Team

02  
Conflict of Interest  
& Disclosure

03  
Technical Approach &  
Scope of Services

04  
Related Technical  
Experience (References)

05  
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