

	<p style="text-align: right;">"OPEN MEETINGS ACT"</p> <p style="text-align: right;">City of Blair 5th Tuesday Special Council Meeting City Council Chambers March 31, 2026 - 6:00 PM</p>
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A Copy of the "Open Meetings Act" Has Been Posted at Both Exits

AGENDA

NOTE: A current copy of the agenda can be obtained at the City Clerk's Office at 218 S. 16th Street, Blair, Nebraska or on the City website at www.blairne.gov. The City Council reserves the right to go into Executive Session at any time.

- 1.Meeting was called to order by Mayor Rump.
- 2.Roll Call.
- 3.Pledge of Allegiance.
- 4.Approval of Consent Agenda - The following items are considered to be routine by the city council and will be enacted by one motion. There will be no separate discussion of these items unless a city council member or citizen so requests, in which event the item will be removed from consent status and considered in its normal sequence on the agenda.
- 4.a. Approval of Minutes of the March 24, 2026 meeting.
- 5.Proposal Presentation for City of Blair Comprehensive Plan by Confluence, 1111 N. 13th Street, Suite 203, Omaha, Nebraska 68102.
- 6.Public Question and Answer session to allow community feedback and questions.
- 7.Intermission - A brief break will be taken prior to the next Presentation.
- 8.Proposal Presentation for City of Blair Comprehensive Plan by JEO Consulting Group, Inc., 11213 Davenport Street, Suite 200, Omaha, NE 68154.
- 9.Public Question and Answer session to allow community feedback and questions.
10. Intermission - A brief break will be taken prior to the next Presentation.
11. Proposal Presentation for City of Blair Comprehensive Plan by Olsson, 2111 S. 67th Street, Suite 200, Omaha, Nebraska 68106.

12. Public Question and Answer session to allow community feedback and questions.
13. City Administrator Closing Remarks and Outline of Next Steps.
14. Motion and second by Council members to adjourn the meeting.

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City of Blair Regular Council Meeting
March 24, 2026

The Mayor and City Council met in regular session in the City Council Chambers on March 24, 2026, at 7:00 PM. The following were present: Gary Banner, Brent Clark, Kirk Highfill, James Letcher, Kent Long, Rick Paulsen, Kevin Willis, and Frank Wolff. Also present were City Administrator Green, Deputy City Administrator Barrow, Deputy City Administrator Heaton, Deputy City Administrator Scott, City Attorney Talbot, Non-Lawyer Assistant Ferrari, Library Director Lukert, Community Development Director Beiermann, Public Safety & Communications Coordinator Dunn, and Police Chief Kinsey.

The Mayor publicly stated to all in attendance that a current copy of the Nebraska Open Meetings Act was available for review and indicated the location of such copy posted in the room where the meeting was being held. Notice of the meeting was given in advance thereof by publication in the Enterprise or the Pilot - Tribune as shown by the affidavit of publication filed in the City Clerk's office. Notice of the meeting was simultaneously given to the Mayor and all members of the City Council, and a copy of their acknowledgement of receipt of notice and the agenda is filed in the City Clerk's office. Availability of the agenda was communicated in the advance notice and in the notice to the Mayor and Council of this meeting. All proceedings hereafter shown were taken while the convened meeting was open to the attendance of the public.

Agenda Item #1, #2 and #3 – Meeting was called to order by Mayor Rump followed by roll call and the Pledge of Allegiance.

Agenda Item #4 – Consent Agenda approved the following: 4a) Approval of Minutes of the March 10, 2026, meeting, 4b) Clerk report of Mayoral Action of March 10, 2026, meeting, 4c) Claims as approved by the Finance Committee, 4d). Resolution 2026-19 recommending approval of a Special Designated Liquor License for the American Legion Post 154, 103 S 12th St, Blair, for May 2, 2026, for a community car show. Motion by James Letcher, second by Brent Clark to approve the Consent Agenda. Council members voted as follows: Gary Banner: Yea, Brent Clark: Yea, Kirk Highfill: Yea, James Letcher: Yea, Kent Long: Yea, Rick Paulsen: Yea, Kevin Willis: Yea, Frank Wolff: Yea. All Council members voted: Yea: 8, Nay: 0. Mayor Rump declared the motion carried.

Agenda Item #5 – Mayor Rump opened a public hearing to consider receiving public comment on a blight and substandard study for an area located within the extraterritorial jurisdiction and Corporate Limits of the City of Blair, and to consider whether to designate such area as blighted, substandard and in need of redevelopment pursuant to the Community Development Law, Nebraska Revised Statutes, sections 18-2101, et seq. City Administrator Green introduced the study, explaining the City had received multiple inquiries from developers about potential redevelopment opportunities involving Tax Increment Financing (TIF). As part of that process, the City must determine whether the area qualifies as blighted and substandard. He also noted the Planning Commission recommended approval of the study. Jeff Ray from JEO Engineering delivered an extensive presentation. He described what a blight study entails and reviewed the statutory criteria, noting the study found significant indicators including deteriorating structures, unsafe site conditions, aging buildings, obsolete platting, and inadequate infrastructure. Ray explained the study area consisted of 107 acres which about 2.6% of corporate limits and that adopting this study would bring the cumulative blighted/substandard designation within the city to 27% of the allowable 35%. Ray summarized that 36% of structures were rated deteriorating or dilapidated, and many parcels showed multiple qualifying indicators. He reviewed photos from the study illustrating structural decay, debris, overgrowth, fire hazards, poor drainage, and stormwater deficiencies. He emphasized the designation does not obligate property owners to make changes but rather provides a tool the City may use to encourage redevelopment. Council Member

Banner expressed concern, stating he did not see a clear necessity for the designation at this time. He questioned what made the issue “urgent” now. Green responded that while individual parcels might not independently qualify, the district must be evaluated holistically. He reiterated that developers had recently expressed interest, making this an appropriate time to complete the study. There were no comments from the public or in writing. Mayor Rump closed the hearing.

Agenda Item #6 – Council member Letcher introduced Resolution 2026-20 approving the Blight and Substandard Study designation of East US Highway 30 Industrial Area. Motion by James Letcher, second by Frank Wolff to adopt Resolution No. 2026-20 as presented. Council members voted as follows: Gary Banner: Nay, Brent Clark: Yea, Kirk Highfill: Yea, James Letcher: Yea, Kent Long: Yea, Rick Paulsen: Yea, Kevin Willis: Yea, Frank Wolff: Yea. All Council members voted: Yea: 7, Nay: 1. Mayor Rump declared the motion carried.

Agenda Item #7 – Mayor Rump opened a public hearing to consider a Rezone application submitted by the City of Blair, 218 S 16th St, Blair, for Lots 19, 20 & 21, Block 56, in the City of Blair, Washington County, Nebraska, together with that part of vacated street right-of-way of Grant Street (1526 & 1516 Grant Street and the empty lot on the northwest corner of Grant and 15th Street), rezoning the lots from RMH – Multi-Family Residential High Density District to CCB - Central Business District. Community Development Director Beiermann stated that the involved parcels currently contained a structure already used for City office purposes. The rezoning to CCB would align the zoning with the Future Land Use Map. He also noted one parcel is being used as a parking lot and the third lot is a vacant lot owned by Washington County Bank. The Planning Commission recommended approval. Jennifer and Heath Reyzlik, 141 E Baronage, Blair, asked for clarification on what the lots were used for, whether adjacent bank-owned property might eventually be sold, and whether the City had followed proper zoning procedures regarding the office use. Green clarified that the City, under Nebraska law, is exempt from some local zoning requirements for its own use of property. There were no comments in writing. Mayor Rump closed the public hearing. Council member Clark introduced Ordinance 2607 rezoning Lots 19, 20 & 21, Block 56, in the City of Blair, Washington County, Nebraska, together with that part of vacated street right-of-way of Grant Street (1526 & 1516 Grant Street and the empty lot on the northwest corner of Grant and 15th Street), rezoning the lots from RMH – Multi-Family Residential High Density District to CCB - Central Business District.

AN ORDINANCE REZONING TAX LOTS 19, 20, AND 21, BLOCK 56, IN THE CITY OF BLAIR, WASHINGTON COUNTY, NEBRASKA, TOGETHER WITH THE VACATED STREET RIGHT-OF-WAY OF GRANT STREET, REZONING THE LOTS FROM RMH—MULTI-FAMILY RESIDENTIAL HIGH DENSITY DISTRICT TO CCB—CENTRAL BUSINESS DISTRICT; REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HEREWITH AND PROVIDING WHEN THIS ORDINANCE SHALL BE IN FULL FORCE AND EFFECT AND ORDERING THE ORDINANCE PUBLISHED IN PAMPHLET FORM.

Council member Brent Clark moved that the statutory rule requiring reading on three different days be suspended. Council member Gary Banner seconded the motion to suspend the rules and upon roll call vote the following Council members voted: Gary Banner: Yea, Brent Clark: Yea, Kirk Highfill: Yea, James Letcher: Yea, Kent Long: Yea, Rick Paulsen: Yea, Kevin Willis: Yea, Frank Wolff: Yea. Council members voted: Yea: 8, Nay: 0. The motion to suspend the rules was adopted by three-fourths of the Council and the statutory rule was declared suspended for consideration of said Ordinance.

Said Ordinance was then read by title and thereafter Council member Brent Clark moved for final passage of the Ordinance, which motion was seconded by Council member James Letcher. The Mayor then

stated the question was "Shall Ordinance No. 2607 be passed and adopted?" Upon roll call vote, the following Council members voted: Gary Banner: Yea, Brent Clark: Yea, Kirk Highfill: Yea, James Letcher: Yea, Kent Long: Yea, Rick Paulsen: Yea, Kevin Willis: Yea, Frank Wolff: Yea. Council members voted: Yea: 8, Nay: 0. The passage of said Ordinance having been concurred in by a majority of all members of the Council, the Council President declared the Ordinance adopted. A true, correct, and complete copy of said Ordinance can be found in the Ordinance Record Book.

Agenda Item #8 – Mayor Rump opened a public hearing to consider a Rezoning Application submitted by the City of Blair, 218 S. 16th Street, Blair, Nebraska, for Tax Lots 197, 199 & 200, Section 13, Township 18 North, Range 11, all East of the 6th P.M., Washington County, Nebraska, (10024, 10070 and the contiguous outbuildings on 10196, all on County Road P35), rezoning all lots from AG – Agricultural District to TA – Transitional Agriculture District. Community Development Director Beierman stated this rezoning affected three tax lots previously annexed into the city. At the time of annexation, property owners had been informed zoning changes would follow. TA zoning better reflected intended future residential development and existing uses, such as horses on one parcel, would continue under grandfathered rights. Planning Commission recommended approval. There were no comments from the floor or in writing. Mayor closed the public hearing. Council member Paulsen introduced Ordinance 2807 rezoning Tax Lots 197, 199 & 200, Section 13, Township 18 North, Range 11, all East of the 6th P.M., Washington County, Nebraska, (10024, 10070 and the contiguous outbuildings on 10196, all on County Road P35), rezoning all lots from AG – Agricultural District to TA – Transitional Agriculture District.

AN ORDINANCE REZONING TAX LOTS 197, 199, AND 200, SECTION 13, TOWNSHIP 18 NORTH, RANGE 11, ALL EAST OF THE 6TH P.M., IN THE CITY OF BLAIR, WASHINGTON COUNTY, NEBRASKA, REZONING THE LOTS FROM AG—AGRICULTURAL DISTRICT TO TA—TRANSITIONAL AGRICULTURAL DISTRICT; REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HEREWITH AND PROVIDING WHEN THIS ORDINANCE SHALL BE IN FULL FORCE AND EFFECT AND ORDERING THE ORDINANCE PUBLISHED IN PAMPHLET FORM.

Council member Rick Paulsen moved that the statutory rule requiring reading on three different days be suspended. Council member James Letcher seconded the motion to suspend the rules and upon roll call vote the following Council members voted: Gary Banner: Yea, Brent Clark: Yea, Kirk Highfill: Yea, James Letcher: Yea, Kent Long: Yea, Rick Paulsen: Yea, Kevin Willis: Yea, Frank Wolff: Yea. Council members voted: Yea: 8, Nay: 0. The motion to suspend the rules was adopted by three-fourths of the Council and the statutory rule was declared suspended for consideration of said Ordinance.

Said Ordinance was then read by title and thereafter Council member Rick Paulsen moved for final passage of the Ordinance, which motion was seconded by Council member James Letcher. The Mayor then stated the question was "Shall Ordinance No. 2608 be passed and adopted?" Upon roll call vote, the following Council members voted: Gary Banner: Yea, Brent Clark: Yea, Kirk Highfill: Yea, James Letcher: Yea, Kent Long: Yea, Rick Paulsen: Yea, Kevin Willis: Yea, Frank Wolff: Yea. Council members voted: Yea: 8, Nay: 0. The passage of said Ordinance having been concurred in by a majority of all members of the Council, the Council President declared the Ordinance adopted. A true, correct, and complete copy of said Ordinance can be found in the Ordinance Record Book.

Agenda Item #9 – Baylor Barrow, 10738 Oak Park Ln, Blair, appeared before the Mayor and City Council seeking approval of his Eagle Scout Project on Public Property. His proposed Downtown Beautification and Recycling Project focusing on transplanting overgrown decorative plants from Main Street

to enhance public spaces like the Art Alley and local pocket parks. Guided by a Master Gardener, the project emphasizes sustainability (reusing plants), community improvement, and environmental stewardship. Baylor will lead a small team of volunteers, ensuring safety, proper planning, and adherence to city standards, drawing on his prior experience with the Blair Parks Department. The project also aims to help prepare community spaces for upcoming events, including the nation's 250th celebration. Council Member Willis asked about project duration, and Barrow estimated it would take one day with a team of 4–8 volunteers. Council Member Banner commended Barrow for his community initiative. Motion by Gary Banner, second by Kevin Willis to approve Baylor Borrow to move forward with his Eagle Scout Downtown Beautification and Recycling Project. Council members voted as follows: Gary Banner: Yea, Brent Clark: Yea, Kirk Highfill: Yea, James Letcher: Yea, Kent Long: Yea, Rick Paulsen: Yea, Kevin Willis: Yea, Frank Wolff: Yea. All Council members voted: Yea: 8, Nay: 0. Mayor Rump declared the motion carried.

Agenda Item #10 – Motion by Kevin Willis, second by Frank Wolff to receive and place on file the bid received by the Blair Historic Preservation Alliance to refinish the floor on the west side of the Depot. Council members voted as follows: Gary Banner: Yea, Brent Clark: Yea, Kirk Highfill: Yea, James Letcher: Yea, Kent Long: Yea, Rick Paulsen: Yea, Kevin Willis: Yea, Frank Wolff: Yea. All Council members voted: Yea: 8, Nay: 0. Mayor Rump declared the motion carried. Dawn Nielsen, 102 Courtvue, Blair and Jon Stewart, 1034 N. 27th St., Blair, representatives from the Blair Historic Preservation Alliance (BHPA), described the organization's history maintaining the Depot building and its upcoming 25th anniversary. They reviewed maintenance needs including deck treatment, repainting, downspout repairs, floor refinishing, and replacement of serving tables. BHPA offered a \$5,000 donation and requested matching Keno funds to assist with the repairs needed. Council discussed the proposal briefly and expressed appreciation for the Alliance's long-standing commitment to the Depot. No further action was taken.

Agenda Item #11 – Council member Willis introduced Resolution 2026-21 to accept a \$5,000 gift from BHPA; to approve their request for \$5,000 in matching Keno funds for use at the Depot; and to accept the recommendation from the Park, Recreation and Cemetery Advisory board to approve the Scope of Work and instruct staff to proceed with the bid for Depot floor repairs and the other capital projects and improvements presented by the BHPA for the Depot. Motion by Kevin Willis, second by Brent Clark to adopt Resolution No. 2026-21 as presented. Council members voted as follows: Gary Banner: Yea, Brent Clark: Yea, Kirk Highfill: Yea, James Letcher: Yea, Kent Long: Yea, Rick Paulsen: Yea, Kevin Willis: Yea, Frank Wolff: Yea. All Council members voted: Yea: 8, Nay: 0. Mayor Rump declared the motion carried.

Agenda Item #13 – Deputy City Administrator of Public Works Heaton, Chris Koenig, HDR Engineering, 1917 S 67th St. Omaha and Justin Novak, NRD 1060 Wilbur St., Blair, gave a presentation regarding the need for the proposed water tower and its location and design. They shared that they have secured a site for a new elevated water tower on a hill near the Cargill office building along Kellie Drive, working in partnership with a developer who is currently planning a residential subdivision. In exchange for dedicating land to the tower, the City will help offset some development costs. The location was strategically chosen because it sits at a similar elevation to the existing tower, allowing the two to function together and strengthen the overall system. The project includes installing a new main from Highway 75 along the hollow road bypass and another connection to Highway 30, which will improve water distribution in areas expected to see the most growth. This directly addresses capacity limitations and infrastructure needs, as Blair's water treatment plant can produce up to 27 million gallons per day but only has about 4.5 million gallons of storage, creating inefficiencies and strain during peak demand. The proposed tower will provide critical additional storage, allowing water to be pumped and stored during low-demand periods and then distributed during high-demand times, which supports both current needs and future growth and development in Blair, surrounding rural areas, Fort Calhoun, and key corridors like Highway 133 and the Blair Airport. The airport in particular

has increasing fire protection demands, and a planned 12-inch water main will further open up development opportunities along that corridor. This project also responds to broader regional pressures, as the Rural Water System is currently under a moratorium on new development due to insufficient supply, highlighting the importance of expanding capacity. In addition to supporting growth, the tower significantly improves system reliability and resilience. Because it is elevated, it uses gravity to maintain consistent water pressure across the system, especially in higher elevation areas where pressure can currently drop during peak usage. It also provides built-in redundancy if power is lost or pumps fail, water stored in the tower will still flow, ensuring uninterrupted service during emergencies or extreme weather. While the City is adding backup generators to pump stations, those systems have limitations and cannot fully replace the benefits of elevated storage. From a cost perspective, the tower is also more efficient than expanding pump infrastructure, as a single pump station can cost around \$2 million and still not provide the same reach or reliability. The project also plays a critical role in public safety, particularly for fire protection. The current system lacks sufficient elevated storage to reliably meet fire flow demands in all areas, especially in rural locations south of Blair and near Fort Calhoun. The new tower will provide an immediate and dependable reserve of water for firefighting, addressing concerns raised by local fire departments and improving emergency response capabilities across the region. This effort reflects strong regional collaboration and shared service, as Blair already provides water to communities like Kennard, Lakeland, and rural districts, and maintains interconnections with systems like MUD. Expanding the system will allow Blair to continue serving these partners while also enabling additional users to connect, which ties into the project's financial strategy and sustainability. The estimated \$4–5 million cost is expected to be primarily repaid through rural water rates and bulk water agreements, rather than placing the full burden on city residents. Additionally, expanding service capacity will generate new revenue for the water fund over time. Heaton stated staff is requesting City Council approval to move forward with the design phase, with the understanding that they will return for further approvals before bidding and construction. The project is positioned as a long-term investment in infrastructure that supports growth, improves reliability, enhances safety, and strengthens Blair's role as a regional water provider. No action was taken.

Agenda Item #13 – The Water and Sewer Committee recommended proceeding with the development of the second water tower in Blair. Motion by Motion by James Letcher, second by Kirk Highfill to authorize staff to proceed with plans for the development of a second water tower in Blair. Gary Banner: Yea, Brent Clark: Yea, Kirk Highfill: Yea, James Letcher: Yea, Kent Long: Yea, Rick Paulsen: Yea, Kevin Willis: Yea, Frank Wolff: Yea. All Council members voted: Yea: 8, Nay: 0. Mayor Rump declared the motion carried.

Agenda Item #14 – Motion by Kevin Willis, second by Brent Clark to receive and place on file the bids for the Black Elk Pump Station Improvements. Council members voted as follows: Gary Banner: Yea, Brent Clark: Yea, Kirk Highfill: Yea, James Letcher: Yea, Kent Long: Yea, Rick Paulsen: Yea, Kevin Willis: Yea, Frank Wolff: Yea. All Council members voted: Yea: 8, Nay: 0. Mayor Rump declared the motion carried. Deputy City Administrator Heaton of Public Works stated the Black Elk Pump Station will begin the redistribution of the water system. Two bids were received for the improvements. Both bids were received under the engineering cost estimates of \$1,213,000.00. The two bids were as follows: Eriksen Construction - \$845,350.00; Crossland Heavy Contractors - \$996,000.00 HDR has reviewed the bids and recommended awarding the contract to Eriksen Construction. The city has a proven history of a good working relationship with Eriksen Construction. Due to long lead times for equipment, staff do not expect this work to begin until early 2027. Staff are working to secure funding through a low interest loan from the State Revolving Loan Fund at 1.25%. There will be no notice to proceed until the funding mechanism is in place. Water and Sewer Committee recommended awarding the low bid to Eriksen Construction. Council member Letcher introduced Resolution 2026-22 to accept and approve a bid for the Black Elk Pump Station Project pending SRF funding. Motion by James Letcher, second by Rick Paulsen to adopt Resolution No. 2026-22 as presented. Council members voted as follows: Gary Banner: Yea, Brent Clark: Yea, Kirk Highfill: Yea, James Letcher: Yea,

Kent Long: Yea, Rick Paulsen: Yea, Kevin Willis: Yea, Frank Wolff: Yea. All Council members voted: Yea: 8, Nay: 0. Mayor Rump declared the motion carried.

Agenda Item #15 – Deputy City Administrator Heaton of Public Works stated that during the rain events in August 2025, several creek areas around town suffered erosion. Cauble Creek washed out a section of the bike trail behind the Good Shepherd Home. Staff have been working with contractors and engineers on the best solution to fix this trail. Staff reached out to firms to provide a scope of services, and one was received from Houston Engineering in the amount of \$44,631.00. Staff have also been working with FEMA and NEMA on disaster assistance. The scope will include coordinating with these agencies and developing two repair plans. One will put the trail and banks back to pre-storm conditions, and the other will design for a mitigated and improved retaining wall and trail. This is a FEMA requirement to help determine the amount of assistance the city will receive. Once the design is done, staff will return to the council for approval to go out for bids on the projects and have a better idea of assistance from FEMA and NEMA. Water and Sewer Committee recommended approval. Council member Paulsen introduced Resolution 2026-23 to approve an engineering agreement with Houston Engineering for the Cauble Creek Trail repairs. Motion by Rick Paulsen, second by James Letcher to adopt Resolution No. 2026-23 as presented. Council members voted as follows: Gary Banner: Yea, Brent Clark: Yea, Kirk Highfill: Yea, James Letcher: Yea, Kent Long: Yea, Rick Paulsen: Yea, Kevin Willis: Yea, Frank Wolff: Yea. All Council members voted: Yea: 8, Nay: 0. Mayor Rump declared the motion carried.

Agenda Item #16 – Deputy City Administrator Heaton of Public Works stated over the past several months, Olsson Associates has been working on a Sanitary Sewer Model for our collection system, as well as incorporating new developments and annexed areas as Blair grows. This previous scope of work included a desktop loading review of the Wastewater Treatment Plant to get a broad overview of the capacity. Over the past few years, the City has been pushing the capacity limits of the facility. Not always the volume of material, but the strength of material. To better understand the limits of our current facility and any potential future upgrades, staff would like to have Olsson complete a Capacity Study of the facility. This would be a year-long process starting with data collection at the facility. This study would also incorporate information from the Comprehensive Plan that is planned for this upcoming year as well to project the future needs of the facility. Olsson will then provide a detailed report outlining the current facility, potential changes for the future, estimated costs for any future projects or improvements, and potential alternatives as Blair continues to grow. This study will help ensure the plant is expanded for the next 20 years of growth. The city currently takes sanitary sewer from Kennard and Ft. Calhoun. Having this plan will help us apply for and receive grant funds for future projects which could include changing the way sanitary waste is treated or physical expansions at the plant. The total cost of the project is \$241,200.00 and would be spread out over the budget's engineering funds for the rest of FY 26 and the remainder in FY27. The Water and Sewer Committee recommended approval. Council member Paulsen introduced Resolution 2026-24 to approve an agreement with Olsson Associates for a Wastewater Treatment Plant Capacity Study. Motion by Rick Paulsen, second by James Letcher to adopt Resolution No. 2026-24 as presented. Council members voted as follows: Gary Banner: Yea, Brent Clark: Yea, Kirk Highfill: Yea, James Letcher: Yea, Kent Long: Yea, Rick Paulsen: Yea, Kevin Willis: Yea, Frank Wolff: Yea. All Council members voted: Yea: 8, Nay: 0. Mayor Rump declared the motion carried.

Agenda Item #17 – City Administrator Green announced the resignation of Katie Ferrari and discussed upcoming Comprehensive Plan presentations. He provided legislative updates and described ongoing development activity.

Agenda Item #18 – Motion by Gary Banner, second by Kent Long to adjourn the meeting 8:50 pm. Council members voted as follows: Gary Banner: Yea, Brent Clark: Yea, Kirk Highfill: Yea, James Letcher: Yea, Kent Long: Yea, Rick Paulsen: Yea, Kevin Willis: Yea, Frank Wolff: Yea. All Council members voted: Yea: 8, Nay: 0. Mayor Rump declared the motion carried.

The following claims were approved: Abe’s Trash Service, Inc, Svc, 265.00; Air Products & Chemicals, Inv, 14710.14; Amerisource Hr Consulting Grp, Svc, 2250.00; Assethr, Payrl, 544168.05; Automatic Systems Co, Svc, 1647.82; Babkel Mechanical, Svc, 4964.45; Barco Products Llc, Inv, 313.75; Benefit Plans Inc, Inv, 120.00; Big Red Locksmith, Svc, 60.00; Black Hills Energy, Inv, 4860.61; Bomgaars Supply Inc, Inv, 3304.39; Bs&A Software Llc, Inv, 649.50; Cdw Government Inc, Inv, 12732.08; Cede & Co, Inv, 201553.41; City Of Blair, Svc, 332.98; Conner Psychological Services, Svc, 1205.00; Core & Main Lp, Inv, 19074.46; Elite Vehicle Outfitters Llc, Svc, 58763.98; Fairfield Inn & Suites, Inv, 479.85; Fairway Oil Co, Inv, 85.99; First National Bank, Inv, 4707.32; Frahm' S Stump Removal, Svc, 200.00; Fuchs Works Llc, Svc, 700.00; Galls Llc, Inv, 59.56; Great Plains Communications, Inv, 4285.35; Hach Co, Inv, 1182.73; Hawkins Inc, Svc, 21186.00; Hdr Engineering Inc, Svc, 13126.42; Henton Trenching Inc, Svc, 7540.00; Ingersoll Rand Company, Inv, 1636.69; Jensen Well Company Inc, Svc, 31495.00; Jeo Consulting Group Inc, Svc, 460.00; Jetter's Plumbing Inc, Svc, 12865.80; Kelly Ryan Equipment Co, Svc, 1095.14; Margaret Hanson, Reimb, 9.80; Mccoy Roofing Llc, Inv, 600.00; Metal Doors & Hardware Co, Inv, 1300.00; Mid-America Arts Alliance, Inv, 1185.00; Midwest Maritime Services, Svc, 3930.00; Miovision Technologies Us, Llc, Inv, 3040.00; Mississippi Lime Co Llc, Chem, 38647.87; Motorola, Inv, 100.00; Nalco Company, Inv, 18525.35; Ndwee, Inv, 115.00; Ne Notary Assoc Inc, Inv, 107.00; Nebraska Dept Of Revenue, Tax, 13051.38; Nebraska State Patrol, Inv, 1301.00; Ne-Ia Industrial Fasteners, Inv, 350.46; Nelson Contracting, Ref, 50.00; Oppd, Inv, 113751.94; Os Media Group Llc, Inv, 1875.00; Point C, Ins, 5010.05; Principal Financial Group, Pen, 83765.37; Ridgecrest Products Inc, Inv, 3700.85; S & S Pumping Service Llc, Svc, 65000.00; Sapp Bros Petroleum Inc, Inv, 808.75; Schumacher, Neal, Inv, 100.00; Thermal Heating Air & Plumbing, Svc, 2360.29; Thompson Solutions Group, Svc, 2380.25; Titan Machinery, Inv, 8322.72; Trekk Design Group, Inv, 3343.50; Us Postal Service Fort Calhoun, Svc, 1000.00; Usabluebook, Inv, 1026.35; Vessco Inc, Inv, 579.06; Washington County Enterprise, Inv, 488.58; Waste Management Of Ne, Svc, 61.23; Woodhouse Ford Inc, Svc, 219.22; Woods & Aitken Llp, Svc, 14353.05; Wulf, Matt, Reimb, 133.08.

Melinda K. Rump, Mayor

ATTEST:

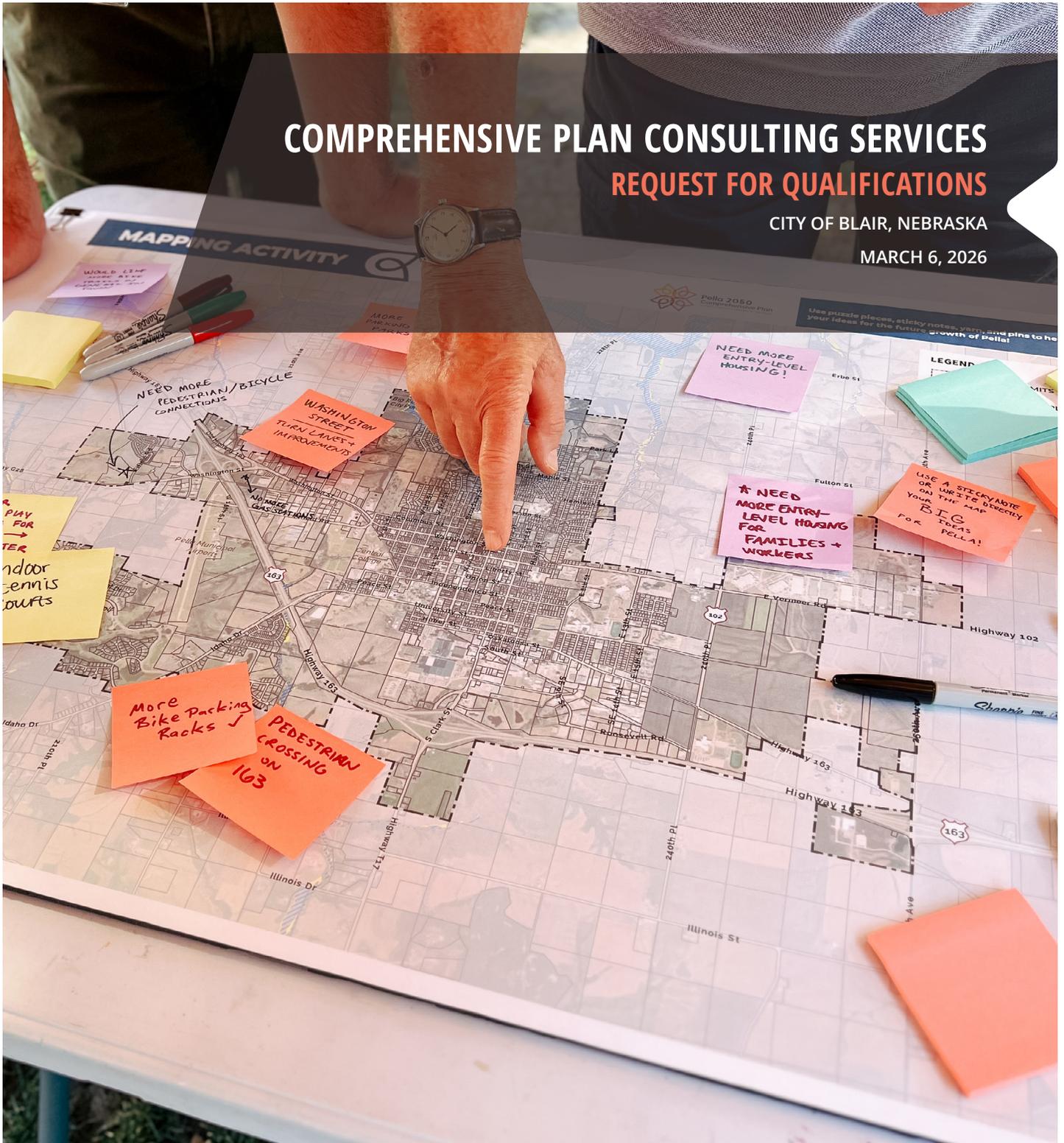
Brenda Wheeler, City Clerk

Seal

COMPREHENSIVE PLAN CONSULTING SERVICES REQUEST FOR QUALIFICATIONS

CITY OF BLAIR, NEBRASKA

MARCH 6, 2026



CONFLUENCE

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

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March 6, 2026

COVER LETTER

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

CONFLUENCE

RE: STATEMENT OF QUALIFICATIONS – CITY OF BLAIR COMPREHENSIVE PLAN

Dear Mr. Barrow and Members of the Selection Committee,

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

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

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

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

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

Sincerely,



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



CONFLUENCE | FIRM PROFILE

WHO WE ARE

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

WHAT WE DO

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

HOW WE WORK

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

LOCATIONS

OMAHA

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

Des Moines

Sioux Falls

Kansas City

Cedar Rapids

Minneapolis

Fargo

Chicago

Denver

9 OFFICES
ACROSS THE MIDWEST

4000+
PROJECTS
FROM COAST TO COAST

28 YEARS
CREATING PLACES FULL OF LIFE



HOUSTON ENGINEERING INC.

Utilities and Transportation Planning

LOCATION

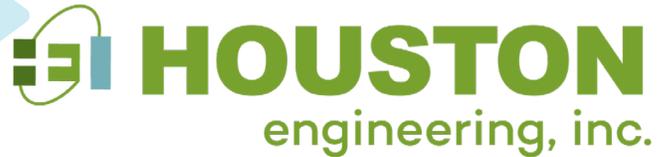
OMAHA

12702 Westport Parkway, Suite 300

Omaha, Nebraska 68138

402.502.7131

Years In Business: 58 Years



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

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

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

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

RAY PLANNING SOLUTIONS, LLC

Blight, Economic Development + Growth Management

LOCATION

ELKHORN

1212 North 185th Street

Elkhorn, Nebraska 68022

402.779.1070

Years In Business: 1 Year



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

ETC INSTITUTE

Community Survey

LOCATION

OLATHE

725 W. Frontier Lane #7203

Olathe, Kansas 66061

913.829.1215

Years In Business: 44 Years



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



KEY STAFF AVAILABILITY

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



CITY OF BLAIR

STAKEHOLDERS | STEERING COMMITTEE

CONFLUENCE

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

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

JANE REASONER, AICP
Housing + Economic Development

EMILY RIZVIĆ, AICP
Planning Support

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

HOUSTON ENGINEERING INC.

JACOB GARDER, MS, PE
Stormwater

MIKE LOVE, PE
Stormwater Study & Design

SAM TREBILCOCK, AICP
Transportation Planner

SHERWIN WANNER, PE
Water & Wastewater Study

WHIT THOMAS, AICP
Transportation Design Engineer

RAY PLANNING SOLUTIONS, LLC

JEFF RAY, AICP
Blight and Economic Development +
Growth Management

ETC INSTITUTE

RYAN MURRAY
Assistant Director of Community
Research

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

PROFESSIONAL + CIVIC AFFILIATIONS

Greater Omaha Chamber of Commerce

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

American Society of Landscape Architects / Nebraska-Dakotas Chapter

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

American Planning Association / Nebraska Chapter

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

American Planning Association / Kansas City Chapter

- Programs Committee / October 2017 to July 2018

American Society of Landscape Architects / Prairie Gateway Chapter

- Secretary / 2013 to 2014

CURRENT + NOTABLE PROJECT EXPERIENCE

Ashland Comprehensive Plan / Ashland, Nebraska

Springfield, NE, Comprehensive Plan / Springfield, Nebraska

Crete Comprehensive Plan / Crete, Nebraska

Winslow Comprehensive Plan / Winslow, Nebraska

Comprehensive City Plan Update / Warrensburg, Missouri

Osmond Downtown Revitalization Plan / Osmond, Nebraska

Downtown Laurel Streetscape Improvements / Laurel, Nebraska

Plainview Downtown Revitalization Plan / Plainview, Nebraska

Red Cloud Downtown Revitalization Plan / Red Cloud, Nebraska

Milford Downtown Revitalization Plan / Milford, Nebraska

Chappell Streetscape / Columbus, Nebraska

Columbus Streetscape Ph 1 Implementation / Columbus, Nebraska

Columbus Downtown RR Overpass Study / Columbus, Iowa

West O Streetscape / Lincoln, Nebraska

23rd Street Beautification Master Plan / Columbus, Nebraska

Gardner Main Street Corridor Plan / Gardner, Kansas

MAC Spine Connectivity Project / Council Bluffs, Iowa

86th Street Phase 3 / Clive, Iowa

Hickman Road Streetscape Phase 1 / Des Moines, Iowa

Independence Avenue Corridor BRT / Kansas City, Missouri

Linking Historic Shawnee / Shawnee, Kansas

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



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

PROFESSIONAL EXPERIENCE

15 Years of Experience

15 Years with Confluence

EDUCATION

Iowa State University: Bachelor of Landscape Architecture / 2012

Study Abroad Program – Rome, Italy

PROFESSIONAL REGISTRATIONS

Licensed Landscape Architect:

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

American Institute of Certified Planners: #016692

OFFICE

Omaha

CHRISTOPHER SHIRES, AICP

PRINCIPAL PLANNER + COMMUNITY ENGAGEMENT + LAND USE

PROFESSIONAL + CIVIC AFFILIATIONS

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

American Planning Association (APA) | 1994 to Present

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

CURRENT + NOTABLE PROJECT EXPERIENCE

Ashland Comprehensive Plan / Ashland, Nebraska

Springfield Comprehensive Plan / Springfield, Nebraska

Crete Comprehensive Plan / Crete, Nebraska

Clark Street Housing Study / Omaha, Nebraska

The Crossings Corridor Master Plan / Gretna, Nebraska

Valley Master Plan / Valley, Nebraska

2045 Wahpeton Comprehensive Plan / Wahpeton, North Dakota

A Vision for Tomorrow Lansing 2030 Comprehensive Plan / Lansing, Kansas

Adams County & the City of Corning Comprehensive Plan / Adams County, Iowa

Ankeny Parks & Facilities Comprehensive Plan Update / Ankeny, Iowa

Belton 2050 Comprehensive Plan / Belton, Missouri

Building Bondurant Comprehensive Plan / Bondurant, Iowa

City of Minot 2045 Comprehensive Plan / Minot, North Dakota

City of Norwalk Sub Area Plan / Norwalk, Iowa

Comprehensive City Plan Update / Warrensburg, Missouri

Envision Edgerton 2050 Comprehensive Plan / Edgerton, Kansas

Envision Newton 2042 Comprehensive Plan / Newton, Iowa

Grain Valley 2050 Comprehensive Plan / Grain Valley, Missouri

Grimes 2050 Growing Together Comprehensive Plan / Grimes, Iowa

Grow Carlisle 2040 Comprehensive Plan / Carlisle, Iowa

Horizon 2035 Downtown Sioux Falls Plan / Sioux Falls, South Dakota

Independence Community Development Plan / Independence, Kansas

Iowa City Comprehensive Plan / Iowa City, Iowa

Johnson County 2018 Comprehensive Plan Update / Johnson County, Iowa

Kansas City Comprehensive Plan - Visualization Assistance / Kansas City, Missouri

Merriam Comprehensive Plan 2040 / Merriam, Kansas

Mission Hills Comprehensive Plan Update / Mission Hills, Kansas

North Iowa Corridor Joint Comprehensive Plan / Mason City, Iowa



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

PROFESSIONAL EXPERIENCE

30 years of Experience

12 years with Confluence

EDUCATION

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

PROFESSIONAL REGISTRATIONS

American Institute of Certified
Planners: #016692

OFFICE

Des Moines

JANE REASONER, AICP

HOUSING + ECONOMIC DEVELOPMENT

PROFESSIONAL + CIVIC AFFILIATIONS

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

American Planning Association / 2016 to Present

CURRENT + NOTABLE PROJECT EXPERIENCE

Ashland Comprehensive Plan / Ashland, Nebraska

Springfield Comprehensive Plan / Springfield, Nebraska

Crete Comprehensive Plan / Crete, Nebraska

Clark Street Housing Study / Omaha, Nebraska

Lewis and Clark SRA Marina Expansion / Crofton, Nebraska

Pawnee Park/Gerrard Park Renovation Plan / Columbus, Nebraska

South Sarpy Watershed Phase 3 Planning / Gretna, Nebraska

The Crossings Corridor Master Plan / Gretna, Nebraska

2050 Grain Valley Comprehensive Plan / Grain Valley, Missouri

Ankeny Parks & Facilities Comprehensive Plan Update / Ankeny, Iowa

Ashland Comprehensive Plan / Ashland, Nebraska

Belton Comprehensive Plan 2050 / Belton, Missouri

Building Bondurant Comprehensive Plan / Bondurant, Iowa

City of Minot 2045 Comprehensive Plan / Minot, North Dakota

Crete Comprehensive Plan / Crete, Nebraska

Envision Edgerton 2050 Comprehensive Plan / Edgerton, Kansas

Envision Newton 2042 Comprehensive Plan / Newton, Iowa

Grimes 2050 Growing Together Comprehensive Plan / Grimes, Iowa

Grow Carlisle 2040 Comprehensive Plan / Carlisle, Iowa

Independence Community Development Plan / Independence, Kansas

Iowa City Comprehensive Plan / Iowa City, Iowa

Merriam Comprehensive Plan 2040 / Merriam, Kansas

Pella 2050 Comprehensive Plan / Pella, Iowa

Planning Paola Comprehensive Plan / Paola, Kansas

Pleasant Hill 2050 Comprehensive Plan / Pleasant Hill, Iowa

Polk 2050 Comprehensive Plan / Des Moines, Iowa

Stronger Together Norwalk 2042 Comprehensive Plan / Norwalk, Iowa

Tea 2050 Comprehensive Plan / Tea, South Dakota

The Kalona Comprehensive Plan / Kalona, Iowa

Vision Van Meter 2040 Comprehensive Plan / Van Meter, Iowa

Webster County Comprehensive Plan 2043 / Fort Dodge, Iowa

Winterset Comprehensive Plan / Winterset, Iowa

Wonderful Warren Comprehensive Plan / Warren County, Iowa



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

PROFESSIONAL EXPERIENCE

10 years of Experience

9 years with Confluence

EDUCATION

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

University of South Dakota, BA, Political Science | 2012

PROFESSIONAL REGISTRATIONS

American Institute of Certified Planners: #31893

OFFICE

Des Moines

EMILY RIZVIĆ, AICP

PROJECT SUPPORT

PROFESSIONAL + CIVIC AFFILIATIONS

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

American Planning Association, Iowa Chapter | 2021 to Present

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

CURRENT + NOTABLE PROJECT EXPERIENCE

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



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

PROFESSIONAL EXPERIENCE

3 Years of Experience

1 Year with Confluence

EDUCATION

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

Bachelor of Arts – Political Science/
 2021

PROFESSIONAL REGISTRATIONS

American Institute of Certified Planners: #37630

OFFICE

Des Moines

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

PROFESSIONAL + CIVIC AFFILIATIONS

Pottawattamie County Planning and Zoning Commission / 2020 to Present

Rotary Club of Council Bluffs / 2012 to 2019

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

SPECIAL RECOGNITION

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

2014 Spirit of Courage, Jennie Edmundson Foundation

2007 Family and Community Service Award, Council Bluffs Rotary

DESIGN AWARDS

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

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

CURRENT + NOTABLE PROJECT EXPERIENCE

23rd Street Beautification Master Plan / Columbus, Nebraska

Osmond Downtown Revitalization Plan / Osmond, Nebraska

Milford Downtown Revitalization Plan / Milford, Nebraska

Red Cloud Downtown Revitalization Plan / Red Cloud, Nebraska

Plainview Downtown Revitalization Plan / Plainview, Nebraska

Winslow Comprehensive Plan / Winslow, Nebraska

The Crossings Corridor Master Plan / Gretna, Nebraska

Sarpy County Administration Campus Site Plan / Papillion, Nebraska

Ashland Greenwood Elementary / Ashland, Nebraska

Ashland Greenwood Middle School / Ashland, Nebraska

Hastings YMCA Renovation and Expansion / Hastings, Nebraska

Gretna City Hall/Library Illustration / Gretna, Nebraska

Western Plains Camp Master Plan / South Sioux City, Nebraska

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

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

Westside Parking Lot Study / Omaha, Nebraska

Belmont Park Natural Playscape / Lincoln, Nebraska*

Kellom Park and Nature Playground / Omaha, Nebraska*

Downtown Papillion Plaza / Papillion, Nebraska*

* work performed while employed by another firm



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

PROFESSIONAL EXPERIENCE

25+ years of Experience

8 years with Confluence

EDUCATION

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

PROFESSIONAL REGISTRATIONS

Licensed Professional
Landscape Architect:

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

OFFICE

Omaha

JACOB GARDER, MS, PE

STORMWATER STUDY AND DESIGN | HOUSTON ENGINEERING INC

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

SPECIAL RECOGNITION

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

CURRENT + NOTABLE PROJECT EXPERIENCE

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

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

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

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



PROFESSIONAL EXPERIENCE

3 years of Experience

3 years with Houston Engineering Inc

EDUCATION

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

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

PROFESSIONAL REGISTRATIONS

Licensed Professional Engineer
Nebraska: E-21855



MIKE LOVE, PE

STORMWATER STUDY AND DESIGN | HOUSTON ENGINEERING INC

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

CURRENT + NOTABLE PROJECT EXPERIENCE

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

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

South Moorhead Stormwater Management Plan / City of Moorhead, Minnesota

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

PROFESSIONAL EXPERIENCE

27 years of Experience

24 years with Houston Engineering Inc.

EDUCATION

BS in Civil Engineering, North Dakota State University, 2002

PROFESSIONAL REGISTRATIONS

Licensed Professional Engineer

- Nebraska: E-21855
- Minnesota: 45726

SAM TREBILCOCK, AICP TRANSPORTATION PLANNER | HOUSTON ENGINEERING INC

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

CURRENT + NOTABLE PROJECT EXPERIENCE

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

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

Ramsey County Comprehensive Plan Update / Ramsey County, North Dakota

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

**Completed at a Previous Firm*



PROFESSIONAL EXPERIENCE

35 years of Experience

3 years with Houston Engineering Inc

EDUCATION

MA in Public Administration, University of South Dakota, 1990

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

PROFESSIONAL REGISTRATIONS

American Institute of Certified Planners (AICP) Certification



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

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

CURRENT + NOTABLE PROJECT EXPERIENCE

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

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

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

PROFESSIONAL EXPERIENCE

35 years of Experience
24 years with Houston Engineering Inc

EDUCATION

BS in Agricultural Engineering, North Dakota State University, 1990

PROFESSIONAL REGISTRATIONS

Licensed Professional Engineer

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

WHIT THOMAS, AICP

TRANSPORTATION DESIGN ENGINEER | HOUSTON ENGINEERING INC

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

CURRENT + NOTABLE PROJECT EXPERIENCE

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



PROFESSIONAL EXPERIENCE

10 years of Experience

2 years with Houston Engineering Inc

EDUCATION

BS in Civil Engineering, University of Nebraska, 2013

BS in Civil Engineering, University of Nebraska, 2013

PROFESSIONAL REGISTRATIONS

Licensed Professional Engineer

- Nebraska: E-17386



JEFF RAY, AICP

PRINCIPAL | RAY PLANNING SOLUTIONS, LLC

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

PROFESSIONAL EXPERIENCE

Ray Planning Solutions, LLC | 2025-Present

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

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

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

PROFESSIONAL EXPERIENCE

30 years of Experience

EDUCATION

Master of Community and Regional Planning

University of Nebraska, Lincoln, NE, 1994

Bachelor of Architectural Science

University of Nebraska, Lincoln, NE, 1992

OFFICE

Elkhorn, Nebraska



RYAN MURRAY
ASSISTANT DIRECTOR OF COMMUNITY RESEARCH | ETC INSTITUTE

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

PROFESSIONAL EXPERIENCE

15 years of Experience

EDUCATION

B.S., Public Administration
 University of Kansas

OFFICE

Olathe, Kansas

PROFESSIONAL EXPERIENCE

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



CONFLICT OF INTEREST DISCLOSURE

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

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

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

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



PROJECT APPROACH

PROJECT UNDERSTANDING

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

UNLOCKING HOUSING AND GROWTH

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

THE "POST-TRUCK" DOWNTOWN VISION

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

STRATEGIC INFRASTRUCTURE AND CONNECTIVITY

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

NAVIGATING COMMUNITY IDENTITY AND ANNEXATION

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

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

TECHNICAL APPROACH

PLANNING PHILOSOPHY

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

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

APPROACH

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

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



ANALYSIS

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

LAND USE AND GROWTH MANAGEMENT

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

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

TRANSPORTATION AND MOBILITY

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

HOUSING

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



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

PARKS, RECREATION AND TRAILS

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

SAFE STREETS FOR ALL PLAN INTEGRATION

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

DOWNTOWN ENTERTAINMENT DISTRICT

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

ECONOMIC DEVELOPMENT

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

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



COMMUNITY FACILITIES AND INFRASTRUCTURE

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

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

ENERGY PLAN

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

ENGAGEMENT

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

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

Getting The Word Out

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

Targeted Outreach

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

Comprehensive Plan Steering Committee

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

Public Open Houses / Workshops

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

Planning Commission / City Council Presentations

We view the Planning Commission and City Council as

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

Online Engagement

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

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

Project Branding

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



Statistically Valid Survey

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

Focus Groups

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

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

CREATIVE STRATEGIES FOR IMPLEMENTATION

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



KEY TASKS

PHASE 1: RESEARCH + ANALYSIS

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

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

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

1.2 / PUBLIC OUTREACH PLAN

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

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

1.3 / PROJECT BRANDING

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

1.4 / KICK-OFF MEETING WITH COMPREHENSIVE PLAN STEERING COMMITTEE

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

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

1.5 / CITY DEPARTMENT HEAD WORKSHOP

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

1.6 / DATA GATHERING AND EXISTING CONDITIONS ANALYSIS

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

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

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

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

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

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

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

PHASE 1 PROJECT DELIVERABLES:

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

PHASE 2: PUBLIC & STAKEHOLDER ENGAGEMENT

TASK 2.1 / INTERACTIVE ENGAGEMENT ACTIVITIES ON WEBSITE

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



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

TASK 2.2 / STAKEHOLDER INTERVIEWS + FOCUS GROUPS

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

TASK 2.3 / SPECIAL EVENTS

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

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

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

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

TASK 2.4 / DOWNTOWN CHARETTE

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



TASK 2.5 / PUBLIC VISIONING WORKSHOP

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

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

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

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

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

PHASE 2 PROJECT DELIVERABLES:

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

PHASE 3: DRAFT PLAN + EVALUATION

TASK 3.1 / FUTURE LAND USE SCENARIOS

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

TASK 3.2 / DEPARTMENT HEAD MEETING

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

TASK 3.3 / DRAFT PLAN

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

TASK 3.4 / DRAFT PLAN REVIEW WITH STEERING COMMITTEE

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

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

TASK 3.5 / DRAFT PLAN PUBLIC OPEN HOUSE

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

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

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

TASK 3.7 / PUBLIC COMMENT AND REVIEW PERIOD

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

PHASE 3 PROJECT DELIVERABLES:

- Administrative Draft for staff review
- Public Review Draft

PHASE 4: FINAL DRAFT PLAN + ADOPTION

TASK 4.1 / FINAL DRAFT PLAN

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

TASK 4.2 / PLANNING COMMISSION PUBLIC HEARING

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



TASK 4.3 / CITY COUNCIL INFORMATIONAL PRESENTATION

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

PHASE 4 PROJECT DELIVERABLES:

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

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

ANTICIPATED SUBCONSULTANTS AND THEIR ROLES

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

CONFLUENCE (LEAD CONSULTANT)

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

HOUSTON ENGINEERING (INFRASTRUCTURE & TRANSPORTATION)

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

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

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

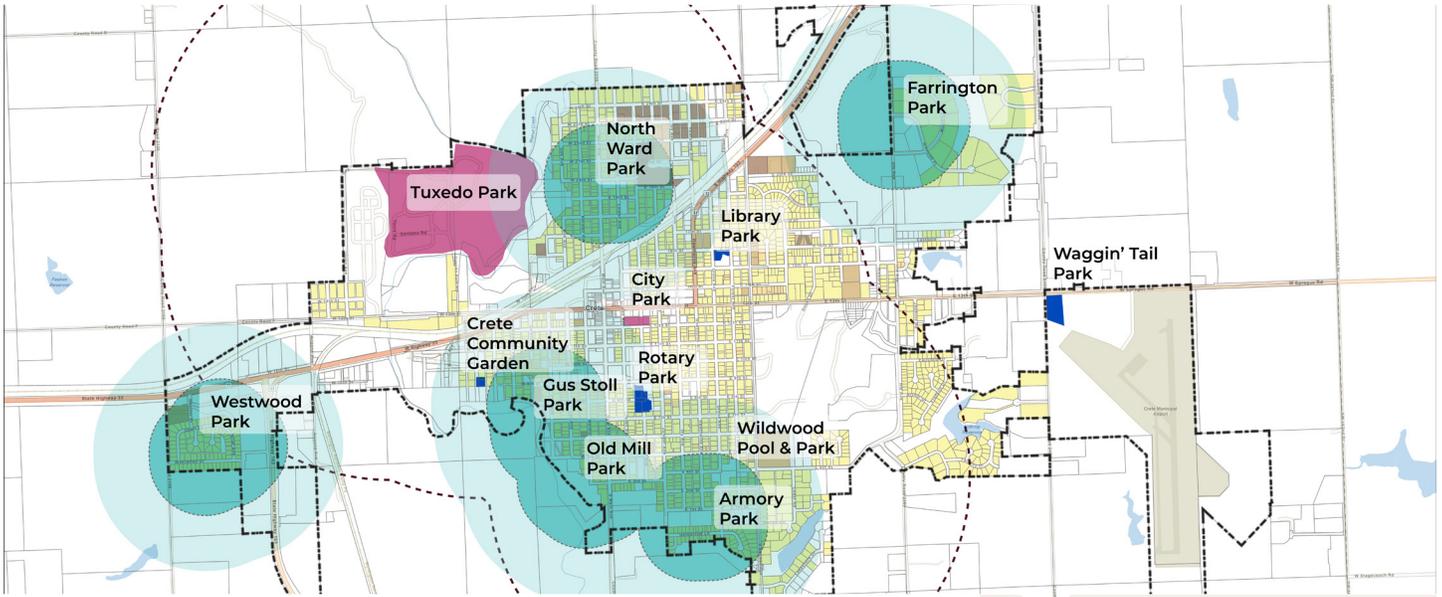
ETC INSTITUTE (STATISTICALLY VALID COMMUNITY SURVEY)

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

TEAM INTEGRATION

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





CRETE COMPREHENSIVE PLAN

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

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

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

PROJECT DETAILS

Location

Crete, Nebraska

Client

City of Crete, Nebraska

Size

~3.85 sq. miles
7,462 population

Reference

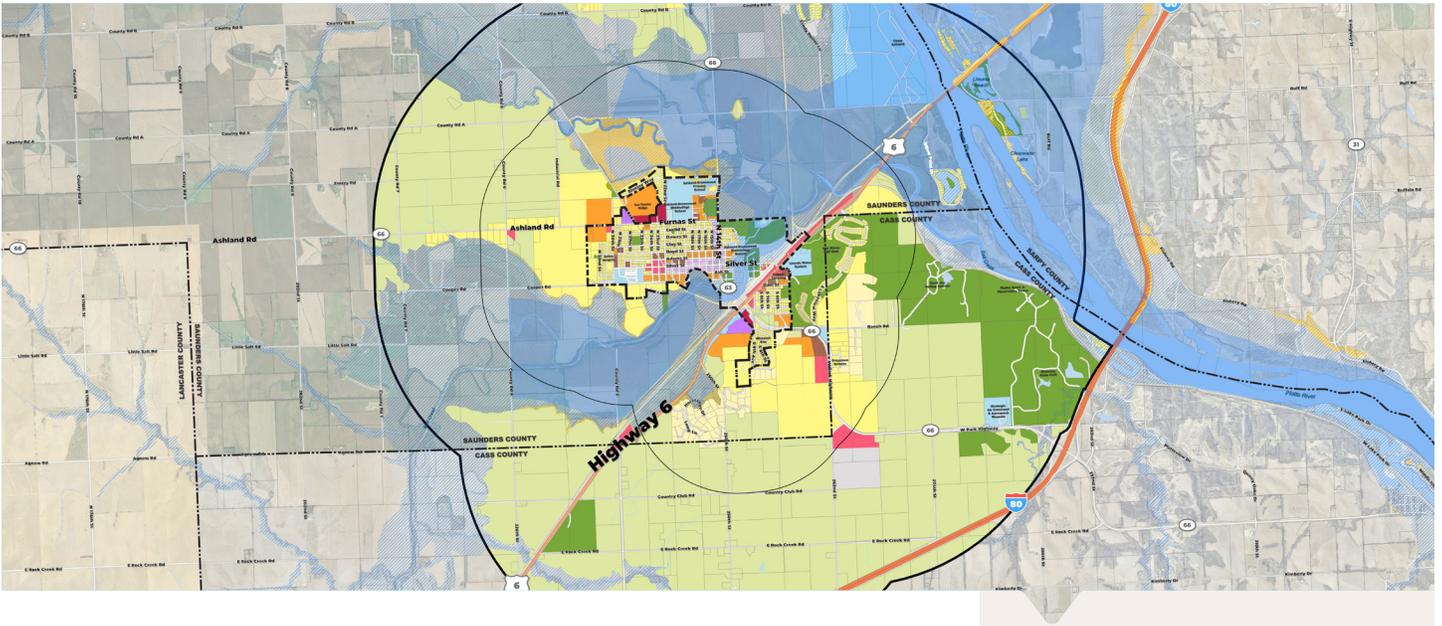
Tom Ourada, City Administrator
City of Crete
tom.ourada@crete.ne.gov
402.826.4312

MY VISION FOR HOUSING IN CRETE...

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

- DALE STREHLE





ASHLAND 2035 COMPREHENSIVE PLAN

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

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

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

PROJECT DETAILS

Location

Ashland, Nebraska

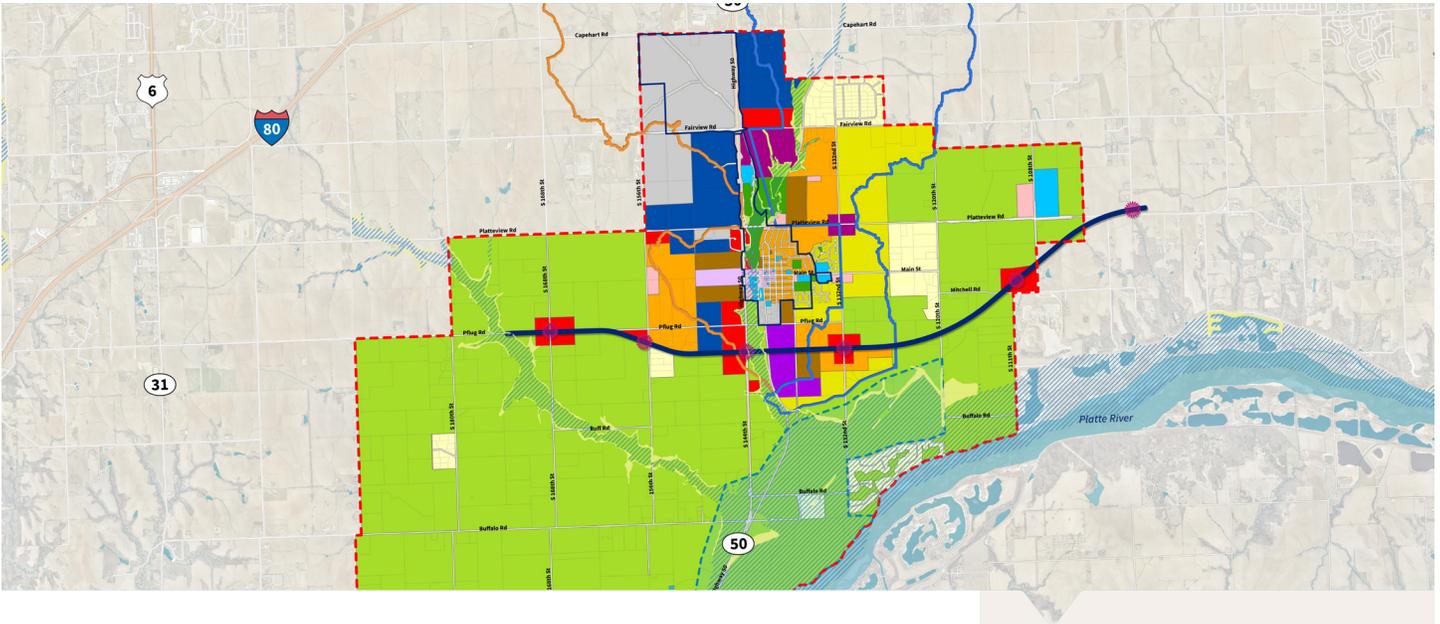
Client

City of Ashland

Reference

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





SPRINGFIELD 2050 COMPREHENSIVE PLAN

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

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

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

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

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

PROJECT DETAILS

Location

Springfield, Nebraska

Client

City of Springfield

Reference

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





BUILDING BONDURANT COMPREHENSIVE PLAN

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

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

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

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

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

PROJECT DETAILS

Location

Bondurant, Iowa

Client

City of Bondurant, Iowa

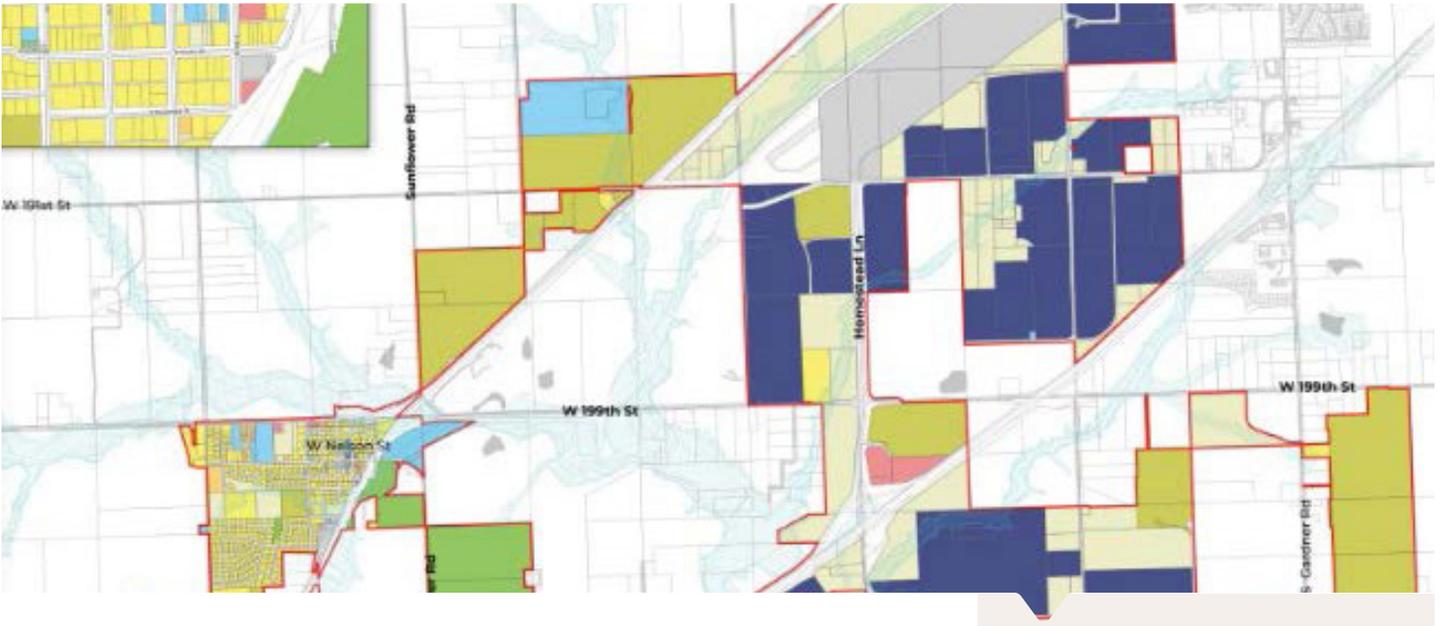
Size

~9.1 sq. mi
8,035 population

Reference

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





ENVISION EDGERTON COMPREHENSIVE PLAN

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

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

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

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

PROJECT DETAILS

Location

Edgerton, Kansas

Client

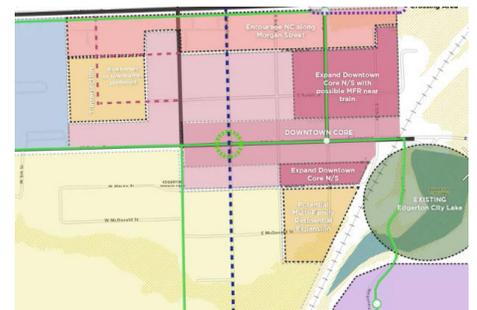
City of Edgerton, Kansas

Size

1,718 (2023) Population
 7.39 sq miles

Reference

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





TOM OURADA | CRETE, NEBRASKA

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



BILL KREJCI | ASHLAND, NEBRASKA

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



KATHLEEN GOOTSCH | SPRINGFIELD, NEBRASKA

City Administrator / Treasurer
402.253.2204 / kathleen@springfieldne.org



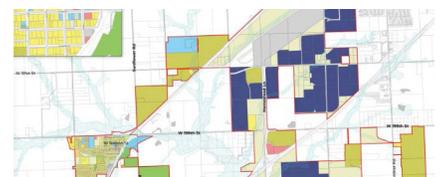
MARKETERA OLIVER | BONDURANT, IOWA

City Administration
515.967.2418 / moliver@cityofbondurant.com



ZACH MOORE | EDGERTON, KANSAS

Development Services Director
913.893.6231 / zmooreEedgertonks.org





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

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

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



CERTIFICATE OF LIABILITY INSURANCE

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

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

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

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

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

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

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

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

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

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8/28/2025

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

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

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

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

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

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05/03/2025

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PRODUCER Mary Storti c/o Paychex Insurance Agency, Inc. 225 Kenneth Drive, Rochester, NY 14623	CONTACT NAME: PHONE (A/C, No, Ext): (888) 627-4735 FAX (A/C, No): E-MAIL ADDRESS: PEO_WorkComp@paychex.com INSURER(S) AFFORDING COVERAGE: NAIC # INSURER A: American Zurich Insurance Company 40142 INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:
INSURED Paychex PEO Holdings, LLC Alt. Emp: CONFLUENCE, INC. 911 Panorama Trail South Rochester NY 14625	

COVERAGES CERTIFICATE NUMBER: 20186718 REVISION NUMBER:

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INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY <input type="checkbox"/> AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
A	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 29-38-687-23	06/01/2025	06/01/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 2,000,000 E.L. DISEASE - EA EMPLOYEE \$ 2,000,000 E.L. DISEASE - POLICY LIMIT \$ 2,000,000
				Location Coverage Period:	06/01/2025	06/01/2026	Client# 27631-IA02

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Coverage is provided for only those co-employees of, but not subcontractors to: CONFLUENCE, INC., 525 17TH ST, DES MOINES IA 50309

CERTIFICATE HOLDER CONFLUENCE, INC. 525 17TH ST DES MOINES IA 50309	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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BLAIR COMPREHENSIVE PLAN

Divorce | Custody | Child Support
Wills | Trusts | Probate
Estate Planning | Criminal Defense
Adoptions | Juvenile Law
Guardianships | Conservatorships
Corporate Law | Civil Litigation
Bankruptcy | Personal Injury

March 31, 2026

AGENDA:

Introduction + Our Team

Project Understanding

Our Approach

Relevant Experience

Why Us?



OUR TEAM: CONFLUENCE

**CAITLIN
BOLTE, AICP,PLA**

Principal-in-
Charge + Project
Manager
Confluence



**CHRISTOPHER
SHIRES, AICP**

Principal Planner
Confluence



CITY OF BLAIR

STAKEHOLDERS + STEERING COMMITTEE

CONFLUENCE

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

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

JANE REASONER, AICP
Housing + Economic Development

EMILY RIZVIĆ, AICP
Planning Support

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

OUR TEAM:

HOUSTON ENGINEERING INC.

JACOB GARDER, MS, PE

Stormwater

MIKE LOVE, PE

Stormwater Study & Design

SAM TREBILCOCK, AICP

Transportation Planner

SHERWIN WANNER, PE

Water & Wastewater Study

WHIT THOMAS, AICP

Transportation Design Engineer

RAY PLANNING SOLUTIONS, LLC

JEFF RAY, AICP

Blight and Economic Development +
Growth Management

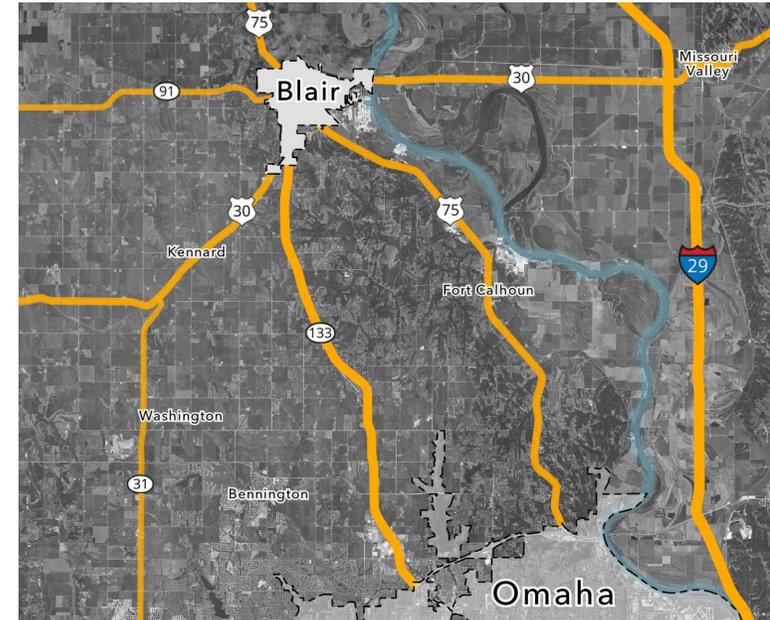
ETC INSTITUTE

RYAN MURRAY

Assistant Director of Community
Research

PROJECT UNDERSTANDING: BLAIR'S UNIQUE CONTEXT

- 25 Miles from Omaha; 26+% workforce lives and works in Blair.
- Home to Cargill/Novozymes campus and over 1,100 industrial jobs.
- Washington Street carries over 10,000 Vehicles per day + trucks.
- Housing demand: top to bottom
- Aging utilities paired with SS4A safety improvements.
- Land use growth management + Infrastructure investments



OUR APPROACH: FOUR PHASES

1

PHASE 1
Project Kick-Off, Data Gathering +Analysis

2

PHASE 2
Visioning + Goal Setting

3

PHASE 3
Draft Plan and Evaluation

4

PHASE 4
Final Draft Plan and Adoption

OUR APPROACH: THE REALITY CHECK

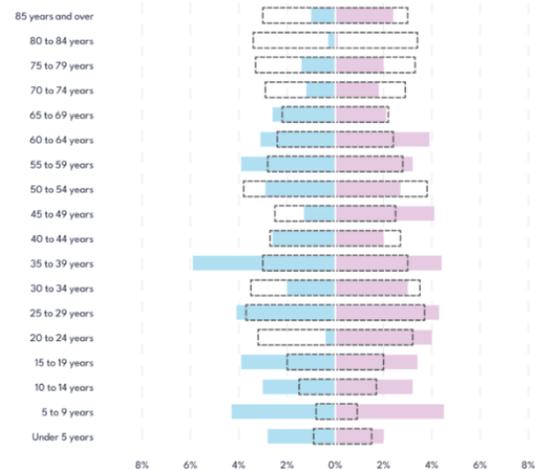
- Workforce & Commuter Patterns
- Housing Tenure + Population
- All real estate sectors – coordination with Gateway Economic Group
- GIS + Physical Profile
- Review of previous plans
 - Ex. Comp Plan
 - Housing
 - Parks and Rec MP
 - Others.

 **MOST RESIDENTS IN ASHLAND COMMUTE ELSEWHERE FOR WORK. VERY FEW LIVE AND WORK IN THE COUNTY TODAY.**



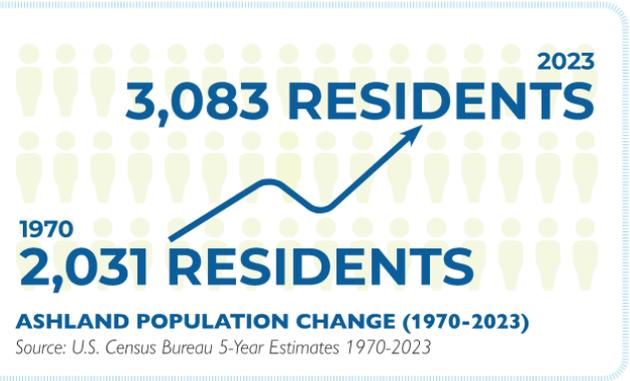
36.6 Median Age in Ashland

The City of Ashland has a higher share of young adults with children, which is highlighted in a low median age count for the City.



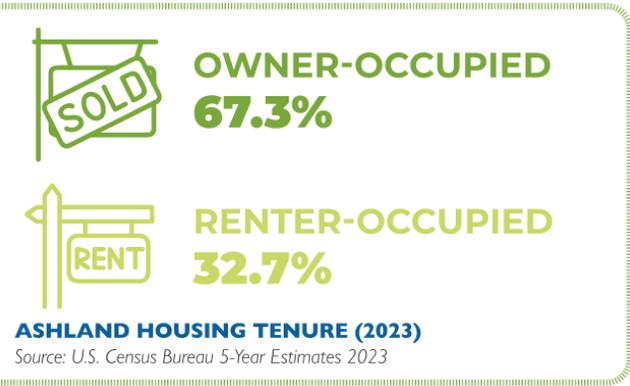
THE CITY OF ASHLAND HAS AN ESTIMATED POPULATION OF 3,083 RESIDENTS.

The City of Ashland has experienced steady population growth since the 1970s, with the total population increasing after the 2000s.



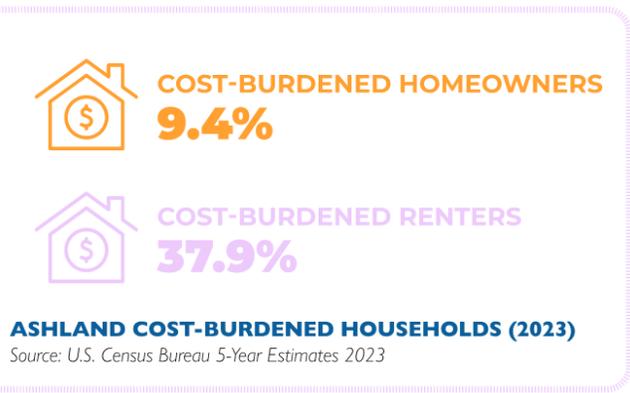
THE MAJORITY OF RESIDENTIAL UNITS ARE OWNER-OCCUPIED.

Housing tenure describes the share of owner versus renter occupied housing in the community. A majority of housing in Ashland is owner-occupied, with some rental housing available.



MORE THAN ONE-THIRD OF ASHLAND RENTERS ARE HOUSING COST-BURDENED.

An estimated 37.9% of Ashland renters are cost-burdened, meaning 30% or more of their gross household income is being spent on housing costs such as rent and utilities.

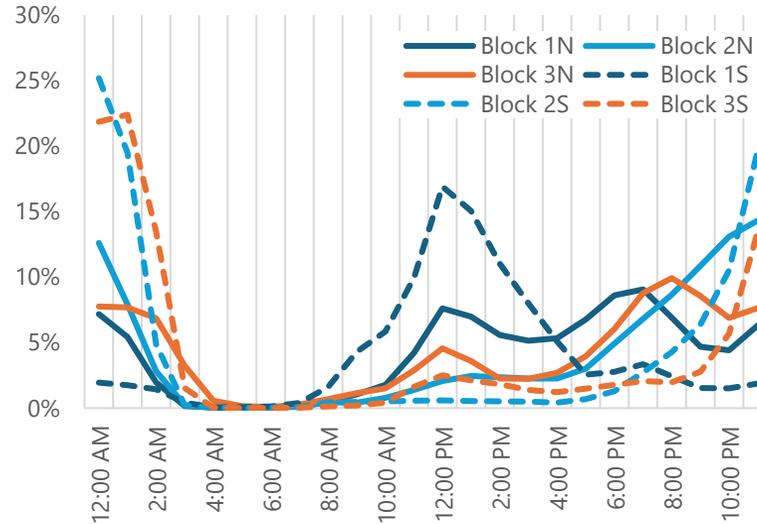


WHAT MAKES US UNIQUE: DATA COLLECTION

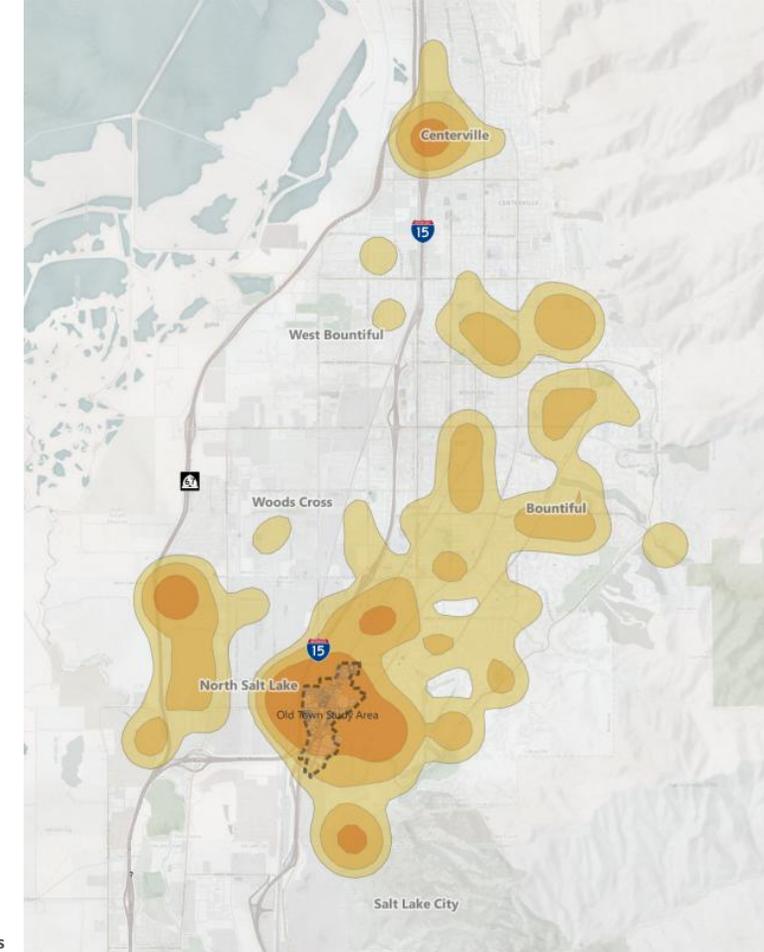
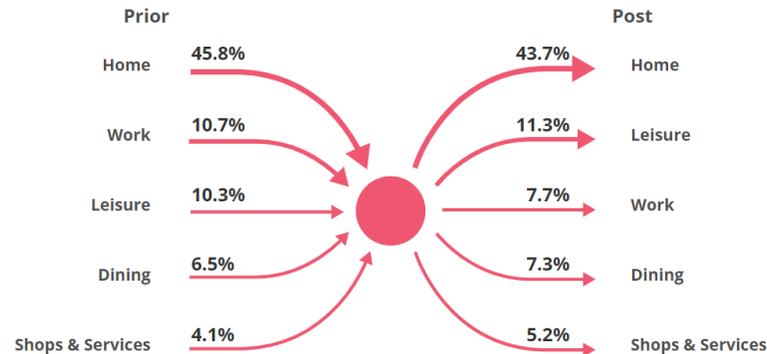
Placer.ai

- Up-to-the-moment data on:
 - Visitor patterns
 - Business-level activity
 - Seasonal trends
 - Hotspots of activity
 - Impacts of special events
 - Origin-destination data

Share of Visits by Time of Day



Visitor Journey



WHAT MAKES US UNIQUE: DATA COLLECTION

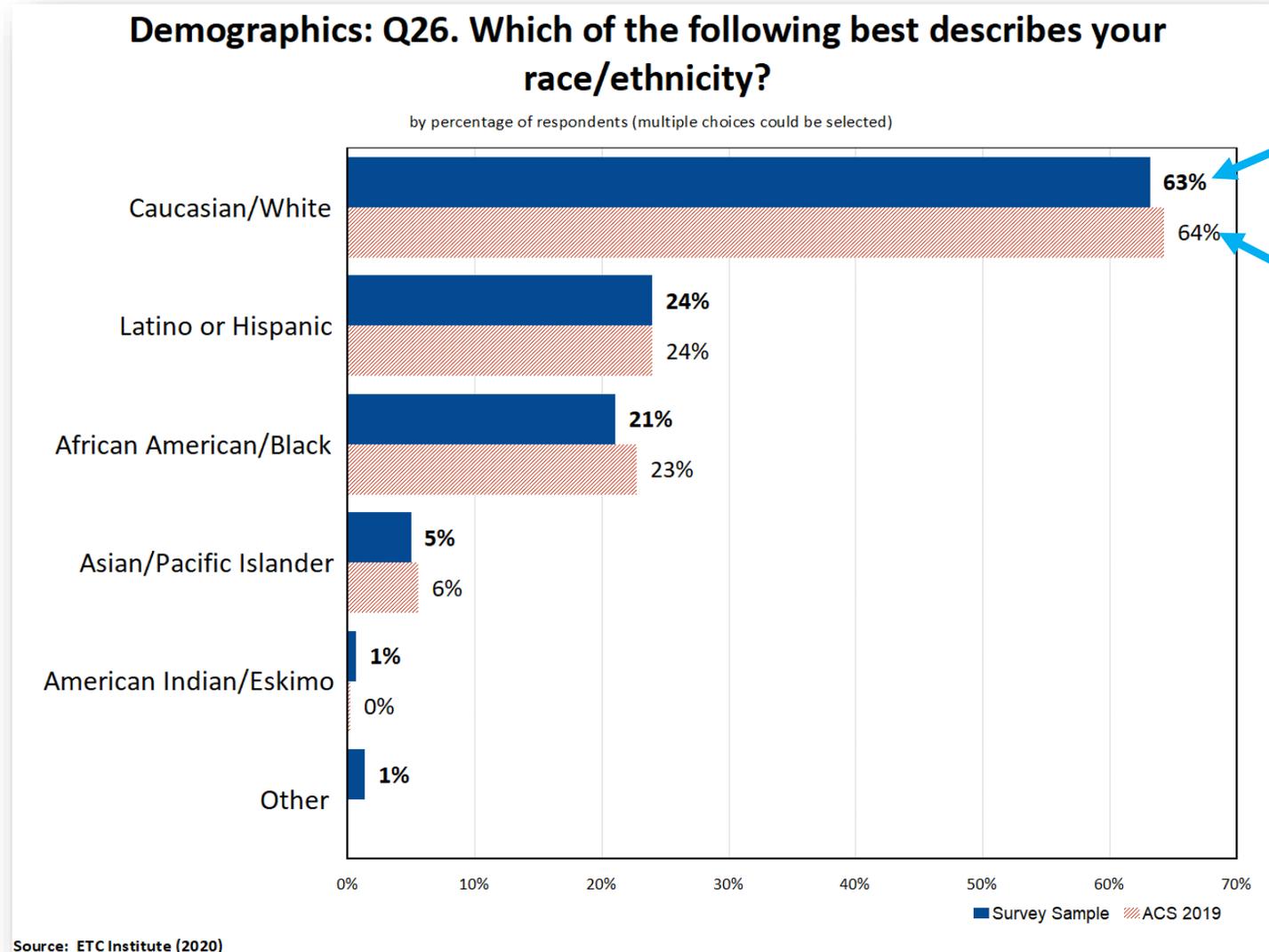
Placer.ai

- Total Visits by Zip Code (Trade Area)
 - General retail serving much larger area than local economy.
 - Regional Hub
 - Limited Capacity south of Fort Calhoun.
 - Influence land use decisions and total acreages of retail in future land use map.
- Blair, NE Walmart
 - 12 months - all visits
 - Total Visits: 1.3 million
 - Total Unique Visitors: 98,200
 - Visits Year over Year: +1.7%
 - Visits Year over 2 Years: +4.9%
 - Visits Year over 3 Years: +9.1%



OUR APPROACH: STATISTICALLY VALID INSIGHTS

- Nation's leading market research firm for government organizations
- Partners with Confluence on over a dozen surveys
- Extensive experience conducting services in English, Spanish, and other languages as needed
- Over \$3 billion of voter approved initiatives



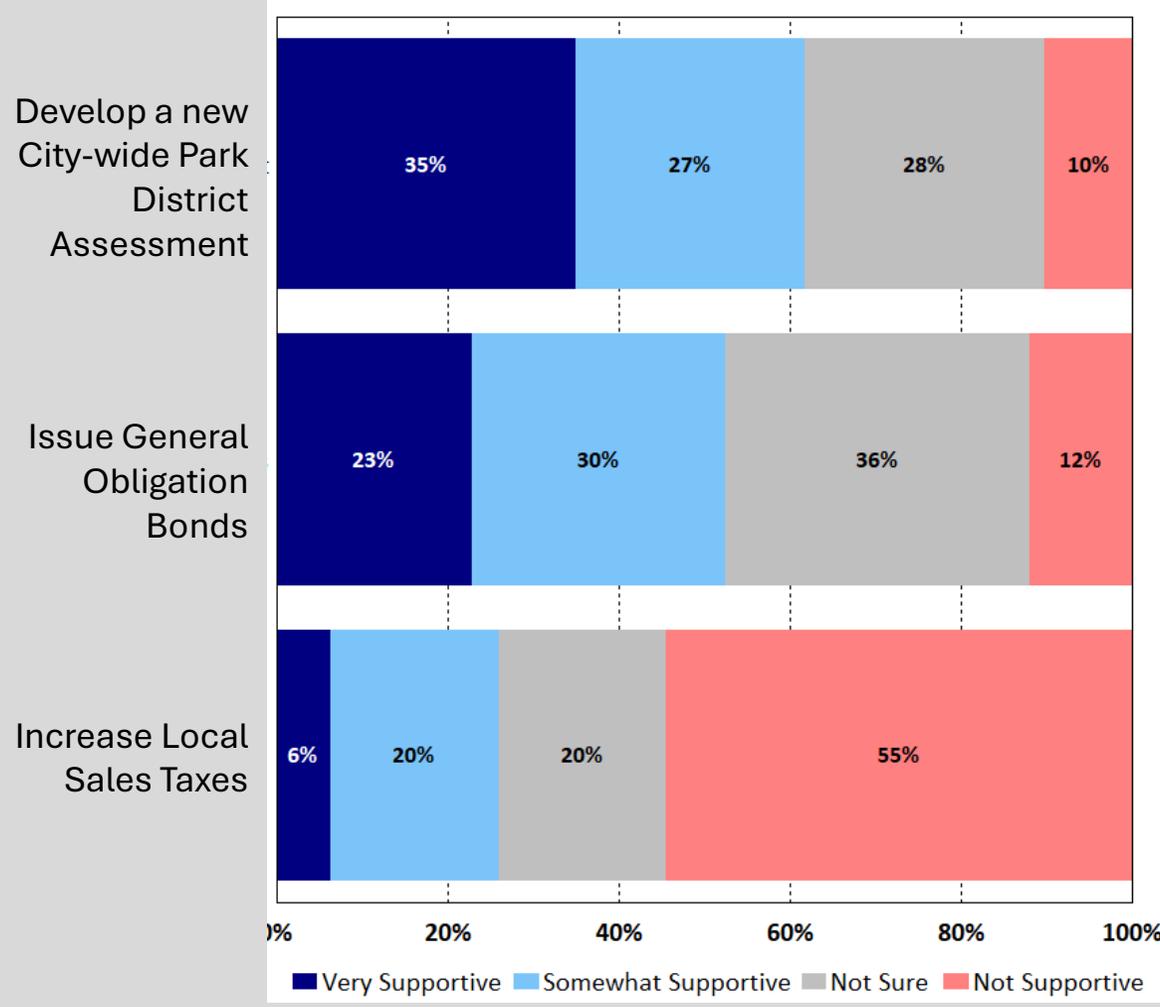
Survey Sample

Actual Community Makeup

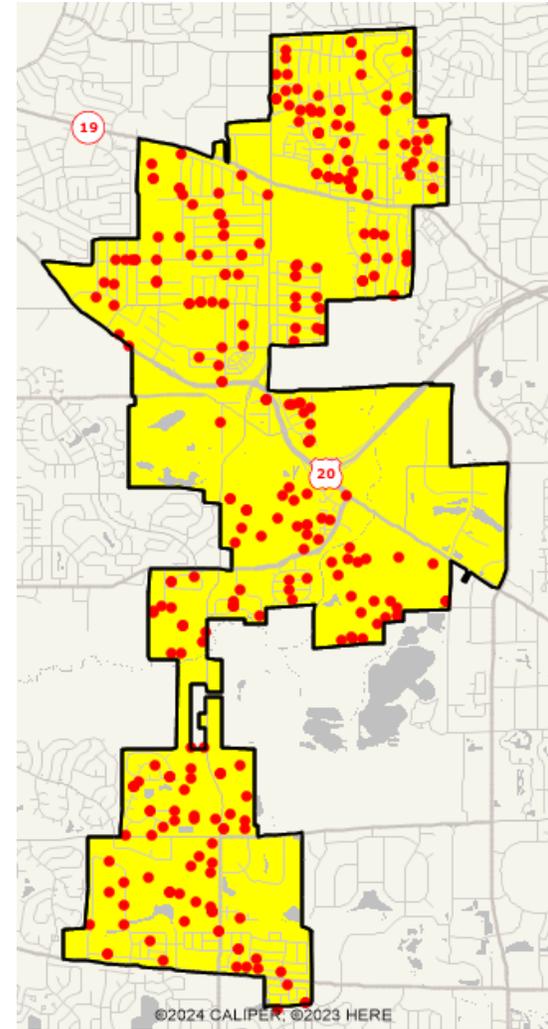
OUR APPROACH: STATISTICALLY VALID INSIGHTS

- Only scientific and defensible method to understand community needs
- Administered by mail/online/phone
- Developed in partnership with the City
- Methodology allows high return rate (25%-35%)
- Total of 300, 500, or 1000 completed surveys, 95% level of confidence with a margin of error of +/- 5.6%, +/-4.4%, or +/-3.0%
- Geographic balance across the City of Blair
- Demographically representative of community

Q16. Support for Funding Improvements



Geographic Distribution



OUR APPROACH: PUBLIC ENGAGEMENT

Tailored Approach For Blair

- Make this the community's plan that Leadership can implement.
- Unique brand.
- Diverse Focus Groups + consistent throughout.
- Building project champions.



OUR APPROACH: PUBLIC ENGAGEMENT

Reaching All Segments of the Community

- Use of a Steering Committee throughout the planning effort
- Joint Workshops with City Council and Planning Commission
- Community listening sessions and Public Visioning Neighborhood Workshops
- Stakeholder Interviews + Focus Groups with appointed committees
- Special Events - Box City, Pop-Up Booths, and Youth Workshops
- Workshop Charrette for downtown



OUR APPROACH: PUBLIC ENGAGEMENT

Getting the word out



PUBLIC INPUT WORKSHOP
Ashland 2035
Comprehensive Plan

Can't make it? Scan the QR code to visit the engagement website and provide feedback!
SCAN ME!



Joe Smith
1234 Main Street
City, State ZIP



PUBLIC INPUT WORKSHOP
Ashland 2035
Comprehensive Plan

The Comprehensive Plan is a strategic document crafted to steer the future actions of a community. It outlines a visionary framework with long-term goals and objectives, serving as a blueprint for all activities that influence local government operations.

Can't make it? Scan the QR code to visit the engagement website and provide feedback!
SCAN ME!



DATE AND TIME: May 12, 6:30-8PM
LOCATION: Ashland Public Library - 1342 Silver St.
45 minute formal presentation to start at 6:30 sharp with engagement activities to follow.

The City of Ashland is excited to begin the process of updating their Comprehensive Plan to create a long-term vision for their community. **Get involved** in shaping the future of your community! Stop by to learn more about the project and provide input on your ideas for the future of the city!



 City of Ashland, Nebraska
December 2, 2025 - 🌐

Tomorrow is the day to take get a sneak peak and give input on the City's updated Comprehensive Plan! Please join us!

Please join us for a
PUBLIC INPUT OPEN HOUSE

Your input has been invaluable in shaping the future of Ashland — thank you! Join us for a come and go event to review the draft components of the Comprehensive Plan. Stop in, connect with your neighbors, and see what the community has been working on together to shape the future of Ashland!

December 3rd, 2025
6:30 - 8:00

 Ashland Public Library
1324 Silver Street



Scan the QR Code below to explore the draft components of the Plan!

SCAN ME!



City of Ashland, Nebraska
Government organization

 Send message

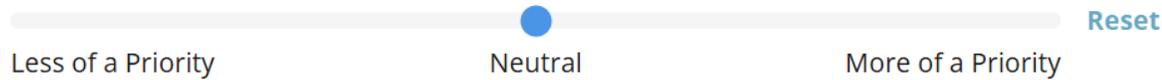
OUR APPROACH: PUBLIC ENGAGEMENT

Online

Implementation Matrix Prioritization

Promote Smart and Balanced Growth throughout Springfield

1. (P-2.1) Preserve sensitive environmental areas, such as streams, floodplains, and areas with significant tree cover. Future regulatory tools for this could include a floodplain and/or stream buffer ordinance and others.



Springfield Comprehensive Plan

Help us plan for the future of Springfield!

+ Follow

Welcome!

The City of Springfield is updating its Comprehensive Plan to create a long-term vision for the community and is in the final stages of drafting the plan. Draft chapter summaries and the implementation matrix is now available for review and comment.

The comment period will close April 4th, 2025.

Upcoming Dates

April 8 - Joint Planning Commission and City Council workshop

May 13 - Planning Commission review and consideration of the Comprehensive Plan

May 20 - City Council review and consideration of the Comprehensive Plan

Mapping Activity

Image Voting

Visioning Questions

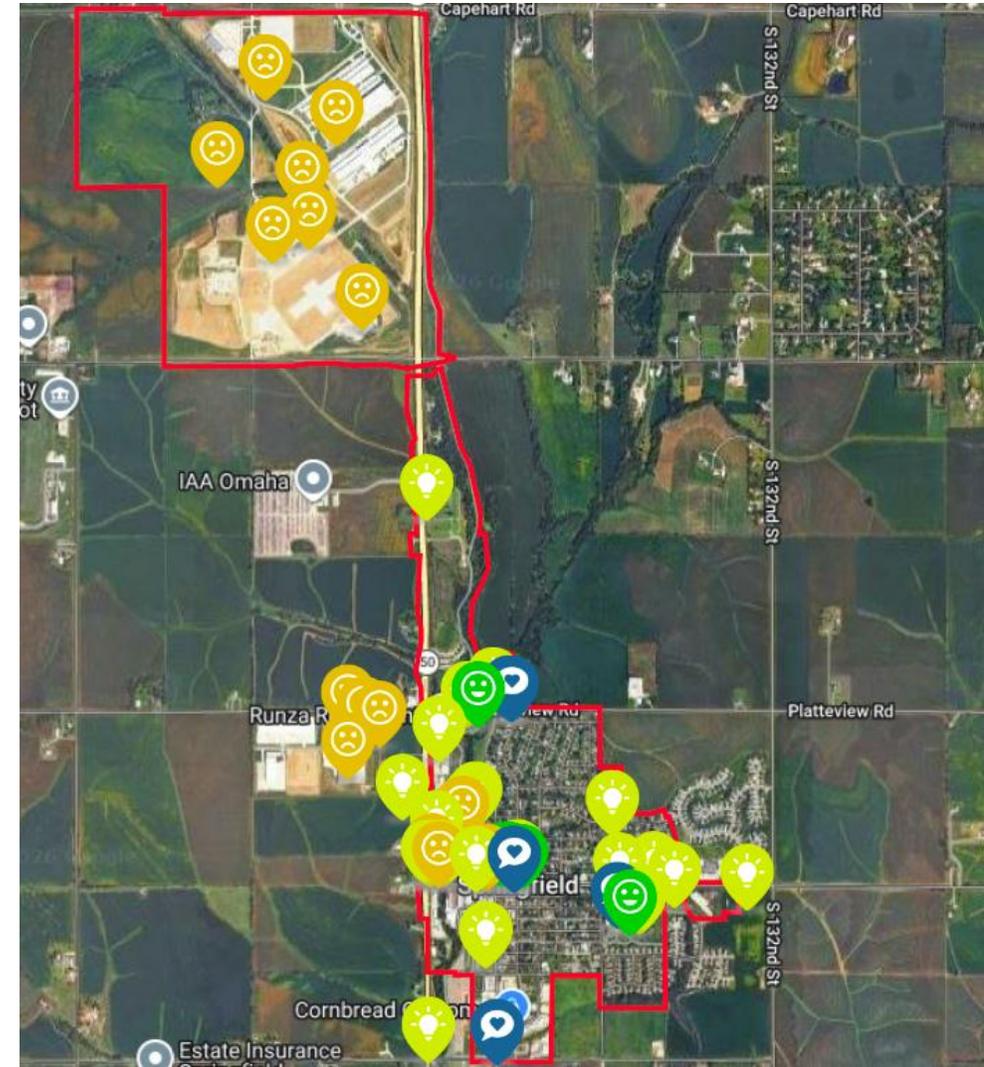
Idea Wall

Take a few moments to drop a comment onto a map of Springfield!

Zoom through a map of Springfield and tell us your feedback on the community! Choose from the following comment types:

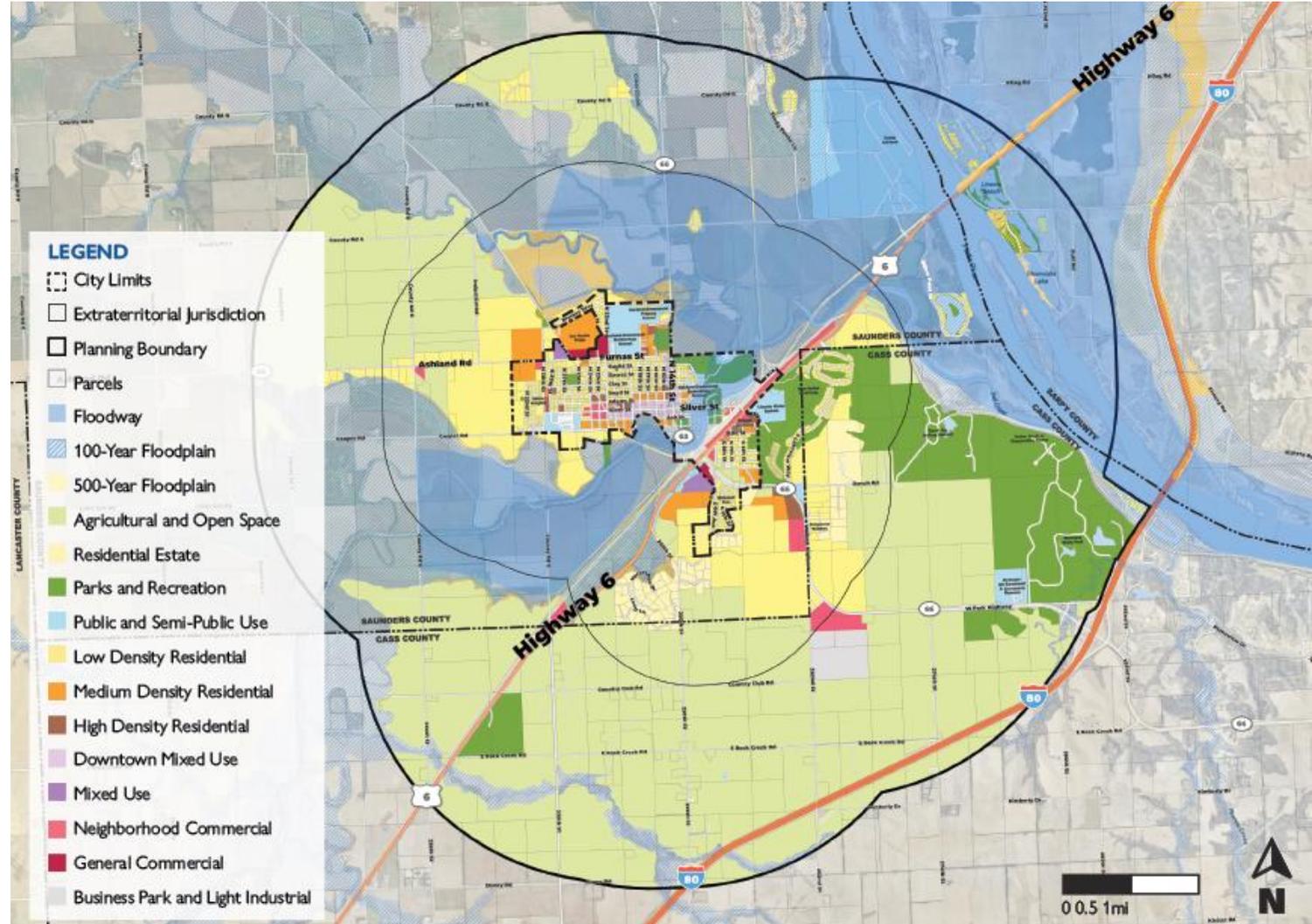
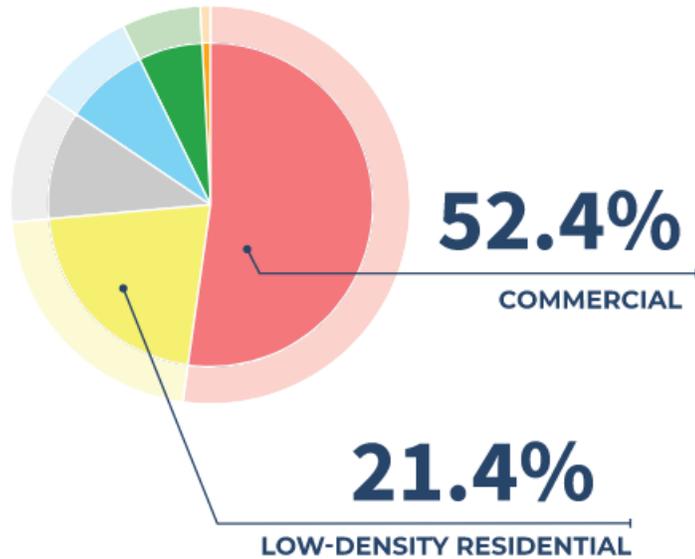
Add Marker →

-  Favorite Place!
-  More of this
-  Idea!
-  Less of this



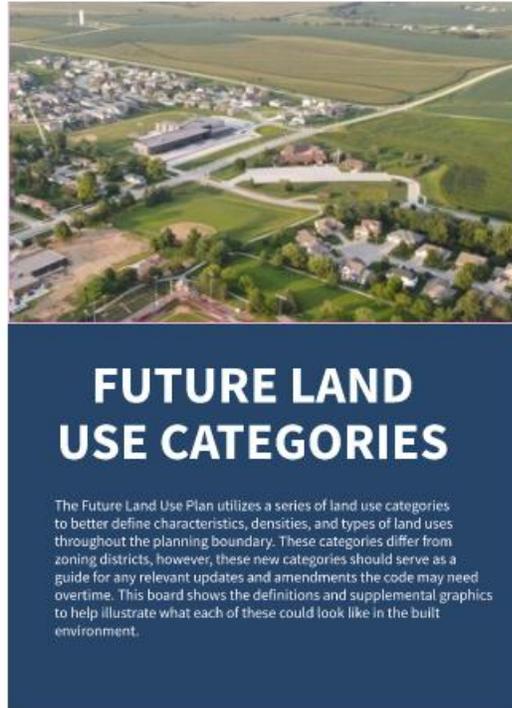
OUR APPROACH: FUTURE LAND USE

- Data based land use planning
- Building upon community preferences
- Develop multiple scenarios
- Final framework



OUR APPROACH: FUTURE LAND USE

- Start with current comp plan + zoning definitions
- Develop categories that work for Blair.
- Clearly articulate stories, densities, parking.

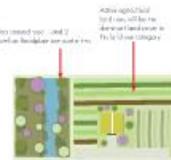


FUTURE LAND USE CATEGORIES

The Future Land Use Plan utilizes a series of land use categories to better define characteristics, densities, and types of land uses throughout the planning boundary. These categories differ from zoning districts, however, these new categories should serve as a guide for any relevant updates and amendments the code may need overtime. This board shows the definitions and supplemental graphics to help illustrate what each of these could look like in the built environment.

GREEN CORRIDOR/OPEN SPACE/AGRICULTURE

The Green Corridor / Open Space / Agriculture use is intended to accommodate continued agricultural uses while allowing for residential acreages with lower intensity land uses. This designation is applied to determine that the land is best suited as productive farmland with farmsteads and acreages, less than ideal locations for city infrastructure, and lack of current development pressures. As current conditions provide, these less-demanding land uses are best served by individual septic and water.



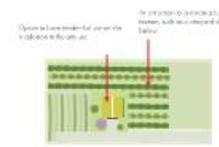
PARKS AND RECREATION

Public and semi-public land dedicated for active and passive recreation including parks, golf courses, indoor and outdoor recreation facilities, and playfields.



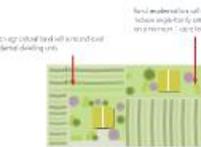
RURAL ARTS

The Rural Arts land use is intended to accommodate continued residential in rural and agricultural land uses with low densities. 1) Location outside of corporate limits south of Pflug Road. 2) Accessory buildings are at a scale between typical low-density development and farm buildings. 3) Uses within this area include agricultural uses (except livestock feeding operations), arts and tourism, wineries, single-family residential, parks/recreation/open space, and associated accessory uses.



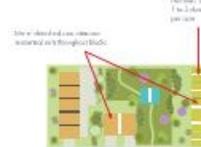
RURAL RESIDENTIAL

The Rural Residential land use is intended to accommodate continued residential in rural and agricultural land uses with low development densities. As Springfield builds outward and infrastructure is extended, these areas may become future Low Density Residential. As the current conditions provide, these areas are best served with individual wells and septic.



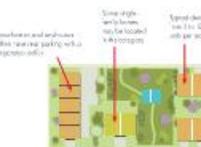
LOW-DENSITY RESIDENTIAL

The Low-Density Residential land use area is intended for typical suburban scale residential development densities. This category represents one of the most common residential land use types and is located throughout town and in the one-mile zoning jurisdiction. Densities range from **1 to 3 dwelling units per acre**. This land use category may also include schools, churches, and civic uses.



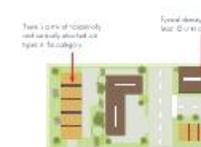
MEDIUM-DENSITY RESIDENTIAL

This land use is a mix of detached and horizontally attached single-family residential dwellings including single-family detached homes, cottage courts, duplexes, triplexes, rowhouses, and townhomes of various designs and layouts. This area will also have a significant role as a transitional use between most commercial areas and lower density residential development. Densities range from **3 to 12 dwelling units per acre**. This land use may also include schools, churches, and civic uses.



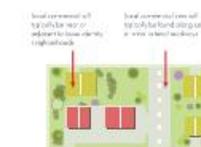
HIGH-DENSITY RESIDENTIAL

This land use category includes horizontally and vertically attached residential dwellings including rowhouses, townhomes, apartments, and condominiums with a density of **12 or more dwelling units per acre**. Uses may also include schools, churches, and civic uses as well as senior housing, residential care facilities, and commercial day care centers.



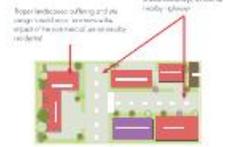
NEIGHBORHOOD COMMERCIAL

This category is designed for smaller scale, neighborhood-friendly retail and office uses that provide services to meet the daily needs of the area residents. Sites are generally less than **10-acres in size** and are designed to accommodate pedestrians and cyclists as well as vehicular traffic.



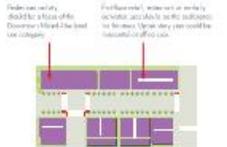
REGIONAL COMMERCIAL

This land use category is reserved for larger scale retail and office uses that provide services to the greater community and the motoring public. Uses include shopping centers, office parks, medical centers, large box retailers, drive-thru restaurants, and other auto-oriented retailers. Sites are generally **10 or more acres in size** and located along major roadways.



DOWNTOWN MIXED-USE

Parcels within Downtown Springfield reserved for traditional 1 to 3 story, main street style buildings. First floor uses are restricted to retail and office. Upper floors may include residential dwelling units. Parking is generally provided on-street or within shared, off-site facilities.



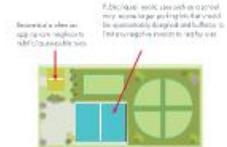
MIXED-USE

This category includes a pedestrian-friendly mix of housing, office, and retail space in the form of a multi-story, mixed-use building (vertical mixed-use), but could also be a cohesive, planned development of single-use buildings (horizontal mixed-use). Uses in this category may have a density of **12 or more dwelling units per acre**. Buildings should be 2 to 3 stories in height with shared parking facilities located on-street, under-building, or in structured parking to the rear of the buildings.



PUBLIC/QUASI-PUBLIC

Includes government-owned land, schools, churches, museums, and other institutional uses.



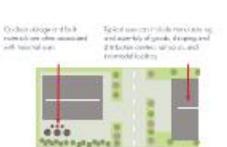
BUSINESS PARK

The Business Park land use category is set aside to include business park office complexes and very light industrial uses. Business Park developments include larger office complexes and corporate campuses, with limited warehouse and distribution facilities and activities such as testing, fabrication, manufacturing, and limited assembly of materials. All activities are contained within the buildings with no outdoor storage. Limited support retail or commercial activities would be allowed including gas stations, convenience stores, or coffee shops. Business Park does not include intense uses such as data farms.



INDUSTRIAL

Land reserved for industrial uses such as manufacturing and assembly of goods, shipping and distribution centers, rail yards, data farms, self storage facilities, and transload/intermodal facilities. Uses may include outdoor storage of bulk materials, goods, and equipment with adequate screening.



OUR APPROACH: HOUSING

Housing as a Unifying Focus

- Asking community for housing preferences.
- Inform public of housing styles through imagery and density.
- Assess trends & demand fundamentals, including Missing Middle Housing
- Leverage recent housing study.
 - 2021 housing study
 - 400+ new homes by 2025 vs 40 in Washington Co.
 - Blair Crossing – 132 units;



DEVELOPMENT DATA:	
TOTAL ACRES:	1.5
RESIDENTIAL DENSITY:	14.67 UNITS / ACRE
PARKING:	GARAGE / SURFACE
# OF BUILDINGS:	5
# OF STORIES:	2.5
# OF UNITS:	22



TOWNHOMES AT BUCKLEY COURT
Overland Park, Kansas



OUR APPROACH: DOWNTOWN

- “Plan ready” when trucks go away.
- Give reason to have people stop.
- Visualizing the future
 - Parking + Bike-Ped Access
 - Roadway cross section opportunities
 - Safety improvements
 - Streetscape + Amenity Spaces



OUR APPROACH: DOWNTOWN

Crete Comprehensive Plan - Downtown



STREETSCAPING



PARKLET OUTDOOR SEATING



FAÇADE IMPROVEMENTS



TRANSIT SERVICES - KEY HUB



EXPANDED COMMERCIAL ALONG E 13TH ST



MAIN AVENUE STREETSCAPING + CONNECTIONS



OVERPASS



OUR APPROACH: INFRASTRUCTURE MASTER PLANNING

WATER, SEWER, DRAINAGE

- Utilize existing information to assess existing conditions
- Assess future growth areas infrastructure needs
- Recommend implementation measures to protect existing and future land use



SHARE

f
X
in
✉

Designed for Future Growth, Safety and Efficiency

The City of Blair's Water Treatment Plant treats water from the Missouri River. With large-scale industrial growth and steady residential expansion over the past 25 years, the City has expanded the plant from 20 million gallons per day (MGD) to its current capacity of 27 MGD. More than 75% of the plant's capacity supports the food giant Cargill's 650-acre bioscience complex — the company's largest global investment — located less than a mile away.

CLIENT
City of Blair

LOCATION
Blair, NE
United States

SIZE
27 MGD capacity

Flooding in Blair after storms

KETV - Omaha
Sat, August 9, 2025 at 3:47 PM CDT

Add Yahoo on Google



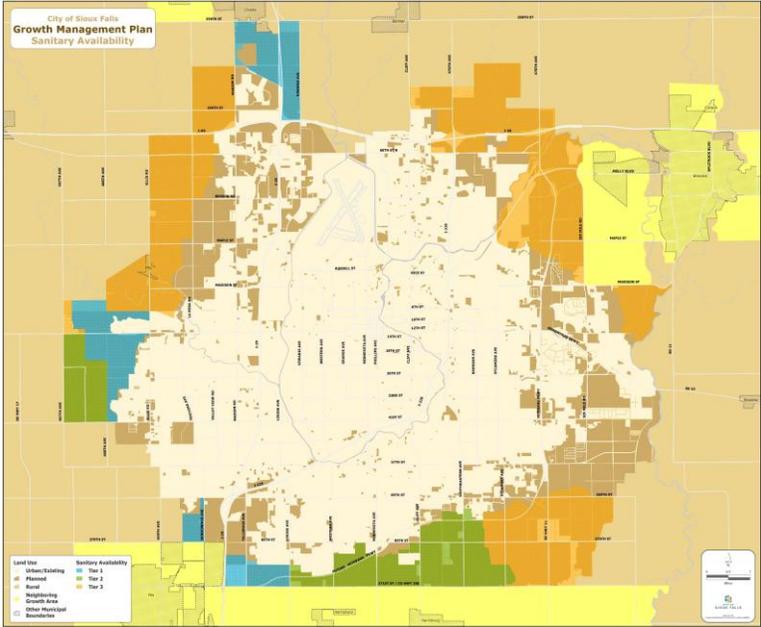
Courtesy
Katie Yeaton

A KETV viewer capture footage of flooded streets due to severe weather in Blair.

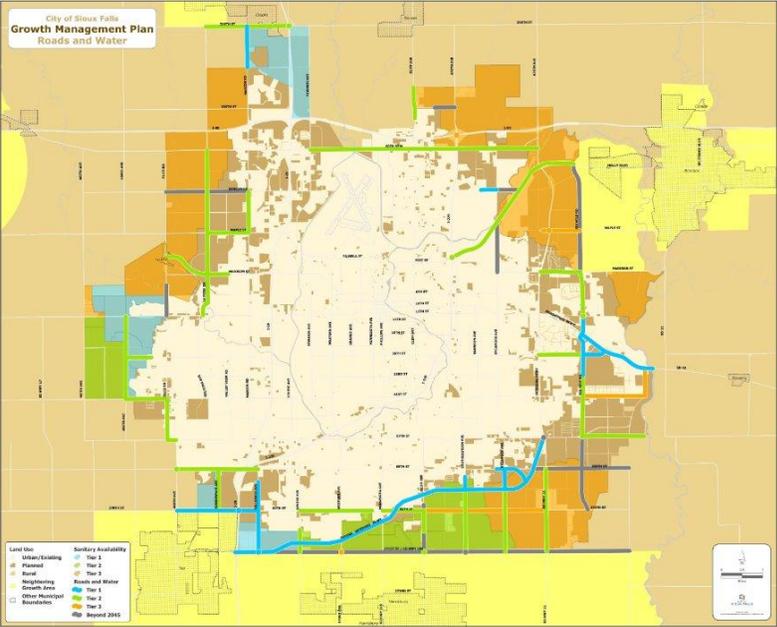


OUR APPROACH: GROWTH MANAGEMENT

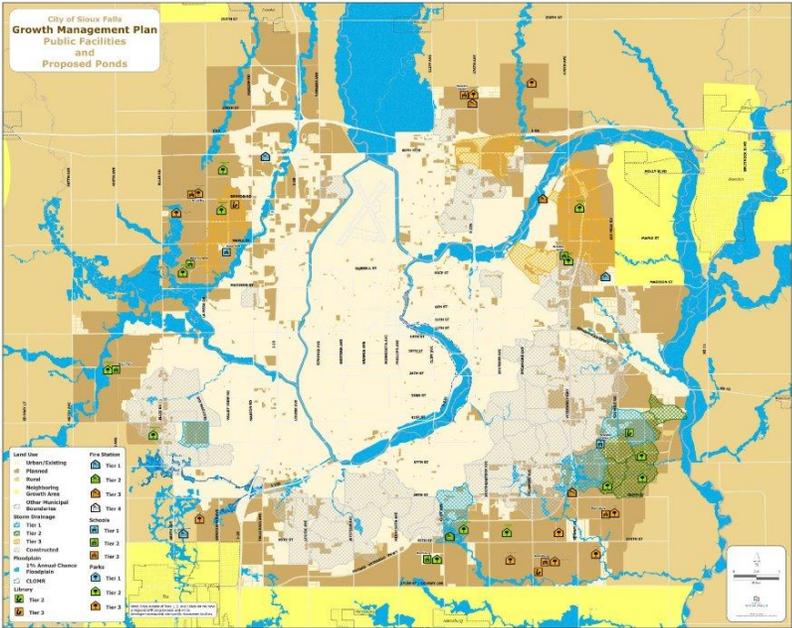
THROUGH AN INFRASTRUCTURE AND FACILITIES MASTER PLANNING PROCESS



Sewer Availability Map



Water and Arterial Roads Availability Map

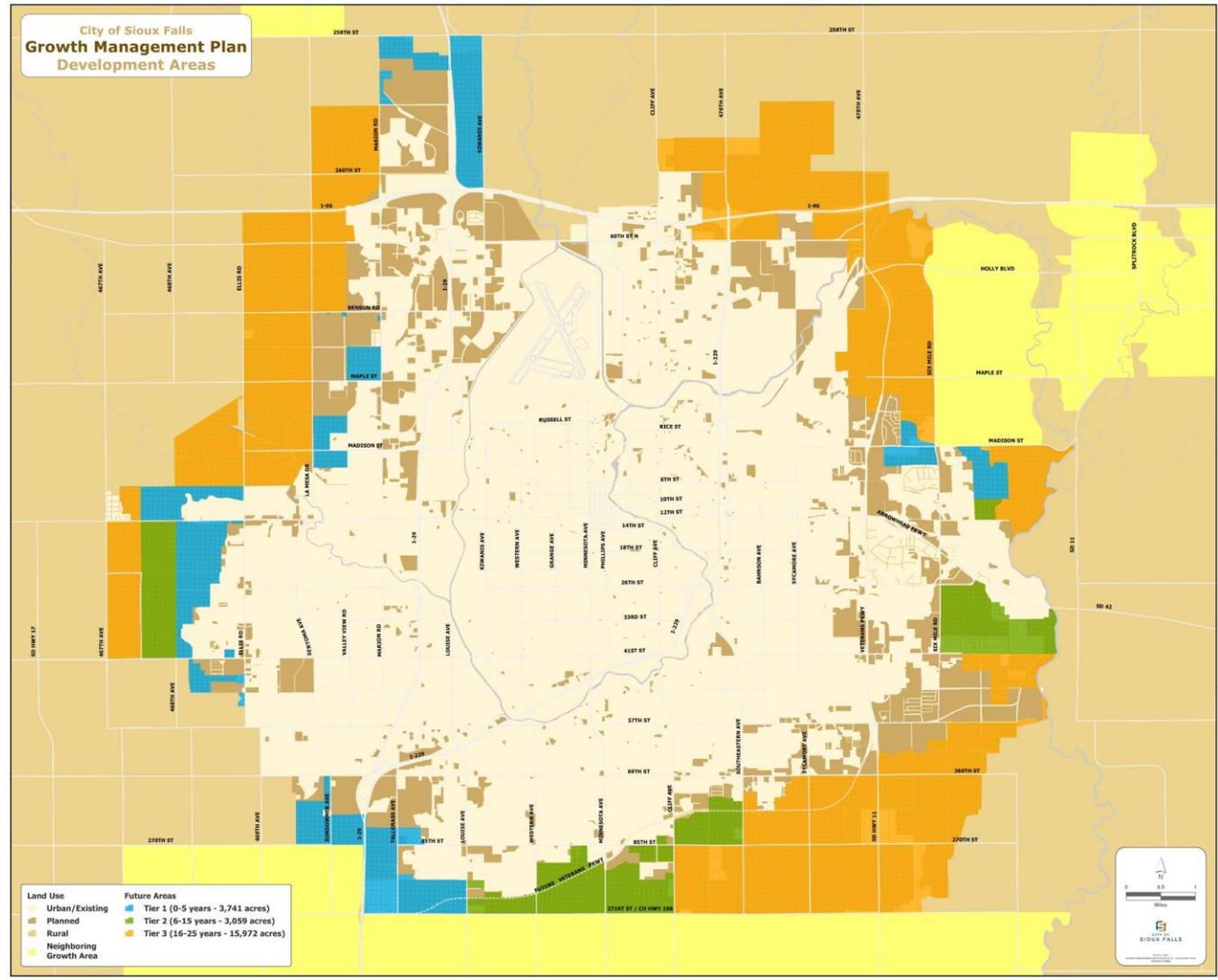


Drainage and Public Facilities Availability Map

- Tier 1 (0-5 years)
- Tier 2 (6-15 years)
- Tier 3 (16-25 years)

OUR APPROACH: GROWTH AREA PHASING PLAN

- Tier 1:** Annexation advised within five years. All City services available within the five-year CIP period.
- Tier 2:** Annexation not advised. City services are projected to be available for development within 6 to 15 years (additional monetary resources needed).
- Tier 3:** Annexation not advised. City services are projected to be available for development within 16 to 25 years (additional monetary resources needed).



Combination of previous 3 maps

OUR APPROACH: TRANSPORTATION PLAN

IMPROVING CONNECTIVITY AND LIVABILITY FOR ALL

- Guide future community growth
- Complete Streets – Bicycle and Pedestrian planning
- Build off the City's SS4A Action Plan recommendations
- Recommend strategies for Blair Transportation Issues



A Blair city employee installs a vertical yield sign at a crosswalk near Blair's Arbor Park Elementary School after city officials approved a pedestrian safety pilot program. (Photo by Jeremy Turley/Flatwater Free Press)

Nebraska's cities are built for cars. These young activists want to change that

Through a mix of local government engagement and light guerrilla tactics, members of a group called Strong Towns focus on incremental changes to improve pedestrian safety. Chapters have been established in Blair, Kearney, Lincoln and Omaha, and their efforts have paid off.

By Jeremy Turley, Flatwater Free Press
October 6, 2023



ASK, COOL, ME, AND LOVE: NEBRASKA'S YOUNG ACTIVISTS ARE CHANGING THE WAY WE THINK ABOUT STREET LIGHTING. FROM OMAHA TO BLAIR, THE GROUP HAS PLACED THE BENCHES AT BUS STOPS THAT BECAME LIGHTING. (Photo by Jeremy Turley/Flatwater Free Press)

MOST RECENT ARTICLES

- Misadventure hits all the right notes
March 22, 2024
- Lineup announced for summer concert at Memorial Park
March 22, 2024
- Congressman Greg McDermott returns after 10 years; new era begins under Alan Hoes
March 22, 2024
- Omaha Mayor announces \$4M philanthropic investment in city parks
March 22, 2024
- Omaha Police announces homicide for Nebraska soldier killed in war on Iraq
March 22, 2024



Open Streets
Omaha, Nebraska
Photo by Jeremy Turley/Flatwater Free Press

Blair Bypass: Long-Awaited Solution Faces Early Scrutiny and Potential Promise

By BlairToday September 11, 2024



Blair Nebraska Bypass

BLAIR, NEBRASKA (2024 September 11, Wednesday)

NEWS > LOCAL NEWS > IN YOUR NEIGHBORHOOD > NORTHEAST NEBRASKA



Blair explores second bypass route to ease heavy truck traffic through downtown

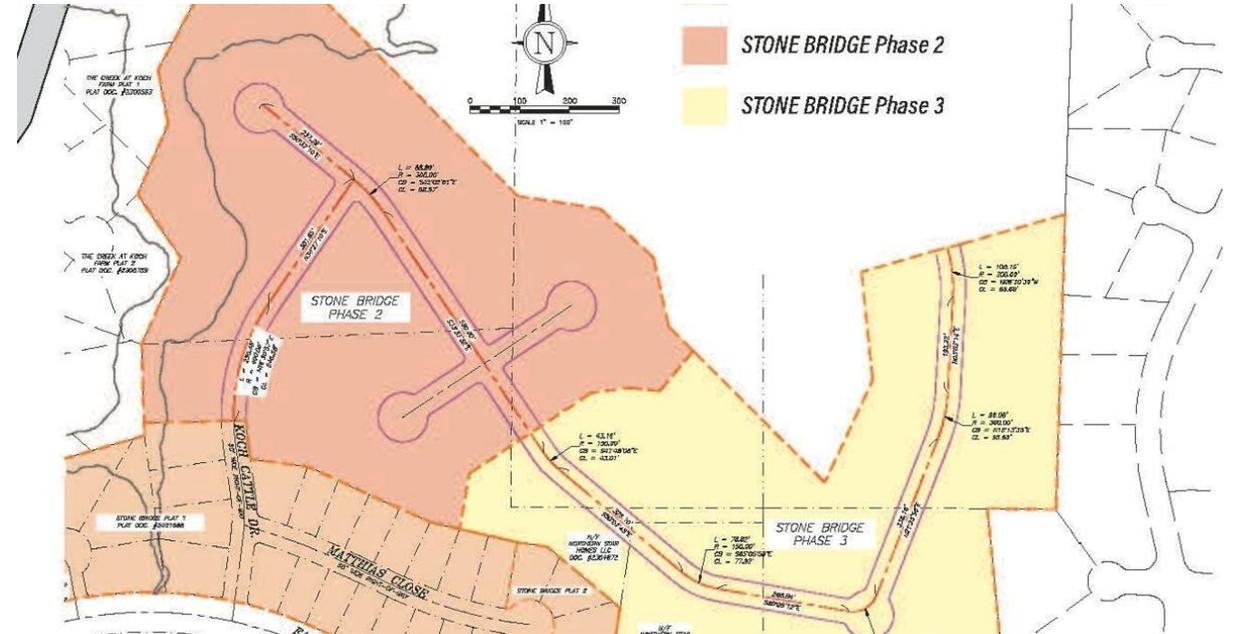


More News In Your Neighborhood



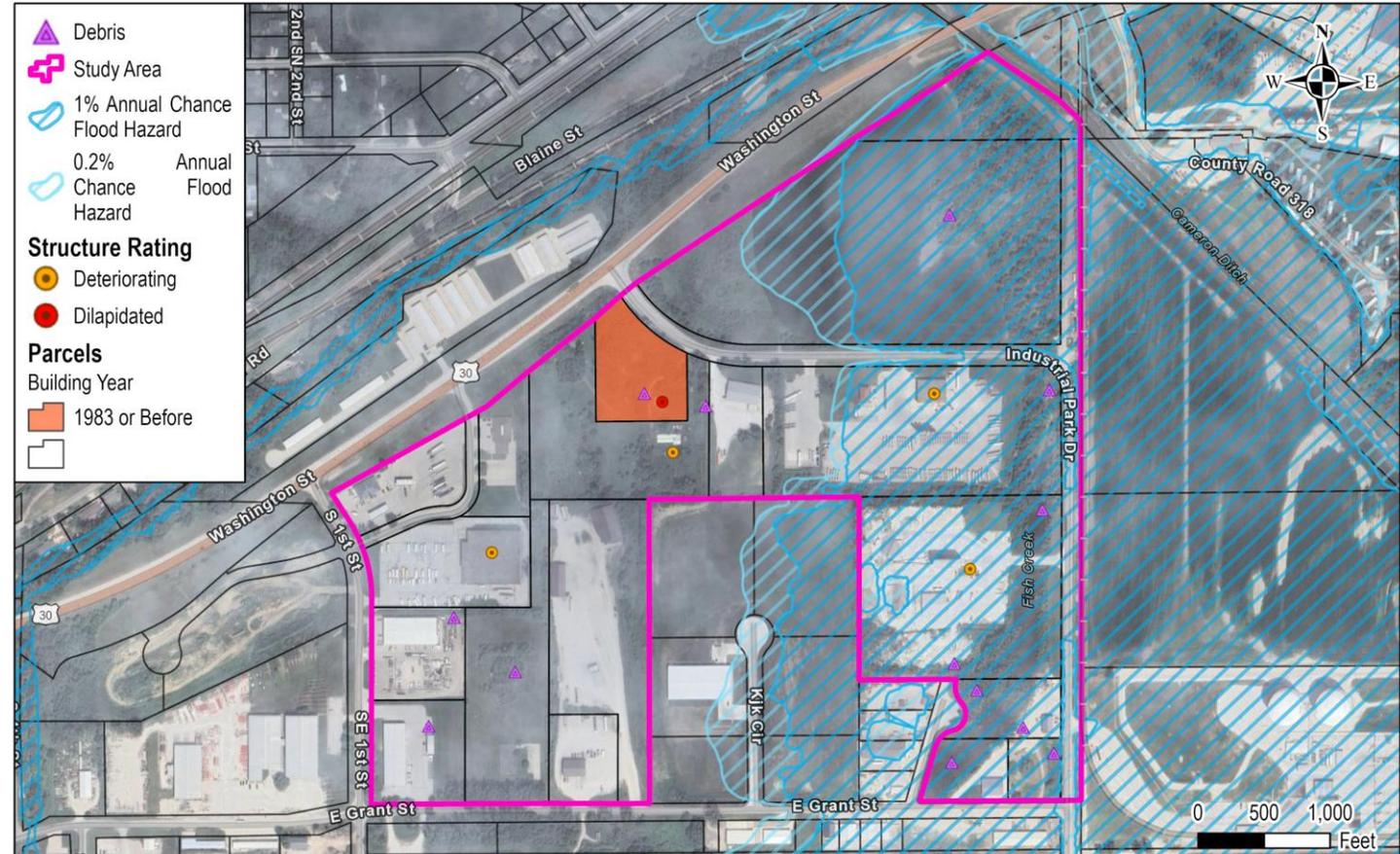
OUR APPROACH: ANNEXATION

- A transparent, policy-driven approach that supports orderly growth and responsible public investment
- Establish a clear, defensible annexation policy that supports long-term community goals
- Define thresholds and timing to guide consistent, predictable annexation actions
- Evaluate alternatives such as Sanitary Improvement Districts when appropriate
- Assess service capacity, infrastructure needs, and fiscal impacts before action
- Use mapping and data analysis to identify logical, cost-effective annexation areas



OUR APPROACH: REDEVELOPMENT AREAS

- Use Redevelopment Areas to catalyze reinvestment in underutilized or deteriorating areas
- Apply clear, objective criteria to evaluate redevelopment eligibility and need
- Consider “de-blighting” where they are needed for private investment
- Use micro-TIF selectively for infill housing
- Support balanced growth consistent with adopted plans and citywide priorities



RELEVANT EXPERIENCE: ASHLAND NE COMPREHENSIVE PLAN

Future truck route Safety

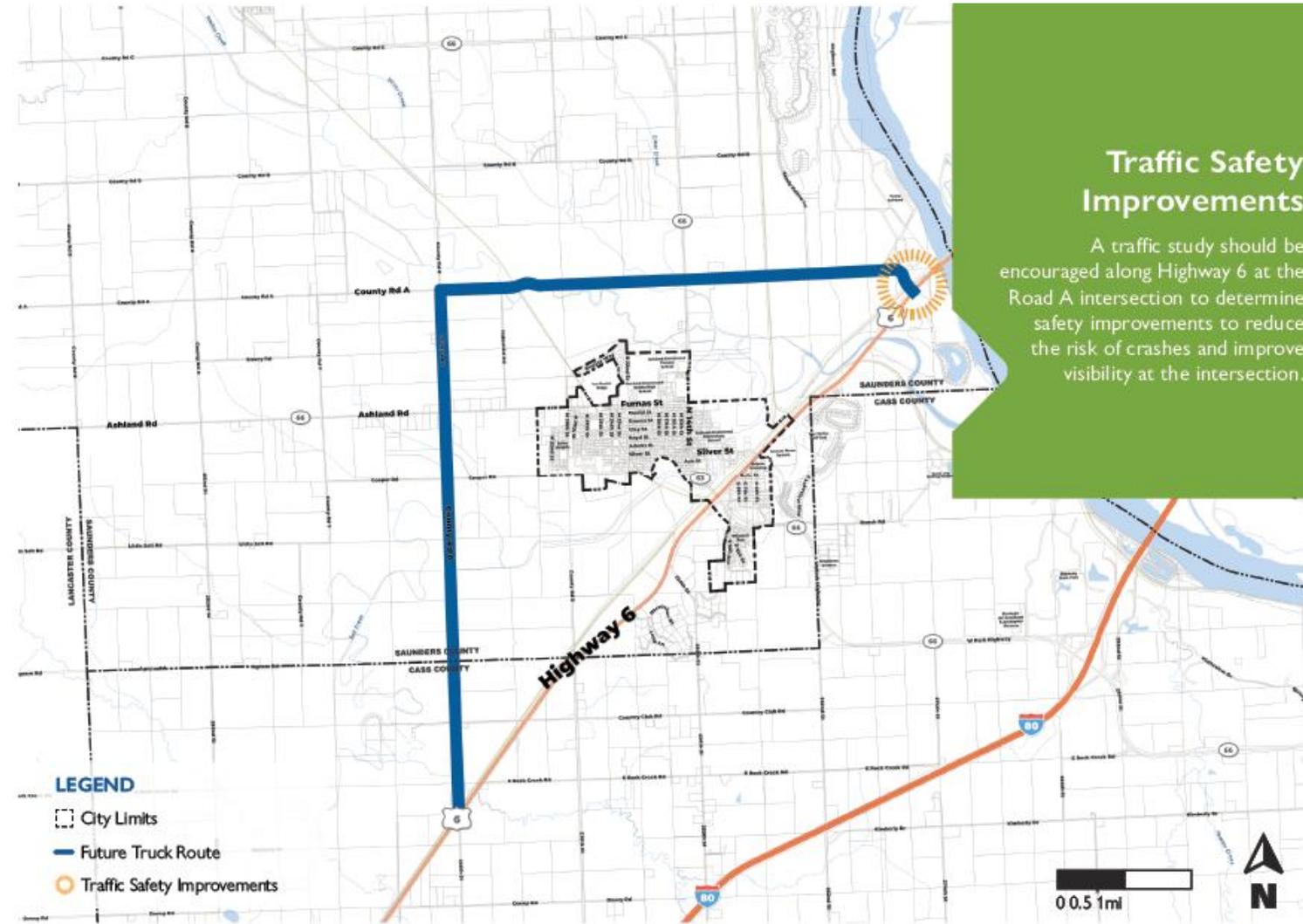
Future Truck Route

A future truck route is proposed to divert truck traffic currently traveling through high-pedestrian areas and local historic areas, such as Downtown Ashland. The new route will divert truck traffic to County Road 6 and County Road A, as shown in Figure 8.2.

To coordinate future improvements to these networks, the City of Ashland should work with Cass County, Saunders County, and the Nebraska Department of Transportation (NDOT) to provide an improved system and identify future maintenance.

Highway 6/Road A Intersection

According to NDOT, the intersection at Highway 6 and County Road A has had eight (8) recorded vehicle crashes between 2016-2020. A traffic study is encouraged to determine intersection improvements to improve safety, should the system become a part of a future truck route.



RELEVANT EXPERIENCE: ASHLAND NE COMPREHENSIVE PLAN

CREATING ACTIONABLE RECOMMENDATIONS

Our plans are designed to do more than sit on a shelf

Ashland Comprehensive Plan Implementation Matrix Tracker

CHAPTER 4: FUTURE LAND USE							
GOAL FLU-1: PROTECT AND ENHANCE ASHLAND'S UNIQUE SENSE OF PLACE AND SMALL TOWN FEEL.							
		Status	Completion	Responsible Agency	Key Partners + Stakeholders	Resources + Grants	
Policies							
Future Land Use	* P-4.1.1	Practice strategic growth and decision-making by supporting developments that align with the goals and vision of Ashland.	Not Started	<input type="checkbox"/>	City of Ashland	Developers / Property Owners	-
	P-4.1.2	Ensure adequate connectivity when developing the Future Land Use Map by ensuring through street connections and requiring and expanding the sidewalk/trail system.	Not Started	<input type="checkbox"/>	City of Ashland	Nebraska Department of Transportation (NDOT)	-
	P-4.1.3	Partner with developers and landowners to aid development and redevelopment utilizing specific funding mechanisms, such as Tax Increment Financing (TIF), on a case-by-case basis, prioritizing blighted or underperforming sites.	Not Started	<input type="checkbox"/>	City of Ashland	Ashland Community Development Corporation (ACDC) Developers / Property Owners	Tax Increment Financing (TIF)
	P-4.1.4	Plan for high density residential uses along commercial centers, potential transit stops, parks, schools, and civic centers.	Not Started	<input type="checkbox"/>	City of Ashland	Developers / Property Owners	-
	* P-4.1.5	Encourage the redevelopment of downtown structures and buildings within historic Downtown Ashland, including first-level commercial/office spaces and upper-story housing spaces.	Not Started	<input type="checkbox"/>	City of Ashland	Ashland Community Development Corporation (ACDC)	Community Development Block Grants (CDBG) Downtown Revitalization Funds

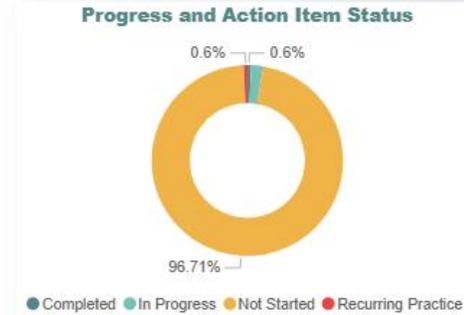
Ashland Comprehensive Plan Implementation Summary Snapshot

CHAPTER 4: FUTURE LAND USE							0%
Implementation Status Overview							
	# of Goals	# of Policy Items	# of Action Items	Progress Status	#	%	
	2	13	10	Items Not Started	23	100%	
	Number Completed	0	0	Items On-Going	0	0%	
	Percent Complete	0%	0%	Items In-Progress	0	0%	
	Goal FLU-1: Protect and Enhance Ashland's Unique Sense of Place and Small Town Feel						0%
	Number of Policy Items	5	Total Completed	0	Total Not Completed	5	
	Number of Action Items	5	Total Completed	0	Total Not Completed	5	
	Goal FLU-2: Utilize Best Practices when Considering New Development						0%
	Number of Policy Items	8	Total Completed	0	Total Not Completed	8	
	Number of Action Items	5	Total Completed	0	Total Not Completed	5	

RELEVANT EXPERIENCE: GRIMES IA COMPREHENSIVE PLAN

CREATING ACTIONABLE RECOMMENDATIONS

Web Tracker



Total Number of Action Items

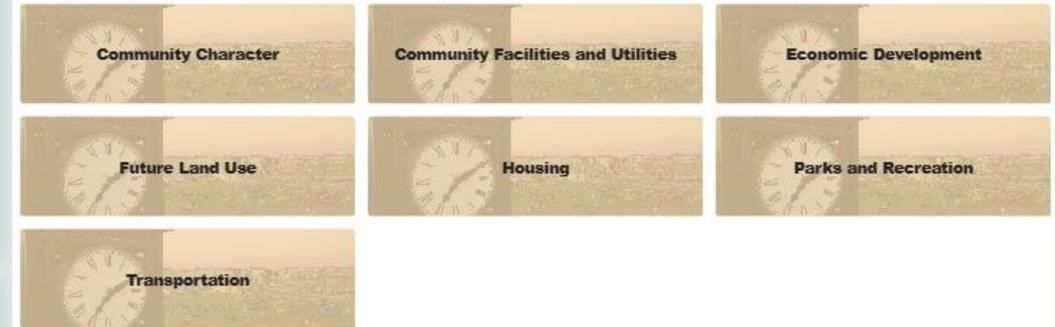
334

Welcome to the Grimes 2050 Comprehensive Plan Dashboard!

Explore how the City of Grimes is putting its Comprehensive Plan into action through this interactive dashboard. Use the filters to view progress by chapter, priority, or department, and click into specific items for more detailed updates. This tool is designed to provide transparency and keep residents informed about ongoing initiatives.

Comprehensive Plan Core Chapters

Select a chapter to filter the results on the dashboard. Unselect that chapter to return to the original view.



All Chapter Recommendations

Use the scroll bar to navigate the table. Filter the results by clicking on the column headers or chapter buttons above. Click the column a...

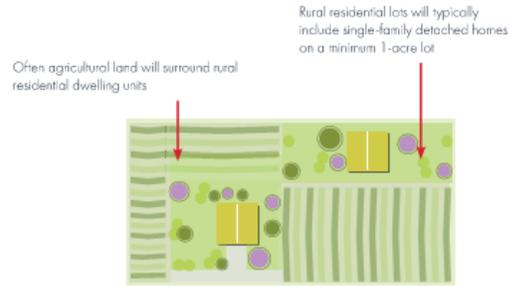
Chapter	Goal	Theme	Strategy Number	Strategy
Transportation	Build a strong and connected street network that supports future growth in a safe and efficient manner.	Build a Strong + Connected Multi-Modal Network	8.1.1	As redevelopment occurs, the City should support consolidating access points along congested arterial corridor
Transportation	Build a strong and connected street network that supports future growth in a safe and efficient manner.	Build a Strong + Connected Multi-Modal Network	8.1.1	As redevelopment occurs, the City should support consolidating access points along congested arterial corridor
Transportation	Build a strong and connected street network that supports future growth in a safe and efficient manner.	Build a Strong + Connected Multi-Modal Network	8.1.2	Proactively preserve the necessary Right-of-Way for corridors identified in the Future Streets Plan in accordance with the Grimes Street Design Guide.
Transportation	Build a strong and connected street network that supports future growth in a safe and efficient manner.	Build a Strong + Connected Multi-Modal Network	8.1.2	Proactively preserve the necessary Right-of-Way for corridors identified in the Future Streets Plan in accordance with

RELEVANT EXPERIENCE: SPRINGFIELD NE COMPREHENSIVE PLAN

Housing Defined!

RURAL RESIDENTIAL

The Rural Residential land use is intended to accommodate continued residential in rural and agricultural land uses with low development densities. As Springfield builds outward and infrastructure is extended, these areas may become future Low Density Residential. As the current conditions provide, these areas are best served with individual wells and septic.



GOAL H-4: PROMOTE BEST PRACTICES AND RESIDENTIAL REHABILITATION TO CREATE STRONG NEIGHBORHOODS.

Policies

- P-4.1 Do not allow any residential development within the floodplain to maintain the safety and welfare of current and future residents.
- P-4.2 Prioritize contiguous boundaries and limit leapfrog development to reduce strains on infrastructure.
- P-4.3 Limit cul-de-sacs to allow for greater through connections to the roadway network.
- P-4.4 Preserve the existing housing stock to maintain community character and unique nodes of development.
- P-4.5 Promote walkability and connectivity for pedestrians and bicyclists.
- P-4.6 Encourage strong neighborhood characteristics throughout new residential developments with varied residential design, sidewalk connections, landscaping, lighting, and other quality of life features.

Action Items

- AI-4.1 Consider requiring sidewalks to be constructed on at least one side of the roadway with any new residential developments.
- AI-4.2 Explore partnerships or funding opportunities to create a small-scale housing fund for rehabilitation projects.
- AI-4.3 Allow for residential infill redevelopment projects to leverage vacant lots and provide much needed housing.

MOST PREFERRED RESIDENTIAL STYLES

In June 2024, a Public Workshop was held at Springfield Platteview Community Schools Office. During the workshop and the following online exercises, participants voted on images to provide feedback on preferred land use types, including residential areas. The images below highlight the most and least preferred residential style.



REHAB EXISTING HOUSING
LOW-DENSITY RESIDENTIAL



ENTRY LEVEL HOME, MEDIUM LOT
LOW-DENSITY RESIDENTIAL



DOWNSIZE HOME, COTTAGE DEVELOPMENT
LOW DENSITY RESIDENTIAL

LEAST PREFERRED RESIDENTIAL STYLES



3-4 STORY APARTMENTS
HIGH-DENSITY RESIDENTIAL



3 STORY ATTACHED ROWHOMES
MEDIUM-DENSITY RESIDENTIAL



QUADPLEX
MEDIUM-DENSITY RESIDENTIAL

WHAT MAKES US UNIQUE?



**PROVEN
PARTNERSHIPS**



**HOMEGROWN
VISION**



**FISCALLY
GROUNDED**





Response to Request for Qualifications for

Comprehensive Plan Consulting Services

City of Blair | March 6, 2026



JEO CONSULTING GROUP, INC.

11213 Davenport Street, Suite 200
Omaha, NE 68154

Alyssa Vaughan

Project Manager

o. 402.964.3965

e. avaughan@jeo.com



March 6, 2026

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

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

Dear Mr. Barrow and Selection Committee Members:

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

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

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

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

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

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

Sincerely,

ALYSSA VAUGHAN
Project Manager
JEO Consulting Group, Inc.

VIV NOVOTNY
Client Liaison
JEO Consulting Group, Inc.

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Firm Organization

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

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

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

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



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

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

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

Organizational Chart

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

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

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



KEY TEAM MEMBERS

Planning Process

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

Public Engagement

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

Transportation Element and SS4A Plan integration

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

Planning Document Development

- Kari Slattery

Subconsultant

1: WSP



PARTNERSHIP SET FOR SUCCESS

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

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

Resumes



Alyssa Vaughan

✉ avaughan@jeo.com

📍 Omaha, Nebraska

PROJECT ROLE

Project Manager
Public Engagement Lead

SPECIALTY

Public Engagement

EDUCATION

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

George Washington University

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

*Stephen F. Austin State
University*

TRAINING

International Association of
Public Participation (IAP2)

Technology of Participation (ToP)

INDUSTRY TENURE

13 Years

JEO TENURE

6 Years

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

PROJECT EXPERIENCE

Vision Zero Omaha Action Plan, Omaha, Nebraska

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

ConnectOmaha: Active Mobility Plan, Omaha, Nebraska

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

ADDITIONAL EXPERIENCE

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





Kristen Ohnoutka

AICP, CNU-A

✉ kohnoutka@jeo.com

📍 Lincoln, Nebraska

PROJECT ROLE

Planning Process Lead

SPECIALTY

Community Engagement and Planning

EDUCATION

Master of Community and Regional Planning, 2021

University of Nebraska

B.S., Communications, 2018

Wayne State College

CERTIFICATION

American Institute of Certified Planners

Congress for the New Urbanism Accreditation

INDUSTRY TENURE

6 Years

JEO TENURE

4 Years

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

PROJECT EXPERIENCE

Comprehensive Plan Update, Lexington, Nebraska

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

Strategic Plan, Gretna, Nebraska

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

ADDITIONAL EXPERIENCE

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





Tim Adams

PE, PTOE, RSP1

✉ Timothy.Adams@wsp.com

📍 Omaha, Nebraska

PROJECT ROLE

Transportation Element and SS4A Plan integration Lead

SPECIALTY

Transportation

EDUCATION

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

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

REGISTRATION

Professional Engineer:
NE

Professional Traffic Operations
Engineer

Roadway Safety Professional -
Level 1

INDUSTRY TENURE

10 Years

WSP TENURE

4 Years

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

PROJECT EXPERIENCE

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

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

Council Bluffs Engineering On-Call, Council Bluffs, Iowa

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

Lincoln Vision Zero Action Plan, Lincoln, Nebraska

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

ADDITIONAL EXPERIENCE

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





Karl Dietrich

AICP



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

PROJECT EXPERIENCE

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



PROJECT ROLE

Planning Process Support

SPECIALTY

Community-Based Planning

EDUCATION

Master of Community and Regional Planning, 2018
University of Nebraska

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

CERTIFICATION

American Institute of Certified Planners

TENURE

Industry: 13 Years
JEO: 8 Years

OFFICE LOCATION

Lincoln, Nebraska



Ruva Tsoka

AICP



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

PROJECT EXPERIENCE

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



PROJECT ROLE

Planning Process Support

SPECIALTY

Community-Based Planning

EDUCATION

Master of Community and Regional Planning, 2024
University of Nebraska

Graduate Certificate, Urban Design

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

CERTIFICATION

American Institute of Certified Planners

TENURE

Industry: 5 Years
JEO: 2 Years

OFFICE LOCATION

Omaha, Nebraska



Samantha Huebner

PMP



PROJECT ROLE

Public Engagement Support

SPECIALTY

Community Engagement

EDUCATION

Master of Community and Regional Planning, 2020
University of Nebraska

Graduate Certificate, Public Management

B.S., Design, 2013
University of Nebraska

CERTIFICATION

Project Management Professional Certification

TENURE

Industry: 10 Years

JEO: 1 Year

OFFICE LOCATION

Lincoln, Nebraska

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

PROJECT EXPERIENCE

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



Kari Slattery



PROJECT ROLE

Planning Document Development

SPECIALTY

Graphic Design

EDUCATION

B.A., Graphic Design and Art, 2007

Briar Cliff University

TENURE

Industry: 18 Years

JEO: 5 Years

OFFICE LOCATION

Omaha, Nebraska

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

PROJECT EXPERIENCE

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



Joshua Boehm

AICP



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

PROJECT EXPERIENCE

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



PROJECT ROLE

Transportation Element Support

SPECIALTY

Transportation Planning

EDUCATION

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

CERTIFICATION

American Institute of Certified Planners

TENURE

Industry: 13 Years
WSP: 4 Years

OFFICE LOCATION

Kansas City, Missouri



Jared Gulbranson

AICP, PMP



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

PROJECT EXPERIENCE

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



PROJECT ROLE

Transportation Element Support

SPECIALTY

Transportation Planning

EDUCATION

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

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

CERTIFICATION

American Institute of Certified Planners

Project Management Professional (PMP) Certification

TENURE

Industry: 18 Years
JEO: 12 Years

OFFICE LOCATION

Lenexa, Kansas

Conflict of Interest and Disclosure

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

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

Technical Approach and Scope of Services

PROJECT UNDERSTANDING (CITY OBJECTIVES)

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

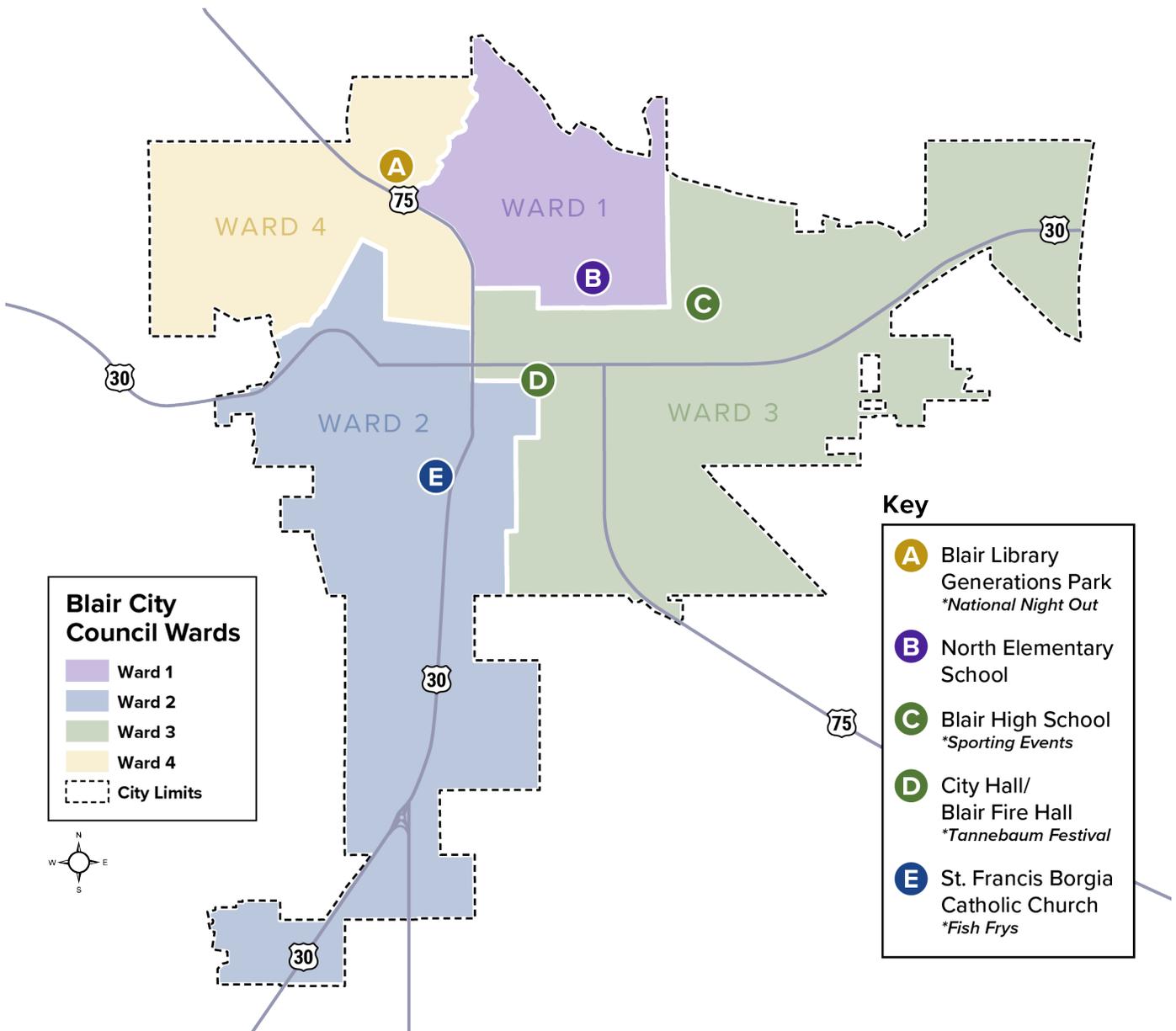
Updating the Comprehensive Plan means supporting the community in various areas, including land use, transportation, housing, recreation, downtown entertainment, economic development, and community facilities and infrastructure. The JEO team will take a holistic view of each of the plan's elements and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

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

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



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



MEET PENNY

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



PROJECT APPROACH

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

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

PHASE 1 – PROJECT MANAGEMENT AND COMMUNICATION

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

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

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

PROJECT SUBCONSULTANT

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



PHASE 2 – DATA COLLECTION AND PLAN REVIEW

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

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

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

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

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

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

PHASE 3 – COMMUNITY AND STAKEHOLDER ENGAGEMENT

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

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

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

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



Maximizing our Engagement Strategies

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

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





PHASE 4 – COMPREHENSIVE PLAN GOALS AND VISION SETTING

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

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

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



PHASE 5 – PLAN IMPLEMENTATION AND RECOMMENDATIONS

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

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

Land Use

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

Transportation

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

Housing

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

Parks, Recreation, and Trails

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

Downtown Entertainment District

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

Economic Development

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

Community Facilities and Infrastructure

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

Energy Plan

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

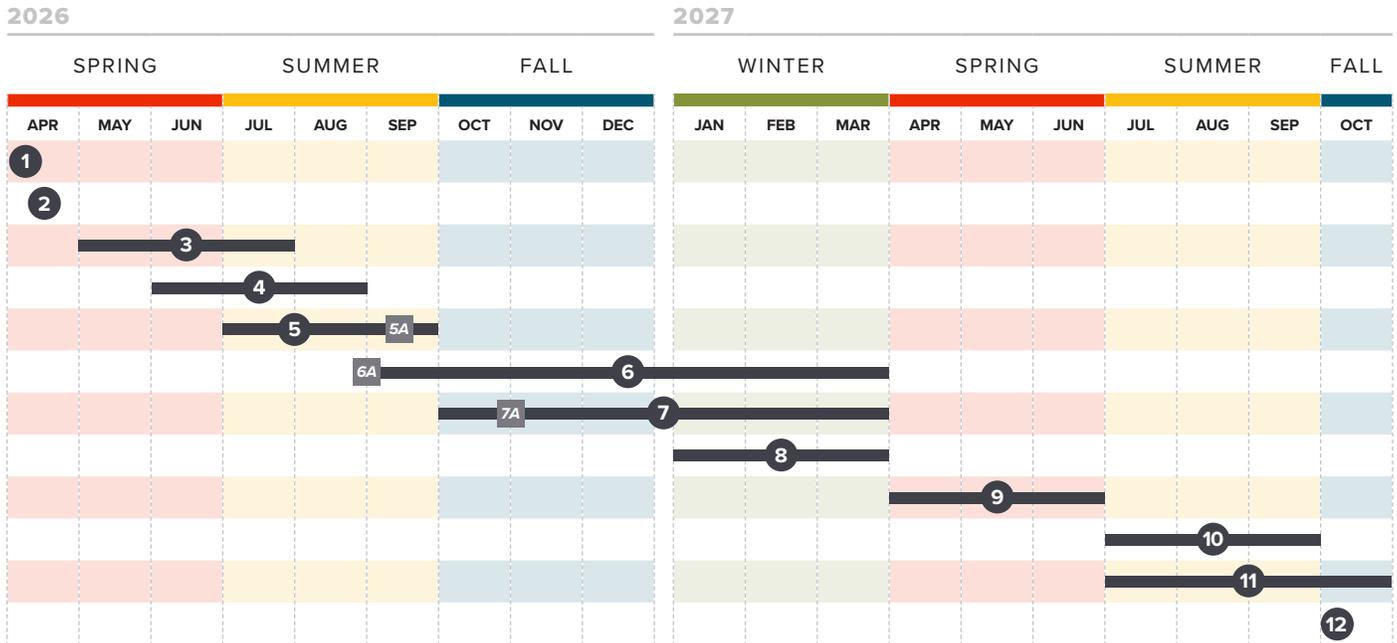
Quality Assurance and Quality Control (QA/QC)

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

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

PROJECT TIMELINE

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



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

Related Technical Experience (References)

Strategic Plan

📍 St. Joseph, Missouri



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

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

The plan was completed in July 2023.

REFERENCE

City of St. Joseph

John Josendale

Mayor

p. 816.341.4504

e. jjosendale@stjosephmo.gov

RELEVANCE

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

Comprehensive Plan Update

📍 *Lexington, Nebraska*



REFERENCE

City of Lexington

Joe Peplitsch

City Manager

p. 308.324.2341

e. jpepp@cityoflex.com

RELEVANCE

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

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

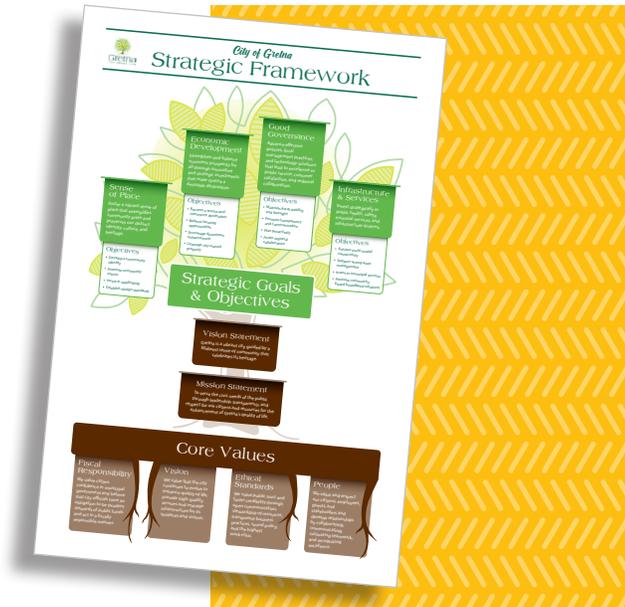
The City set ambitious goals, desiring an aggressive approach to community development. The City determined the reason for population growth over the last decade was because of the addition of over 500 housing structures. If more were built, the population would continue to increase. JEO wanted to set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

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

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

Vision Implementation Plan

📍 Gretna, Nebraska



REFERENCE

City of Gretna

Paula Dennison

City Administrator

p. 402.332.3336

e. paula@cityofgretna.com

RELEVANCE

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

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

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

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

The plan was completed in December 2022.

Comprehensive Plan

📍 Iowa City, Iowa



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

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

REFERENCE

City of Iowa City Neighborhood and Development Services

Anne Russett

Senior Planner

p. 319.356.5251

e. ARussett@iowa-city.org

RELEVANCE

- Comprehensive plan framework
- Transportation focus
- Connectivity focus

Insurance Requirements



CERTIFICATE OF LIABILITY INSURANCE

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

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

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

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

COVERAGES **CERTIFICATE NUMBER:** 956887180 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			630382R7536	9/1/2025	9/1/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			8104N178342	9/1/2025	9/1/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			CUP7J603455	9/1/2025	9/1/2026	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
D	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	UB4J623381	9/1/2025	9/1/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E	Professional Liab			0105368866LB	9/1/2025	9/1/2026	6,000,000
E	Directors & Offic			0105497045LB	9/1/2025	9/1/2026	2,000,000
E	Cyber			0105497045LB	9/1/2025	9/1/2026	2,000,000

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

CERTIFICATE HOLDER For Proposal Purposes Only	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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Interview for

Comprehensive Plan Consulting Services

City of Blair, Nebraska

Project Team Here Today



Alyssa Vaughan

Project Manager,
Community Engagement
Lead



Kristen Ohnoutka

Lead Planner



Tim Adams

Transportation Lead,
SS4A Integration

Backed by a deep bench of experts, scaled to match Blair's needs from vision through implementation.

The City's Needs

1

Community-driven plan

2

Planning for growth

3

Investing in the future



Project Management

Trusted partnerships with City and subconsultant

Local offices and staff with regional and national knowledge

Project kick-off > consistent check-in meetings and communication



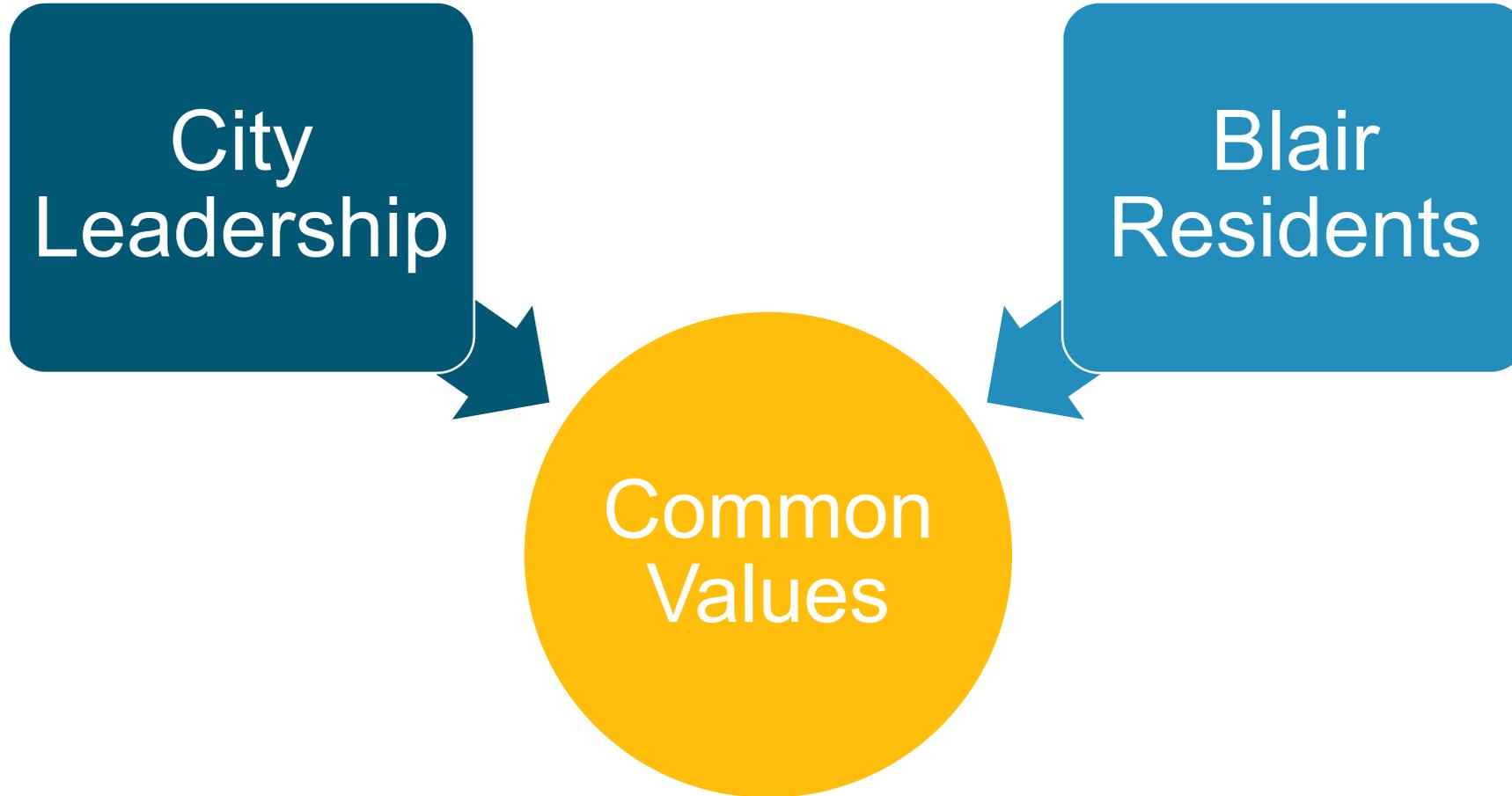


Plan Approach and Experience

Plan Elements



Community Engagement





Dedicated strategic planning workshop

Regular progress updates

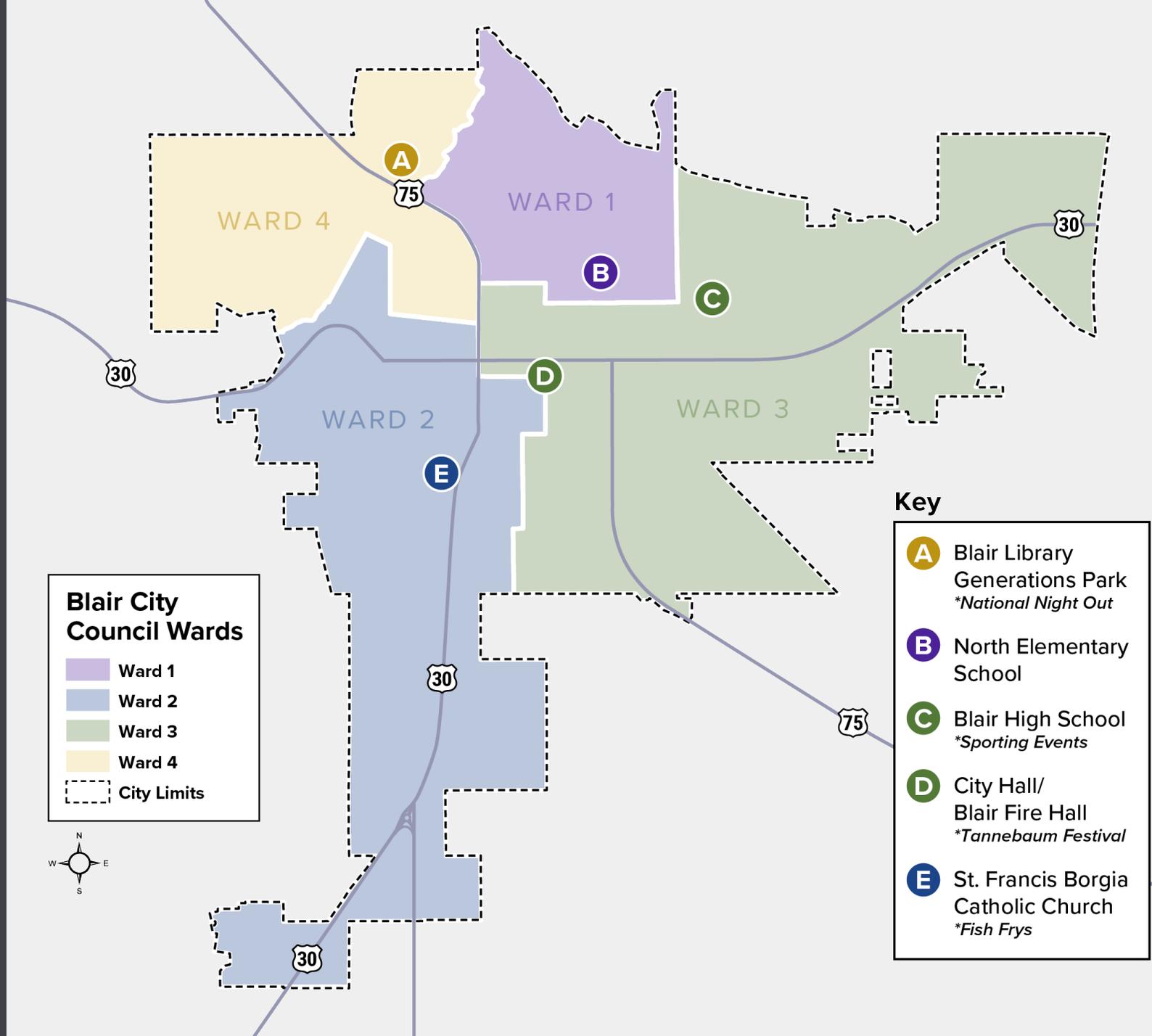
Plan review by chapter, highlighting public input within each section

City Leadership



Meeting people where they are

Now with Penny the Engagement Van!



Blair Residents

Pop-up events

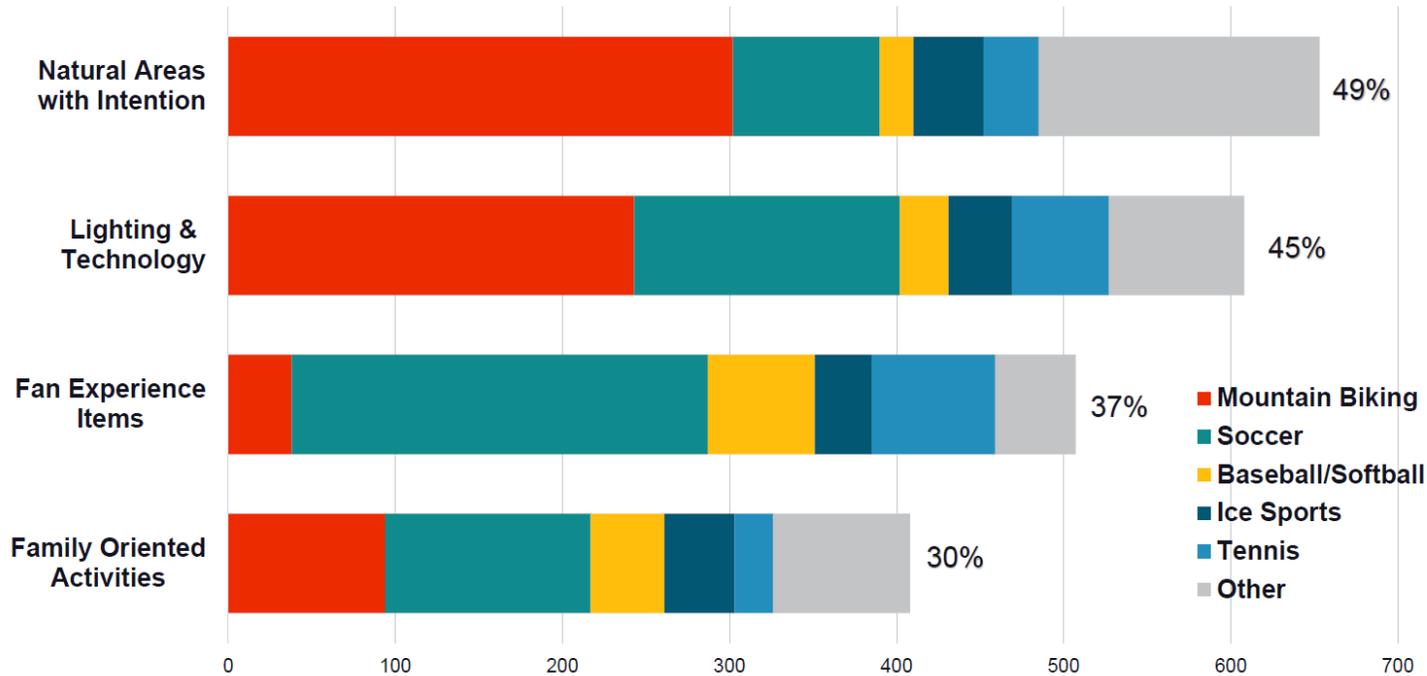
Public open houses

Dedicated focus groups

- Transportation (SS4A)
- Downtown Revitalization
- Parks and Recreation
- City Facilities
- Economic Development



What amenities do you want to see added to Tranquility Park?



Statistically-Valid Survey

Tranquility Park Master Plan

- 1,366 responses over 7 months
- Postcards, social, yard signs

Verified Data Analysis

Streamlined Data Collection & Plan Review Process

- Data inventory process
- Existing conditions report
- Modern planning tools and technology
- Locally-verified context
- Cross-department planning needs
- Statistically valid survey

The result? A lean, comprehensive data review process.

Existing Conditions Report & Community Profile

1. Population Projections
2. Demographic Trends
3. Existing & Future Land Use
4. Transportation Networks & Safety Needs
5. Housing
6. Parks, Recreation, and Trails
7. Downtown Blair
8. Economic Development
9. Community Facilities
10. Infrastructure & Utilities Capacity

Understanding the Community's Needs

Managing **where *and* how growth occurs**
(land use, zoning, annexation strategy)

Housing – 500+ new housing units needed

Economic development – mismatch
between services and people

Transportation system constraints

Infrastructure capacity – getting creative
with strategic capital planning when tax base
is limited

Staying Blair! – preserving strengths and
character while supporting community growth



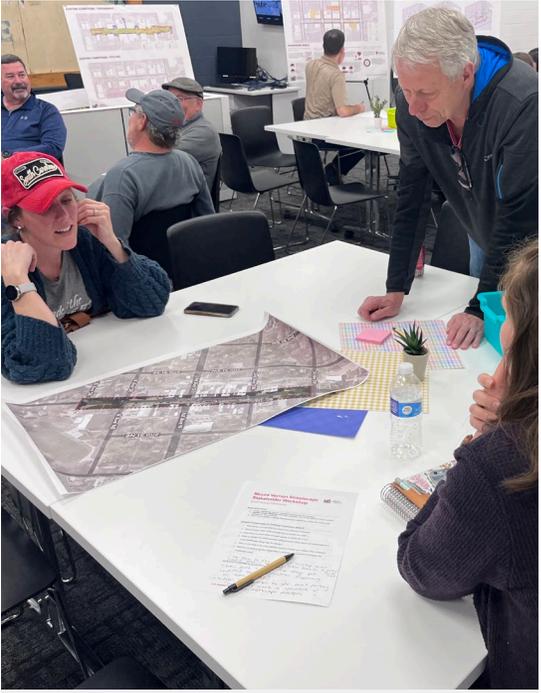
Strong Goal Setting

Strategic planning

Community collaboration

Focus group conversations:

- Transportation (SS4A)
- Downtown Revitalization
- Parks and Recreation
- City Facilities
- Economic Development
- Others



Planning for Strategic Growth

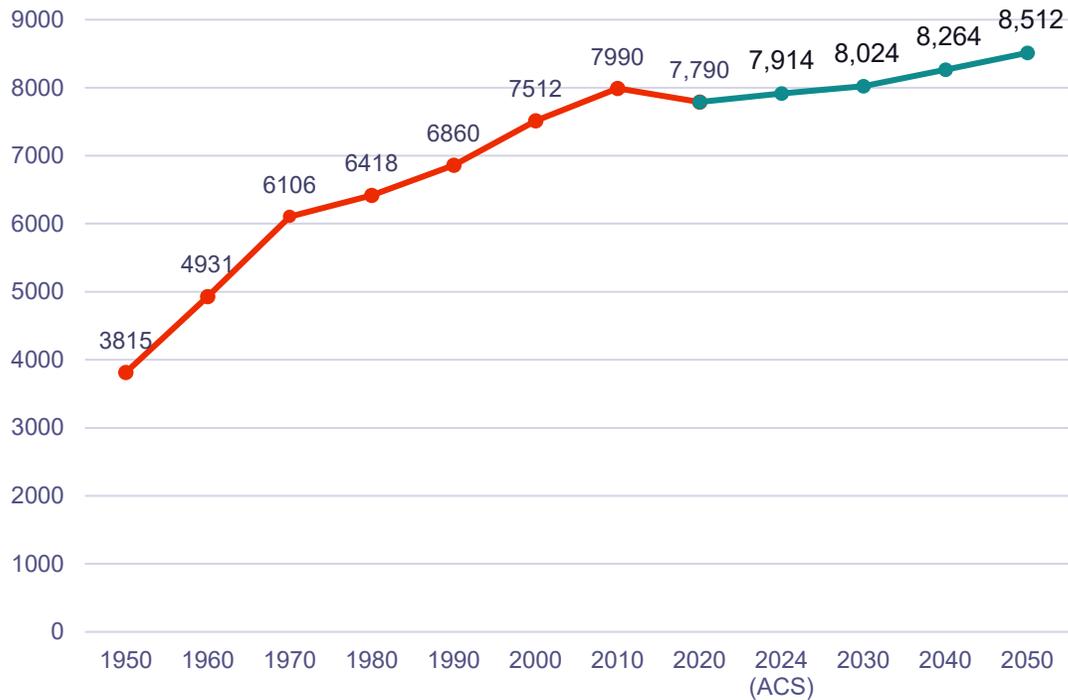
Achieving sustained momentum

- Determining plan feasibility
- Project prioritization and scoring
- Progress tracking is accountability

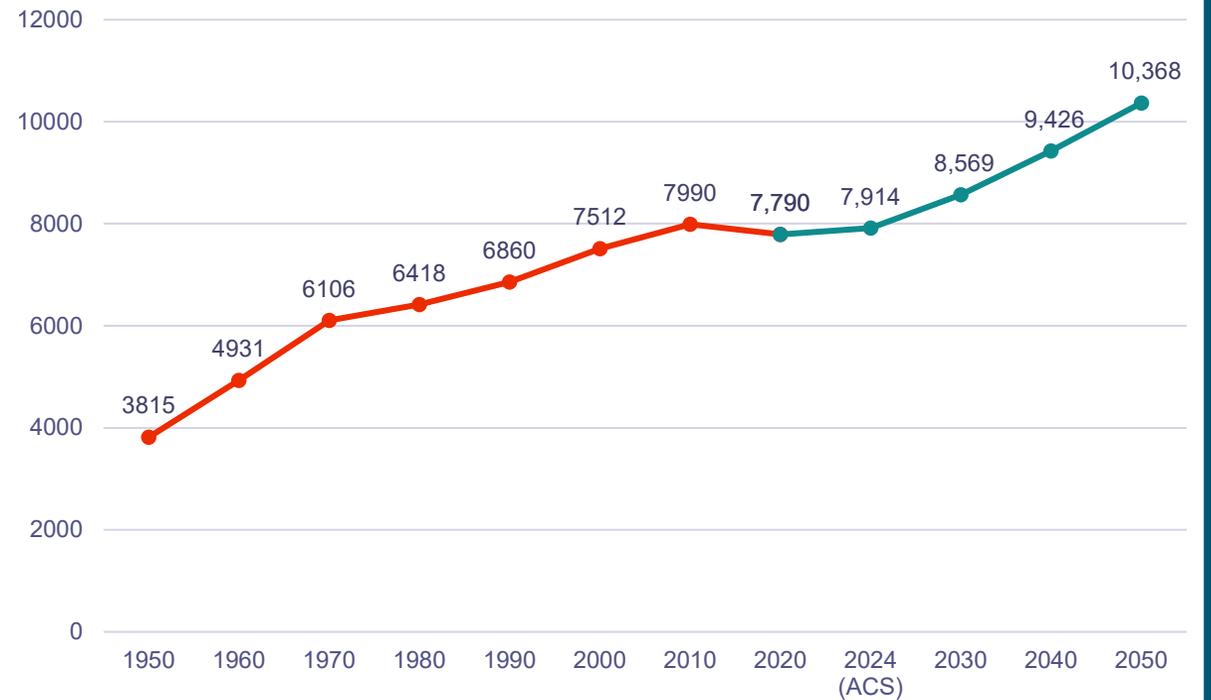


Blair Growth Projection Scenarios

Maintained Pop. Projection (3%)

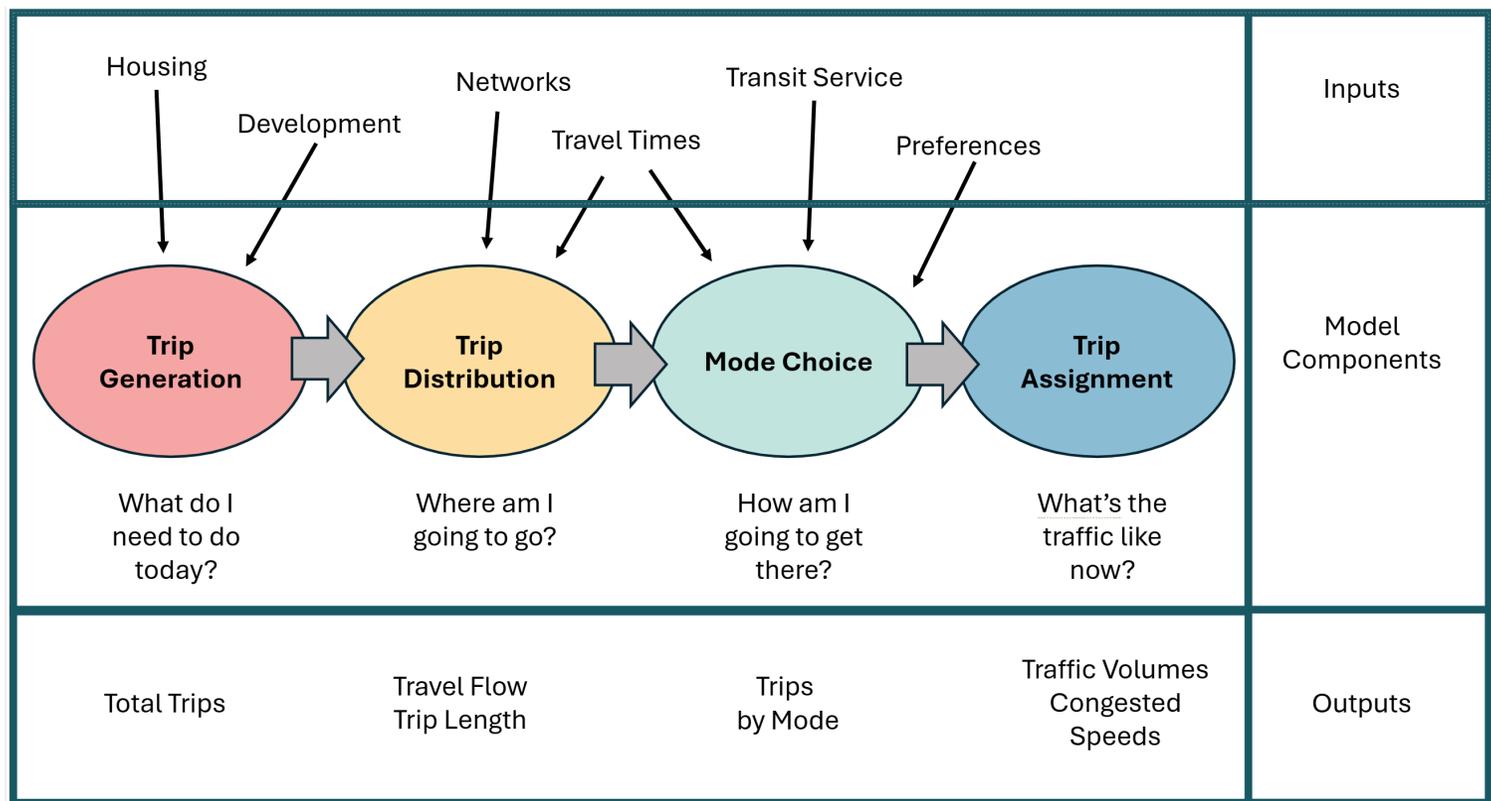


High Pop. Projection (10%)



Planning for Strategic Growth





We are familiar with the MAPA region and its travel demand model

We can help the City account for growth trends and scenario planning

Can prioritize based on outcome:

- Travel Patterns
- Growth Projections
- Funding Scenarios

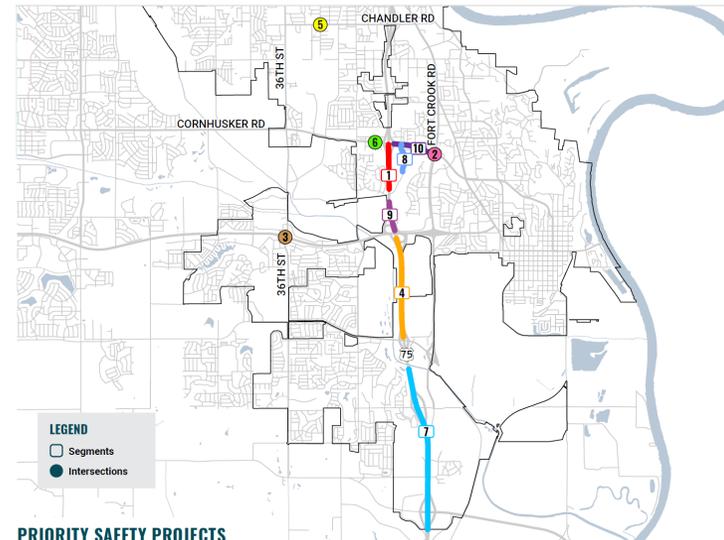
Travel Demand Modeling

Assessing State of Safety

Coordinate directly with SS4A Plan

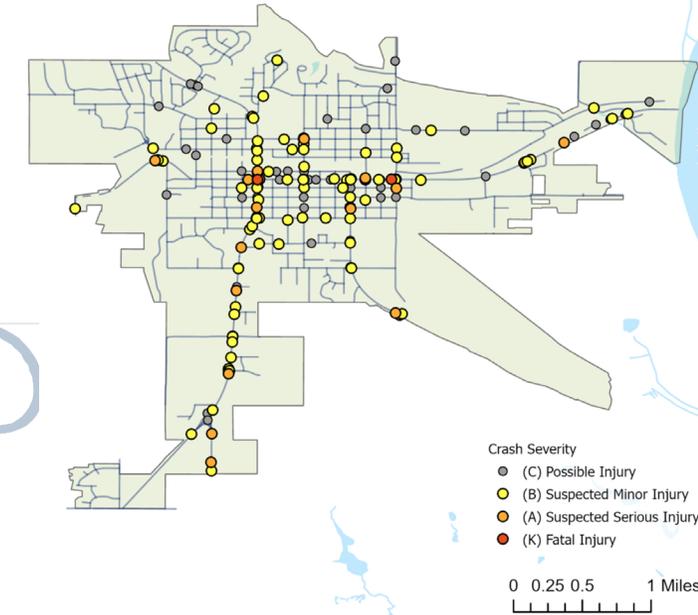
Safety is everyone's #1 priority, but sometimes has to partner with other objectives

- State of Good Repair
- Traffic Operations
- Project Cost



PRIORITY SAFETY PROJECTS

Location	Countermeasure	Planning-level Cost	Potential Lives Saved (20 Yrs)	Potential Serious Injuries Avoided (20 Yrs)	Benefit-to-Cost Ratio (NDOT)	Benefit-to-Cost Ratio (USDOT)
1 Kennedy Freeway / US-75	Cable Median Barrier	\$630,000	-	3.0	45.6	16.1
2 Cornhusker Rd & Fort Crook Rd S & Harvell Dr	Multi-Lane Roundabout	\$3,750,000	5.4	26.8	12.4	20.5
3 36th St & NE-370	Systemic Traffic Signal Modifications	\$230,000	-	3.0	24.3	25.6
4 Kennedy Freeway / US-75	Cable Median Barrier	\$1,360,000	1.5	4.6	14.7	15.0
5 Chandler Rd & 30th St	Mini-Roundabout	\$750,000	-	8.0	17.8	11.1
6 21st St & Cornhusker Rd	Multi-Lane Roundabout	\$3,750,000	5.4	2.7	8.4	14.9
7 Kennedy Freeway / US-75	Cable Median Barrier	\$2,230,000	6.1	6.1	8.2	24.7
8 15th St	Lane Reconfiguration	\$410,000	-	1.2	72.2	15.1
9 Kennedy Freeway / US-75	Cable Median Barrier	\$380,000	-	1.5	29.2	10.2
10 Cornhusker Rd	RSA and Improvements	\$1,220,000	-	2.0	17.4	7.1



Crash Severity
 ● (C) Possible Injury
 ● (B) Suspected Minor Injury
 ● (A) Suspected Serious Injury
 ● (K) Fatal Injury
 0 0.25 0.5 1 Miles

SS4A Knowledge and Collaboration



**Vision Zero
Omaha**
Nebraska



**Safe Streets
Lincoln Vision
Zero**
Nebraska



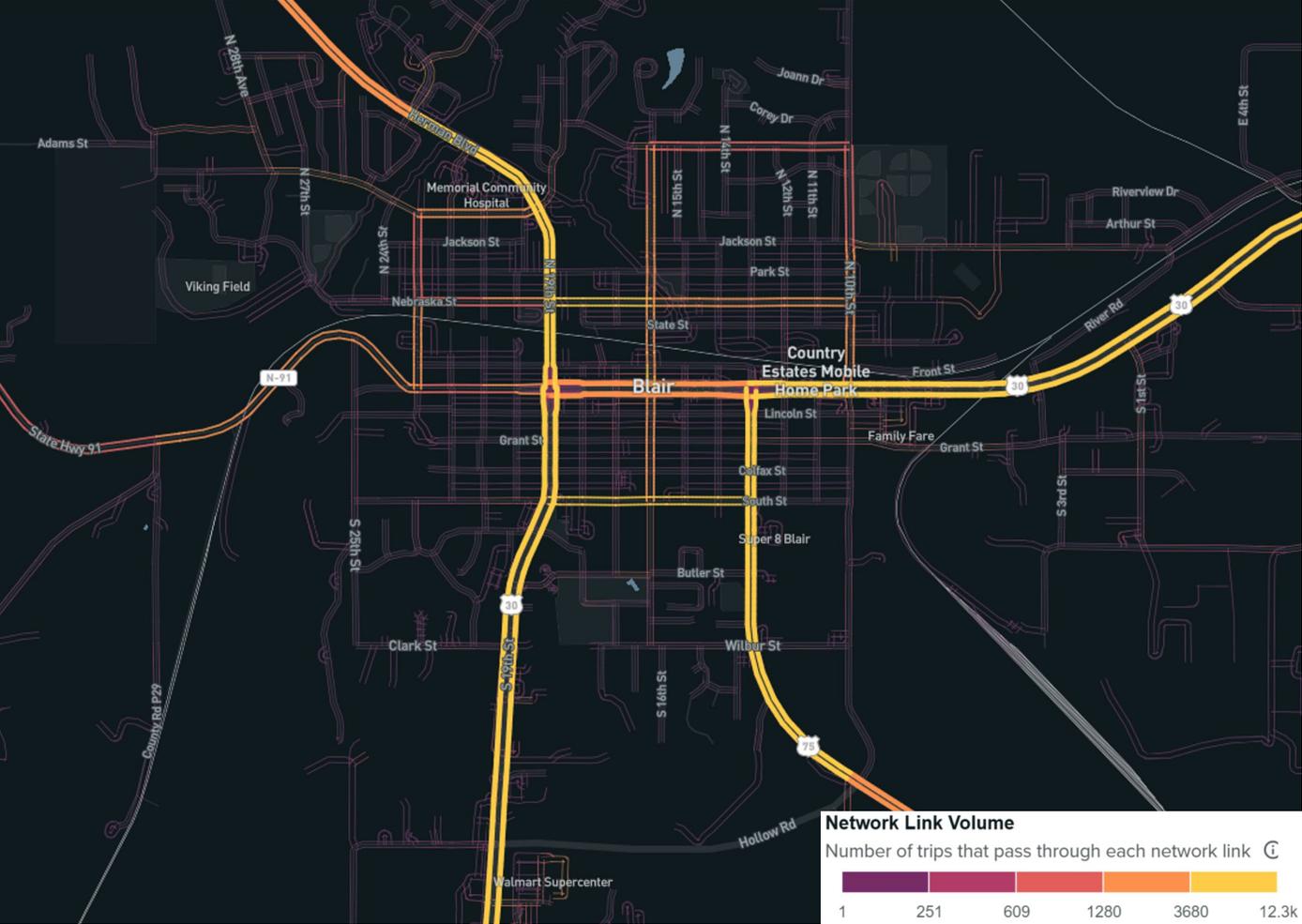
Sturgis SS4A
South Dakota



**Omaha Ames
Avenue**
Nebraska



**First to be
awarded SS4A
implementation
funding in the state*



Assess how people are traveling in Blair

What facilities currently exist?

Analyze the transportation network:

- Vehicles
- Pedestrians
- Bicyclists
- Transit

Accounting for Multi-Mobility

Incorporating 'Complete Streets'

Create livable and economically thriving streets through design

Make sure the right typology (cross-section) is aligned for growth opportunities

Contexts can include:

- Urban Core
- Urban Local
- Suburban
- Arterial

DESCRIPTION AND INTENTION:

A typology for the region's smaller, active and walkable commercial districts that build communities around neighborhoods, create unique suburban experiences, and foster unique local character in small towns through sensitive density, height, and uses. A rural town Main Street is characterized by its provision of wide sidewalks and amenities and on-street parking that serves local businesses. Where possible bicycle facilities and medians / center turn lanes should be considered.



PARKING AND BIKE LANE CONFIGURATION INTENDED TO SHOW VARIATION IN POTENTIAL FACILITIES ONLY.

APPLICABLE CONTEXTS:

AASHTO Context	Municipality
Rural Town (RT)	SCC; JEF; FRK

CONTEXT CHARACTERISTICS:

Factors	Quantitative Metric
Development Density	1-3 Stories typical; heights may vary widely; and parcels are often built out.
Land Uses	Mostly vertical mixing of land uses within buildings with some areas of concentrated, single land use areas.
Building Setbacks	Ranging from 0' to 25' front setbacks, consistently and some consistent side setbacks relative to adjacent buildings.
Parking Location	> 60% On-street parking. < 40% Off-street parking. ~ 0% In buildings / structures.

FHWA and NDOT Compliance

Our team is familiar with FHWA resources and compliance

Any transportation recommendations and projects will directly tie into NDOT specifications and standards

Align Comprehensive Plan priorities with FHWA and NDOT

- *Not only for compliance, but for future funding opportunities*



Why the JEO/WSP Team?



Trusted
partner and
partnership



Commitment
to strong
engagement



Investment in
the strategic
growth of Blair



Olsson's Statement of Qualifications for the

CITY OF BLAIR

COMPREHENSIVE PLAN CONSULTING SERVICES

March 6, 2026



olsson[®]



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 fluid and cursive, with the first name "Shelby" and last name "Ferguson" clearly legible.

Shelby Ferguson

Olsson Project Manager

816.645.1183

sferguson@olsson.com

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01

ORGANIZATION & PROJECT TEAM

01
Organization &
Project Team

02
Conflict of Interest
& Disclosure

03
Technical Approach &
Scope of Services

04
Related Technical
Experience (References)

05
Insurance Requirements



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.

01
Organization & Project Team

02
Conflict of Interest & Disclosure

03
Technical Approach & Scope of Services

04
Related Technical Experience (References)

05
Insurance Requirements

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*

01
Organization & Project Team

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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

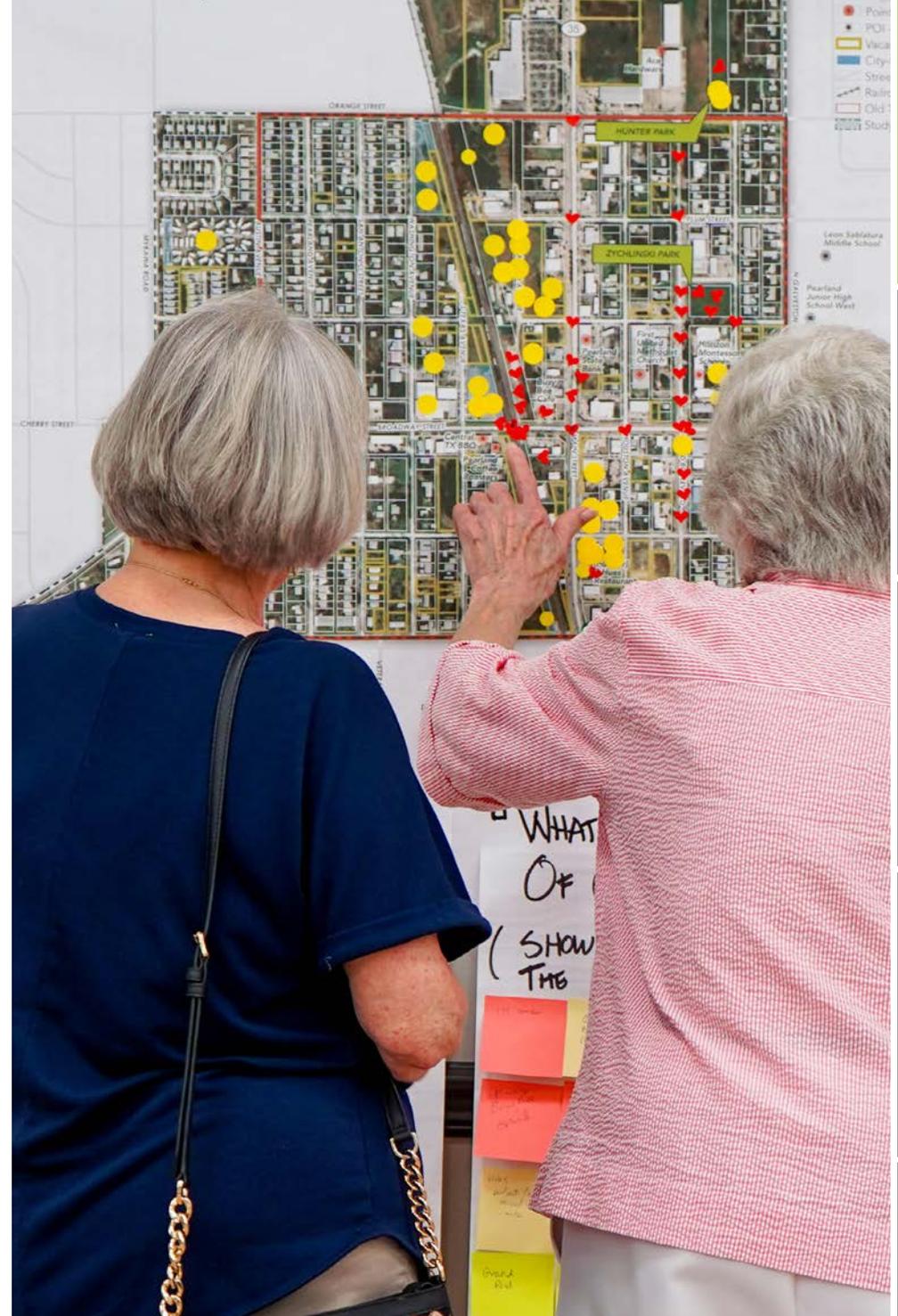
With over 37 years of experience as a consultant or chief executive in cities, states, and public /private partnerships, Jim has developed and implemented economic and community development strategies which attracted or retained over \$5 billion in new or retained investment, and over 30,000 new or retained 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

02
Conflict of Interest
& Disclosure

03
Technical Approach &
Scope of Services

04
Related Technical
Experience (References)

05
Insurance Requirements



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.



500-yr

03 TECHNICAL APPROACH & SCOPE OF SERVICES

Are there any more prone to water after

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.

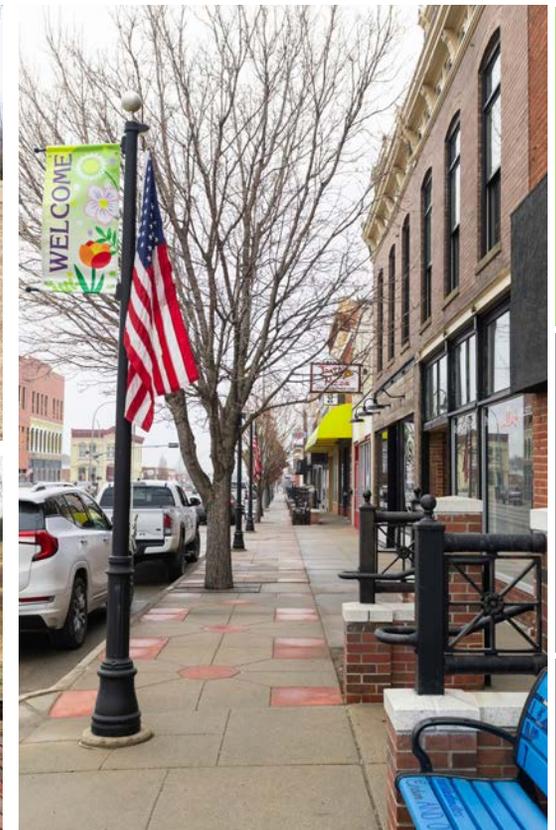
Housing Needs. Despite strong employment opportunities in Blair, housing remains a known challenge for the community. This planning process will incorporate existing housing studies to develop strategies addressing workforce housing, senior housing, and affordable housing, all of which are necessary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

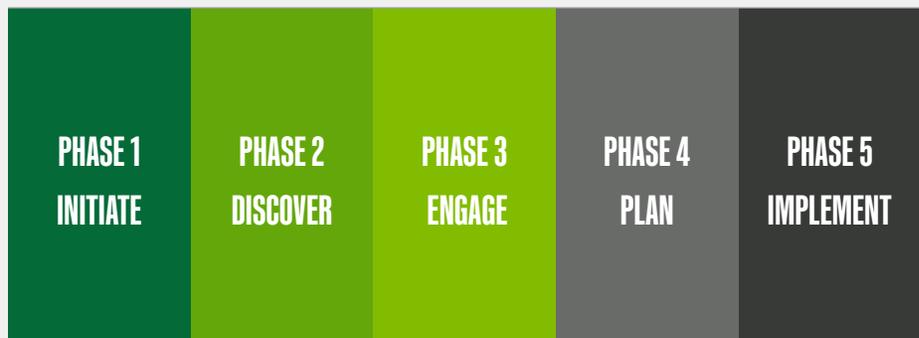
There are numerous, intricate considerations that factor into the development of a meaningful, consensus-built Comprehensive Plan (Plan) that leads the way into the future.

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



PHASE 02
DISCOVER

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.

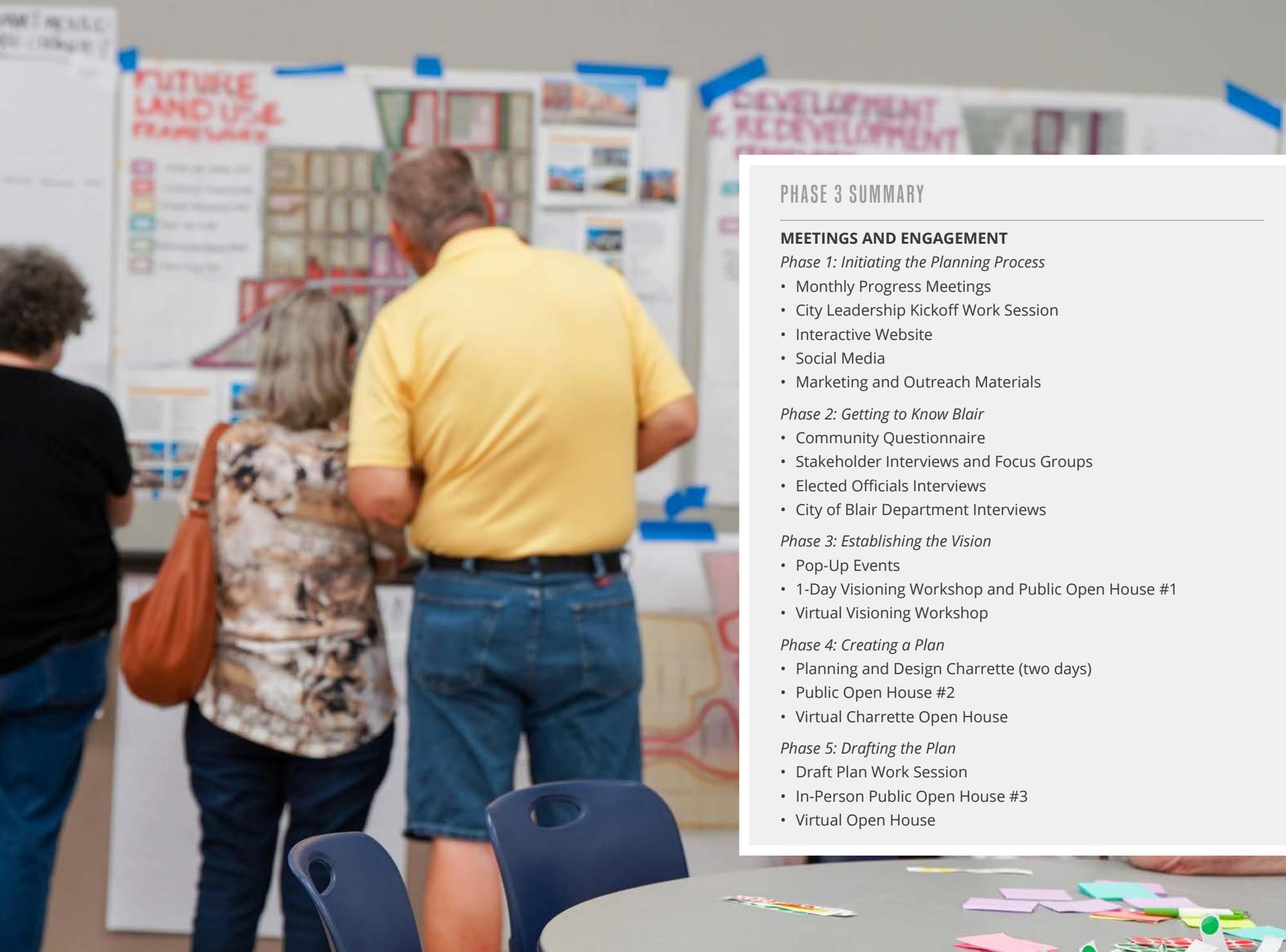
Konveio. Draft materials will be uploaded to **Konveio**, an online PDF commenting tool that allows community members to review and comment directly on plan documents. This platform supports transparency and provides an accessible way for the public to engage with the draft content.

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.

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

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
PHASE 100 INITIATE															
Project Kickoff		●													
Public Participation Plan															
Branding Plan															
City Leadership Work Session #1				●											
Project Website															
Progress Meetings															
PHASE 200 DISCOVER															
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)															
PHASE 300 ENGAGE															
Marketing and Outreach Materials															
Pop-Up Events															
One-Day Visioning Workshop and Public Open House #1						●									
Virtual Public Open House #1						●									
PHASE 400 PLAN															
Two-Day Planning and Design Charrette								●							
Public Open House #2								●							
Virtual Public Open House #2								●							
Plan Recommendations and Development												●			
PHASE 500 IMPLEMENT															
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)

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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

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[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

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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

[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	
COMPREHENSIVE / GENERAL PLANS																													
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	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	
DOWNTOWN / AREA PLANS																													
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		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	

01 Organization & Project Team

02 Conflict of Interest & Disclosure

03 Technical Approach & Scope of Services

04 Related Technical Experience (References)

05 Insurance Requirements

PROJECT PLANNING EXPERIENCE

YEAR COMPLETED	PLAN TYPE & LOCATION	POPULATION (ROUNDED)
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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
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TRANSPORTATION & SAFETY

Ongoing	Norfolk Safety Action Plan, Norfolk, NE	25,000	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									
Ongoing	Colorado Springs Safety Action Plan, Colorado Springs, CO	489,000	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	
2026	JATSO Metropolitan Transportation Plan, Joplin, MO	52,000			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
2025	Lawrence Vision Zero Transportation Safety Action Plan, Lawrence, KS	97,000	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
2025	West Plains Transportation Safety Action Plan, West Plains, MO	13,000	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	
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
2022	Platte Avenue Corridor Study, Colorado Springs, CO	489,000	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	
2022	Joplin Connected Active Transportation Plan, Joplin, MO	52,000	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
2022	Loveland Citywide Roadway Safety Study, Loveland, CO	77,500			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
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



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).

PRODUCER HUB International Great Plains LLC 11516 Miracle Hills Drive Suite 100 Omaha NE 68154	CONTACT NAME: Oscar Chavez-Franco PHONE (A/C No. Ext): 402-964-5579 FAX (A/C, No): E-MAIL ADDRESS: 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 D :														
INSURER E :														
INSURER F :														
INSURED 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? <input type="checkbox"/> Y/N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		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
Insurance Requirements

Planning Possibilities.

Blair Comprehensive Plan





olsson®

Canyon Research Southwest, Inc.
Knowledge Based Real Estate Consulting Services



olsson®

PROJECT MANAGER



Shelby Ferguson

INTERVIEW TEAM



Chris Rolling, P.E.

Local Principal-in-Charge



Kyle McLaughlin, AICP

Multimodal
Transportation & Safety
Support



Lizzy Cavitt, EI

Community Facilities &
Infrastructure

BLAIR, NE

Why Plan Now?

- Regional employment powerhouse
- Untapped residential and commercial potential
- Ready to align growth with identity

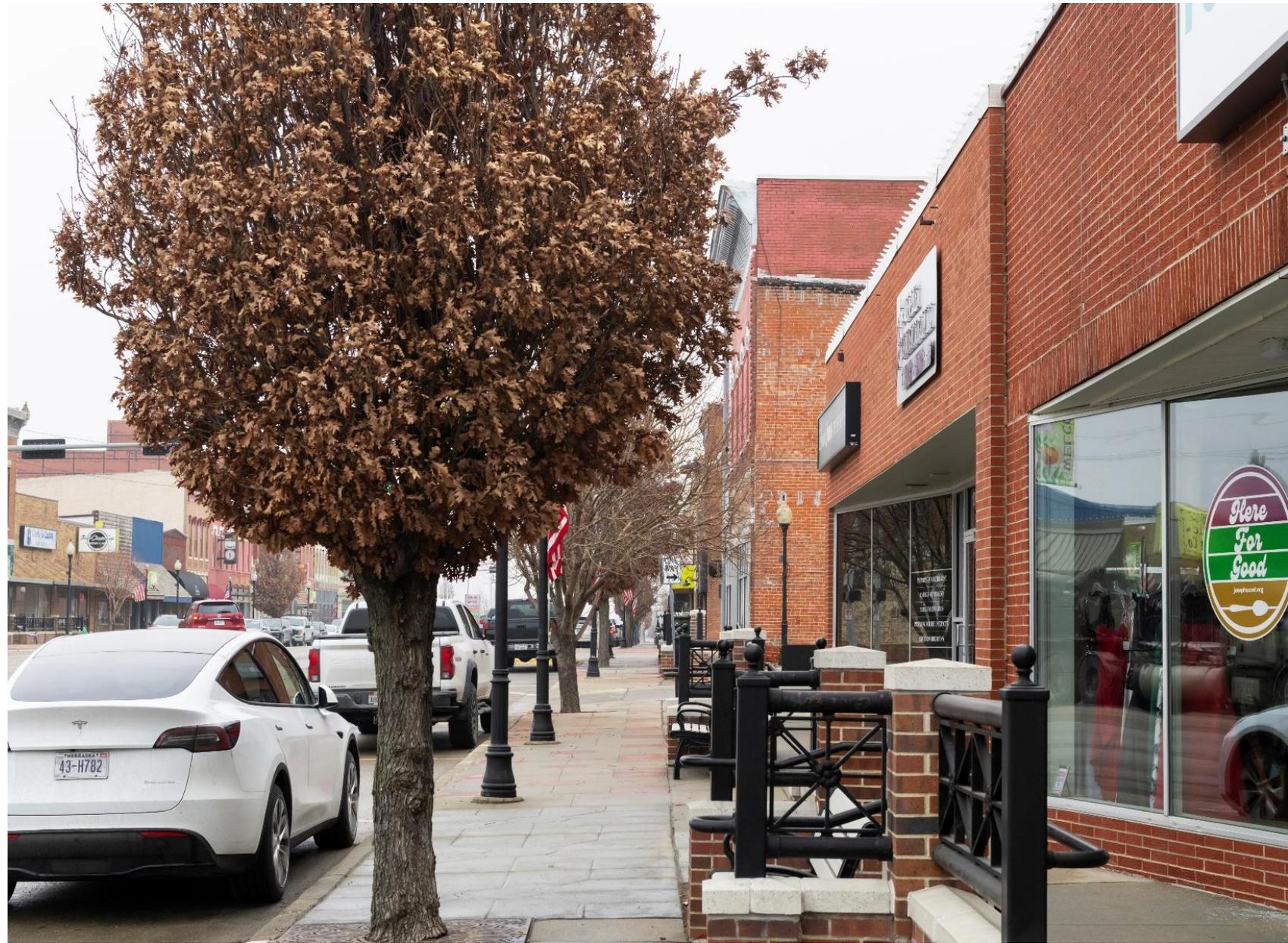
Understanding Blair's Needs

STRENGTHS

Jobs, Industry, Highways, Access

OPPORTUNITIES

Housing, Downtown Activity,
Daily Life Amenities





OUR **FOCUS** FOR THE PLAN

An aerial photograph showing a wide, muddy river flowing through a valley. The river is flanked by green agricultural fields and a small town with buildings and parking lots. The sky is overcast with grey clouds. The text 'Topics of Interest' is overlaid in the top left corner.

Topics of Interest

Developable Land & Floodplain Resilience

The Downtown Reroute & Bypass

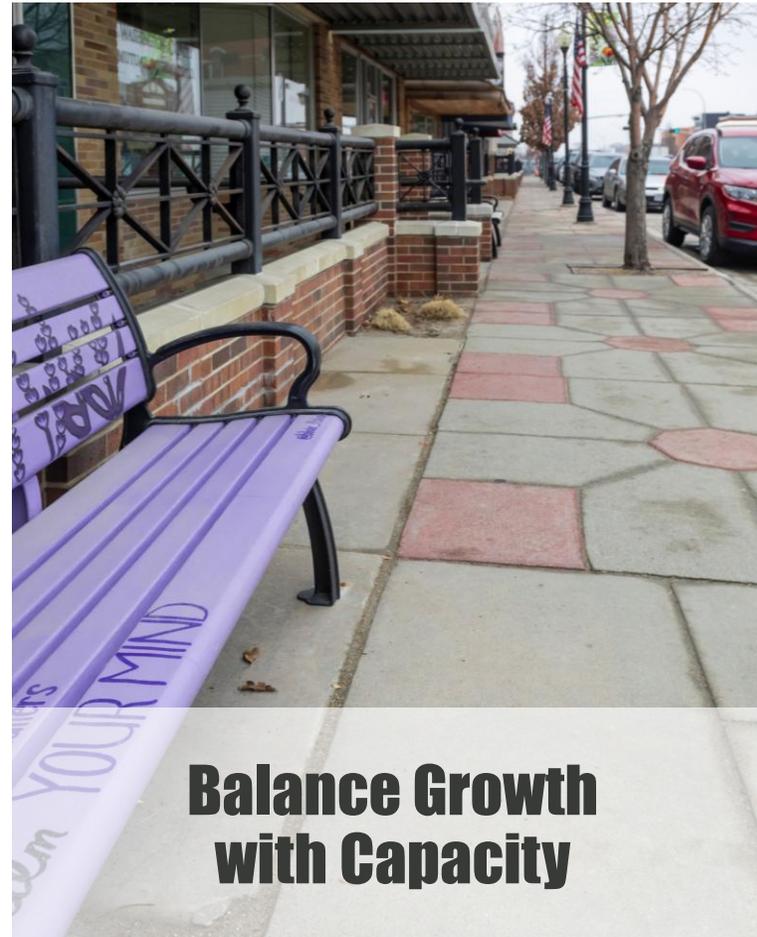
Multimodal Connectivity

Equitable Housing

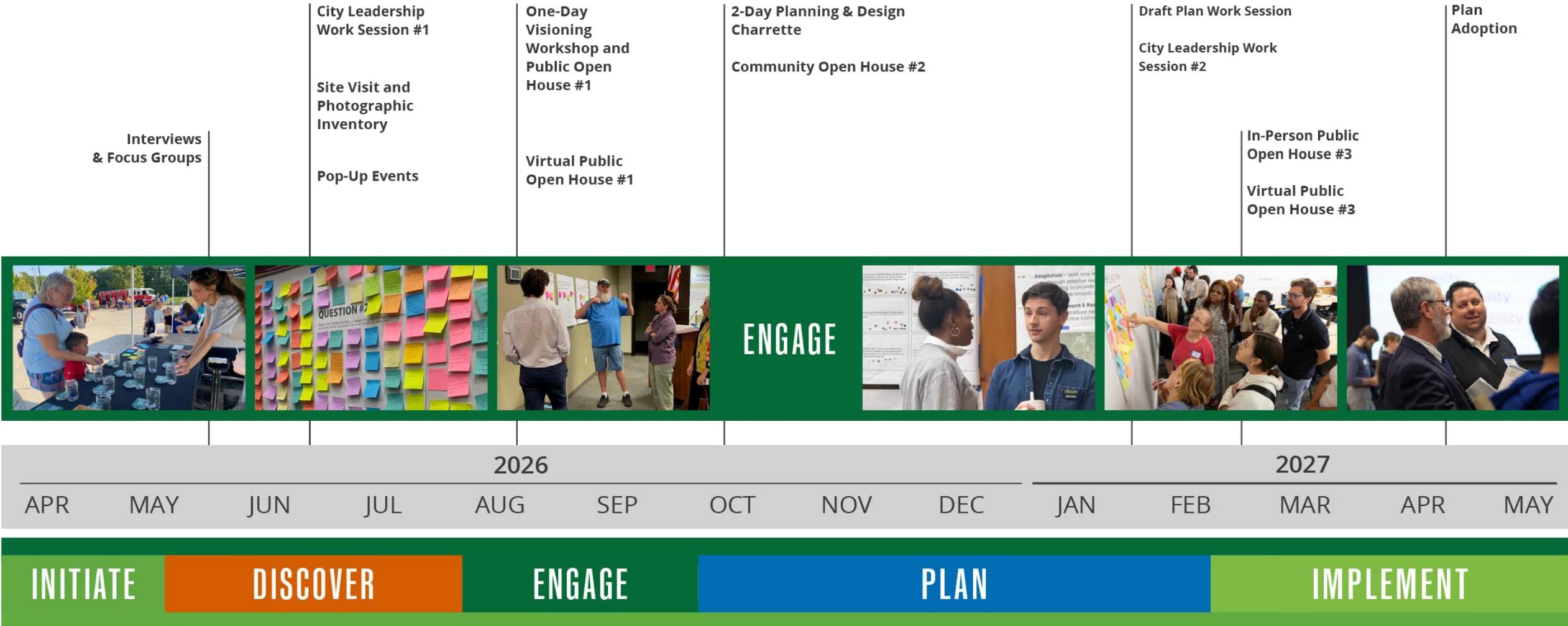
Resource Recovery

FROM VISION TO ACTION

It's not what we do. It's HOW we do it.



It's not what we do. It's HOW we do it.





WE PUT PEOPLE FIRST

The Heart of Our Planning Process

We are *skilled public engagement specialists.*

We ensure *engagement is personal and accessible.*

We don't shy away from difficult or challenging conversations. In fact, **we welcome them into the process.**



Layered, Targeted, and Adaptive



**Visioning
Workshop**



**Planning & Design
Charrette**



**Public Open
Houses**



Focus Groups



**Engagement
Ambassadors**



Pop-Up Events



**Fully Branded
Project Website**



**Elected Official
Work Sessions**



**Online Public
Survey**



**Social Media
Content**



**Contact List
Generation**

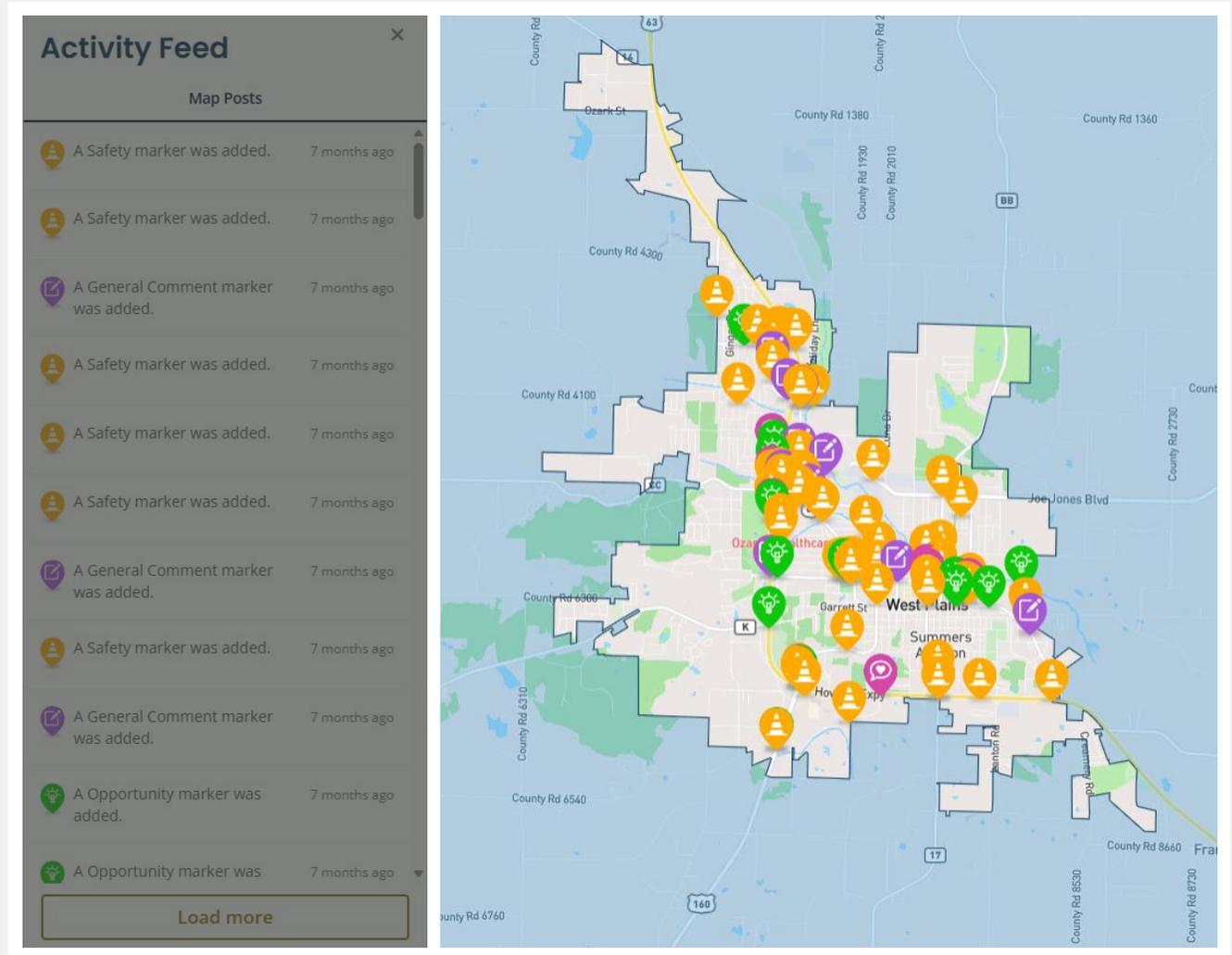


**One-Stop Shop
for Project Info**

Social Pinpoint

COMMUNITY MAP ACTIVITY

Use this map to leave markers showing opportunities, concerns, general comments, or special features in West Plains. Think about where you like to go in West Plains, how you usually travel, and what would make it a better experience. Do you love to bike or walk? Maybe you'd like to walk your kids to school but are nervous about crossings. Let us know what you think!



Learn how you can get involved in the West Plains Safety Action Plan!

Share your transportation-related safety concerns and ideas using the tools on this site to improve your transportation network. Alongside safety and collision data, your input will help guide recommendations for transportation safety improvements in West Plains.

Project Overview

The City of West Plains is developing the **West Plains Safety Action Plan (WPSAP)** to identify strategic safety improvements to West Plains' transportation network. The **WPSAP** will include action steps and recommendations to reduce crashes and serious injuries when traveling in West Plains.

+ [What is a Safety Action Plan?](#)

+ [Learn more about Safe Streets and Roads for All \(SS4A\)](#)



How Can I Help?

The project team will need your help throughout the process developing the **West Plains Safety Action Plan**

1. Tell us your thoughts on getting around in the community on the map below.
2. Attend an event- see Upcoming Events
3. Share your story, ideas, drawings, and dreams for West Plains on the [Story Board](#)

A big thanks to everyone who contributed to the community survey and map! We'll use this information to better understand how the community gets around West Plains to incorporate into the safety plan.

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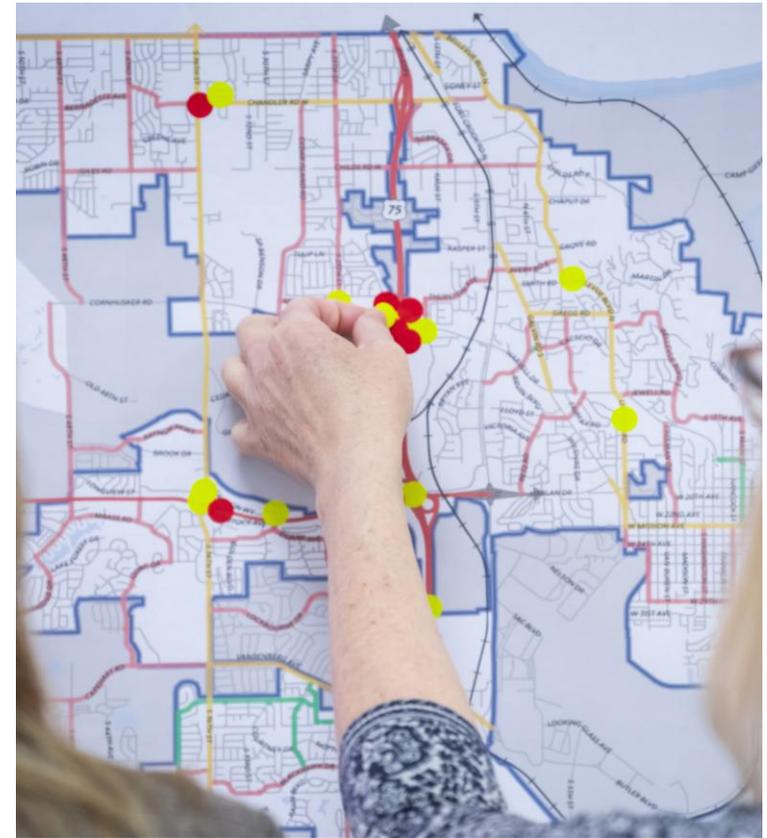
An **open** and **transparent** process where all are welcome

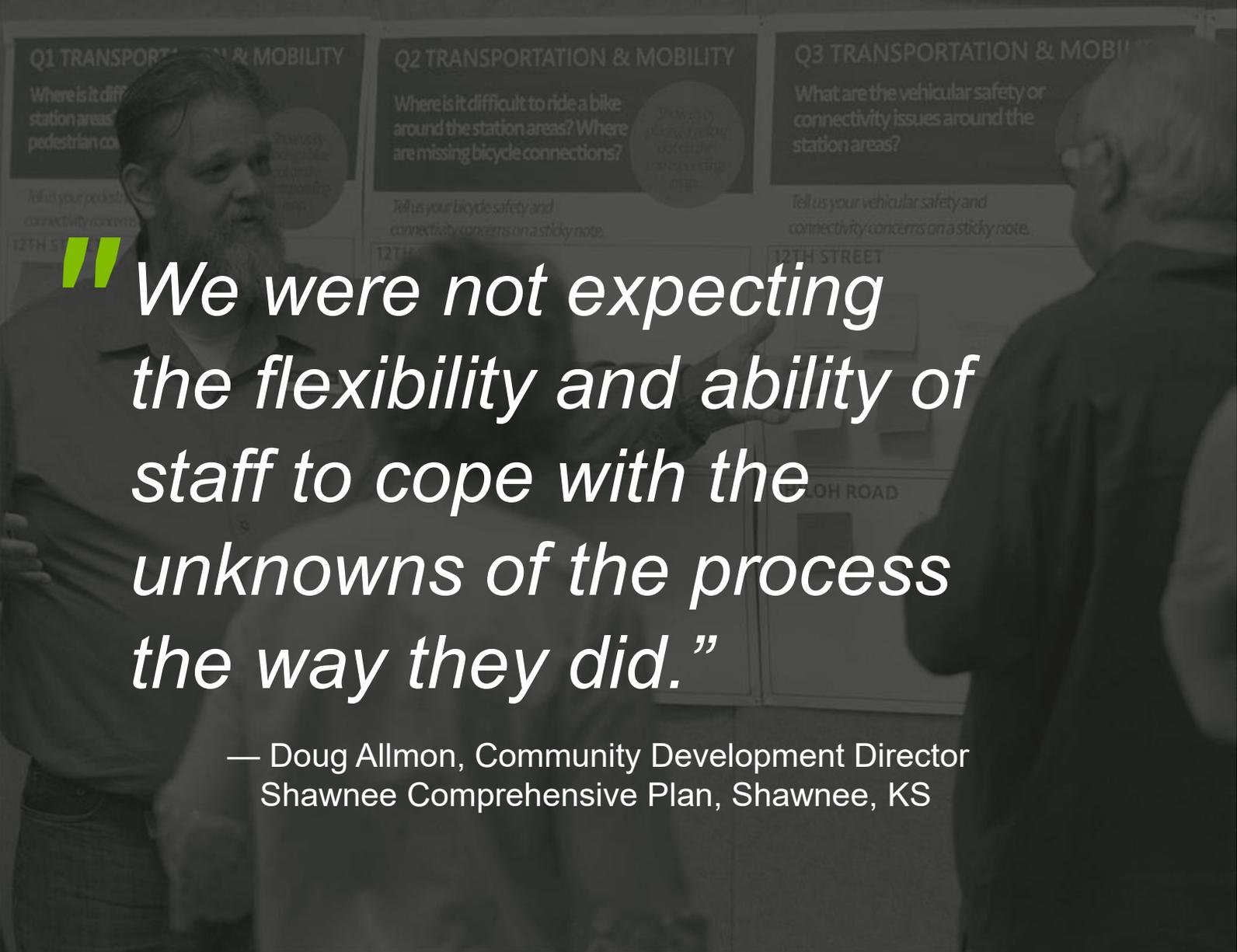


A **collaboration** between people with different backgrounds and skill sets



A fusion of topics, ideas, and realities that create a **holistic** plan





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— Doug Allmon, Community Development Director
Shawnee Comprehensive Plan, Shawnee, KS





**BALANCE GROWTH
WITH CAPACITY**

From Pressure to Possibility

PEOPLE

PROJECTS

POLICIES

PROGRAMS

PARTNERSHIPS

olsson®

“It is a plan we will be able to use on a day-to-day basis. We couldn’t be more pleased.”



Understanding the Market

- Market driven approach
- Current and future real estate trends
- Long-term need for housing, retail, office, and industrial
- Stakeholder interviews



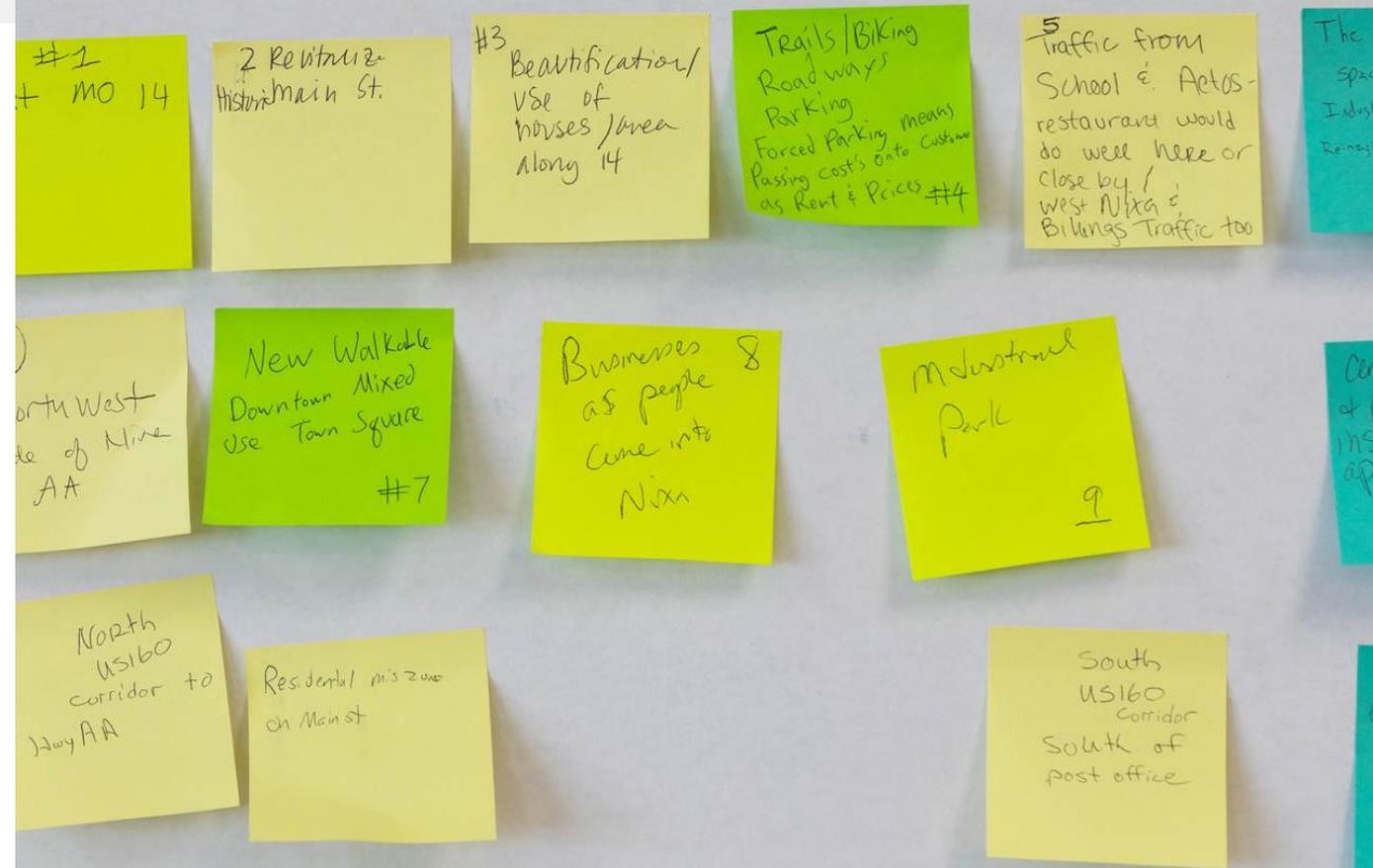
Economic & Market Analysis

- Economic development
- Existing and potential corridors/districts
- Balanced housing
- Quality of life, livability, and economic sustainability

URBAN ECONOMY QUESTION #1

What parts of the city are not currently used in the best possible way when you consider the local economy? Use the **PINK**

where and sticky notes to tell us why and how that might be





WE TAKE IMPLEMENTATION SERIOUSLY

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Multidisciplinary Advantage

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- Transportation and safety
- Energy and resilience
- Capital alignment



BELLEVUE, NE

Comprehensive Plan & Long-Range Transportation Plan



WEST PLAINS, MO

West Plains Comprehensive Plan

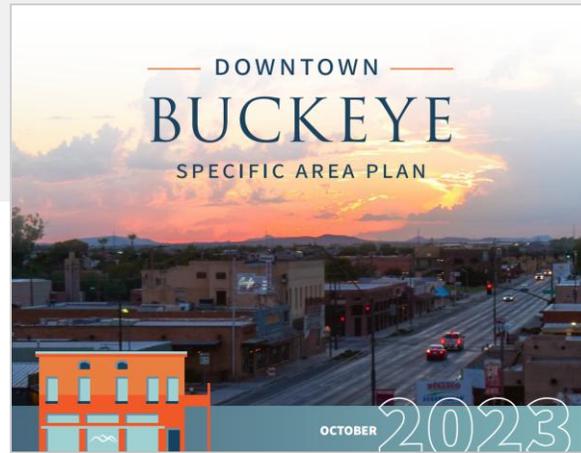
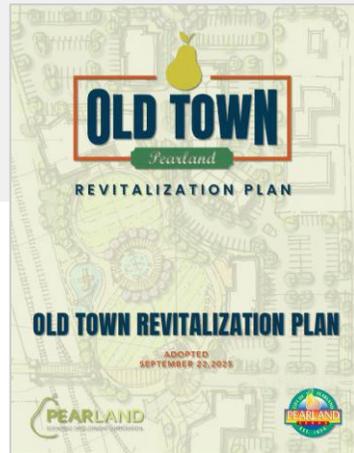
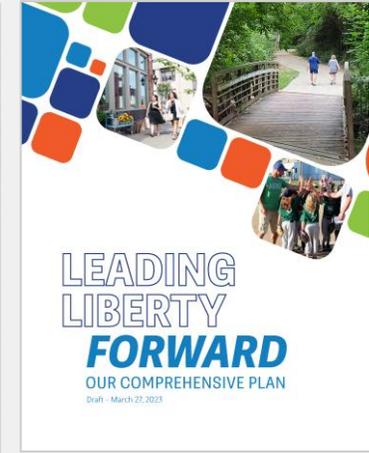
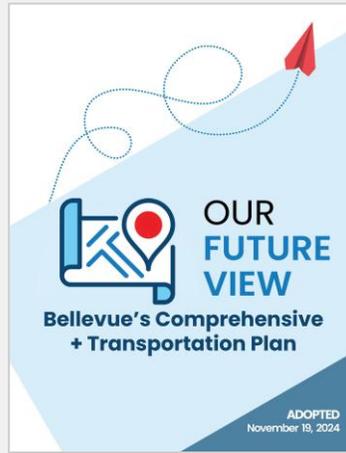


FORT COLLINS, CO

Master Transportation Planning Services



At the End of the Day...



You'll have a **consensus-built, vision-aligned guidebook** for the future of your community!

Why Olsson?

Blair deserves a planning approach as refined and intentional as the city itself.



A woman with long, wavy grey hair and black-rimmed glasses is leaning over a table, focused on writing on a large sheet of paper. She is wearing a maroon ribbed sweater. Her right hand holds a black marker, and her left hand rests on the paper. She has a tattoo on her right forearm and is wearing several rings. The background is a blurred office or meeting room with wooden paneling and a window.

“ Planning is where passion meets purpose, I look forward to bringing Blair's community vision into reality through guiding balanced, strategic growth that strengthens today and sustains tomorrow.”

ORGANIZATIONAL CHART



PROJECT MANAGER &
PUBLIC ENGAGEMENT
SHELBY FERGUSON



LOCAL PRINCIPAL-IN-
CHARGE & MULTIMODAL
TRANSPORTATION
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CHRIS ROLLING, P.E.



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Public Engagement Support



JENNA FRIESEN
Geospatial Analysis



ERIC LANDER
*Economics & Market
Canyon Research Southwest*



JIM DEVINE
*Housing
Canyon Research Southwest*



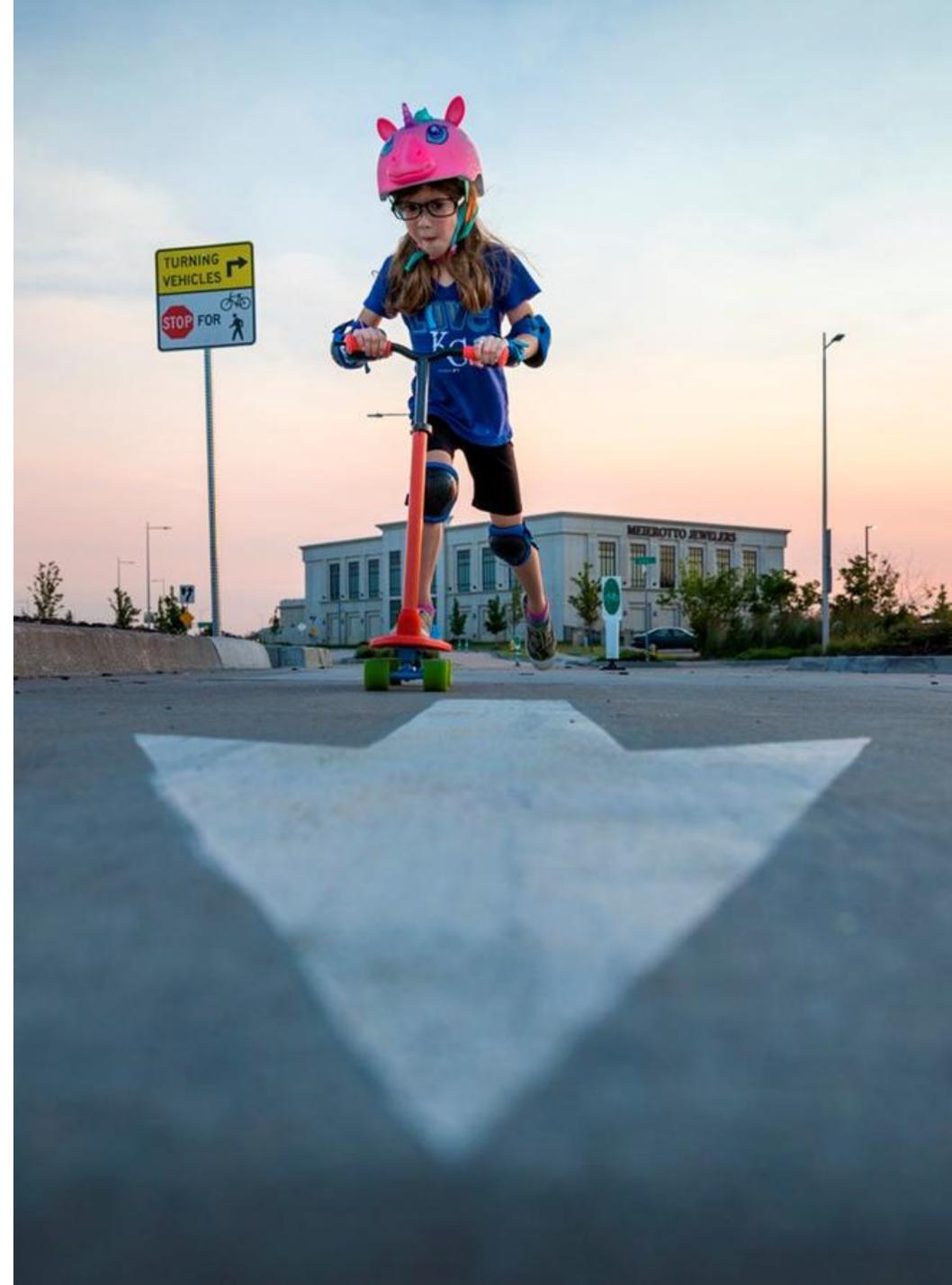
ROBERT HEACOCK
*Statistically Valid Survey
ETC Institute*



LET'S HAVE A CONVERSATION

Questions for Blair

- **How will you know** you've chosen the right partner for your Comprehensive Plan?
- How will you **define success** for this Comprehensive Plan?
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- Is there anything you wish past planning teams had **asked or understood** better about Blair?



WHY CHOOSE OLSSON?

Customized
market study



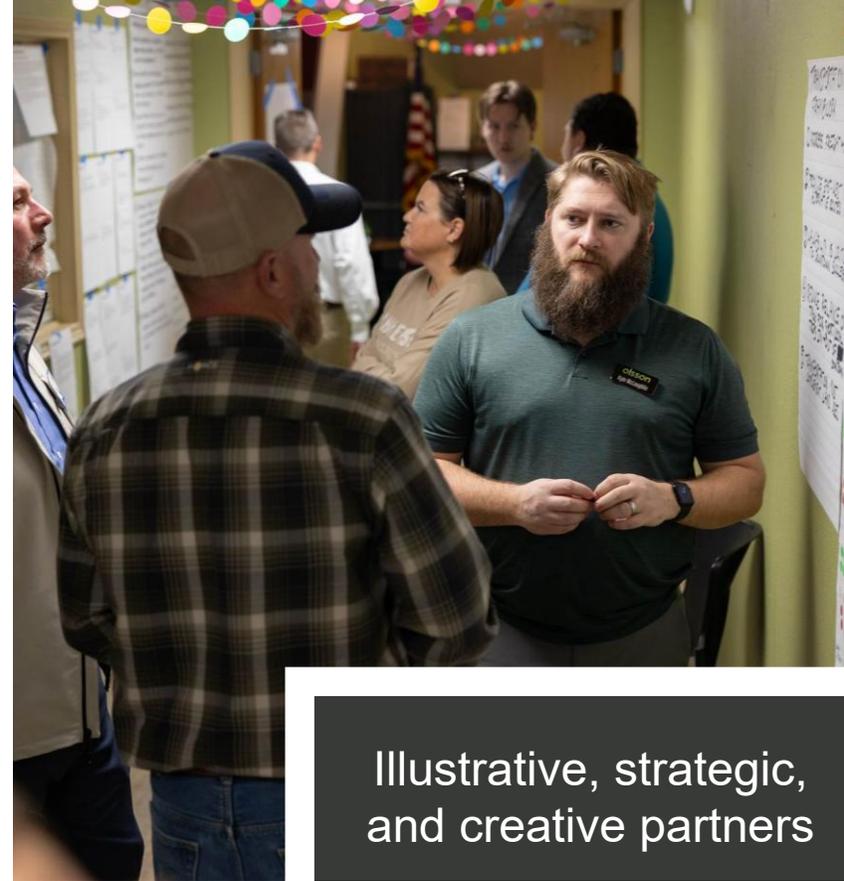
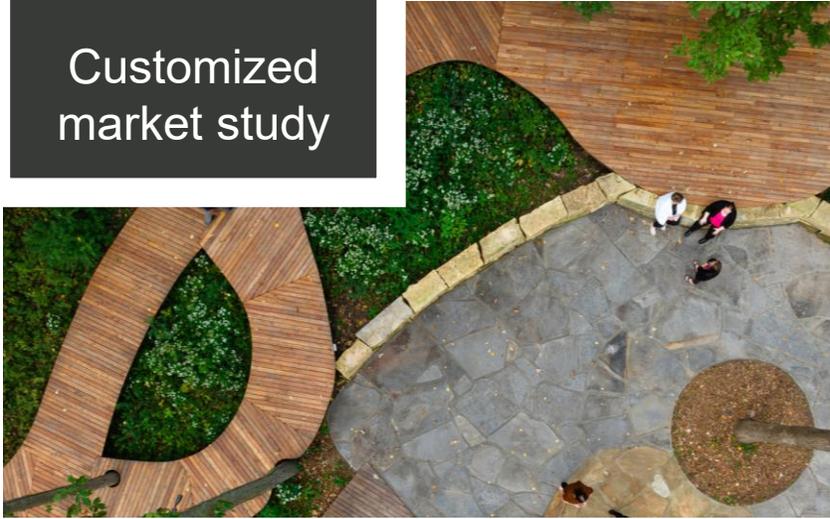
Integrated
multidisciplinary
team

Emphasis on
placemaking

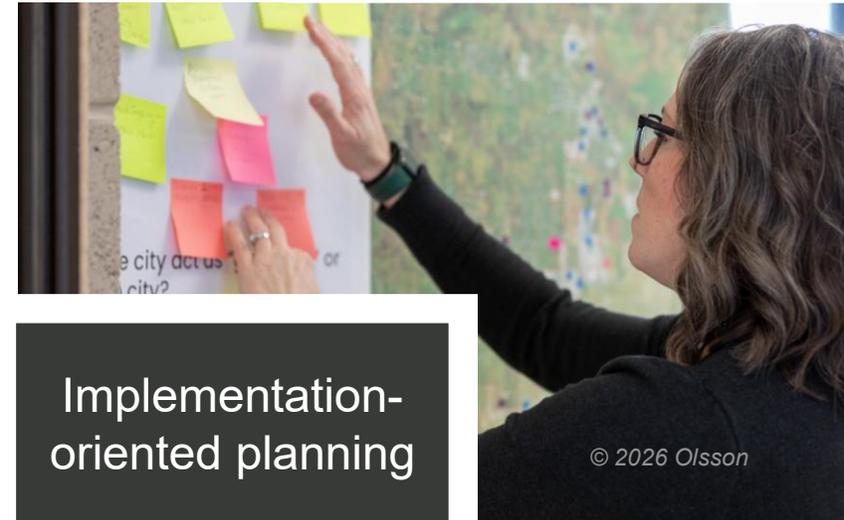


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Engagement
that excites



Illustrative, strategic,
and creative partners



Implementation-
oriented planning



1



2

PROJECT MANAGER



Shelby Ferguson

INTERVIEW TEAM



Chris Rolling, P.E.
Local Principal-in-Charge



Kyle McLaughlin, AICP
Multimodal
Transportation & Safety
Support



Lizzy Cavitt, EI
Community Facilities &
Infrastructure



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3

BLAIR, NE
Why Plan Now?

- Regional employment powerhouse
- Untapped residential and commercial potential
- Ready to align growth with identity

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Google Earth

4

2

Understanding Blair's Needs

STRENGTHS

Jobs, Industry, Highways, Access

OPPORTUNITIES

Housing, Downtown Activity,
Daily Life Amenities



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6

3



Topics of Interest

Developable Land & Floodplain Resilience

The Downtown Reroute & Bypass

Multimodal Connectivity

Equitable Housing

Resource Recovery

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FROM VISION TO ACTION

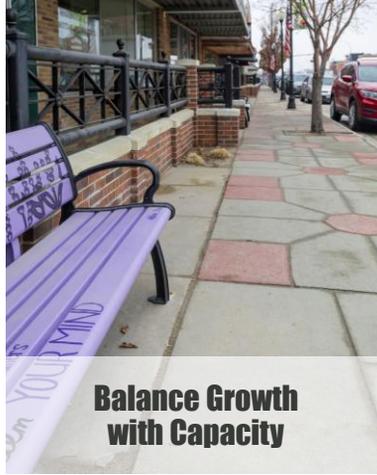
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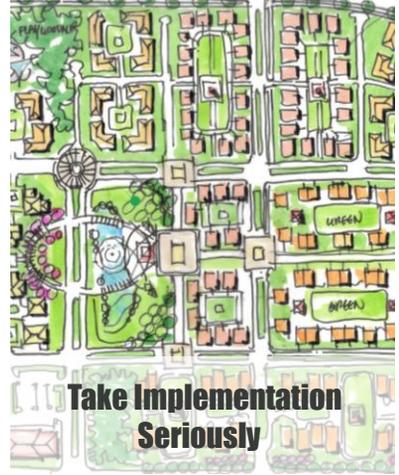
It's not what we do. It's HOW we do it.



Put People First



Balance Growth with Capacity



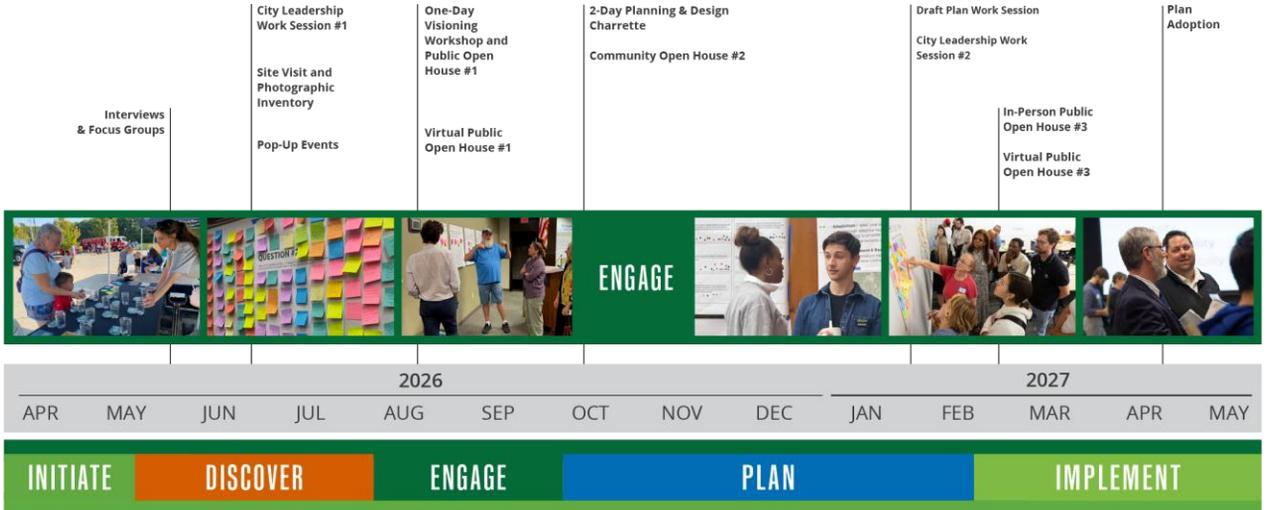
Take Implementation Seriously

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It's not what we do. It's HOW we do it.



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5



The Heart of Our Planning Process

We are *skilled public engagement specialists*.

We ensure engagement is *personal and accessible*.

We don't shy away from difficult or challenging conversations. In fact, **we welcome them into the process.**



Layered, Targeted, and Adaptive



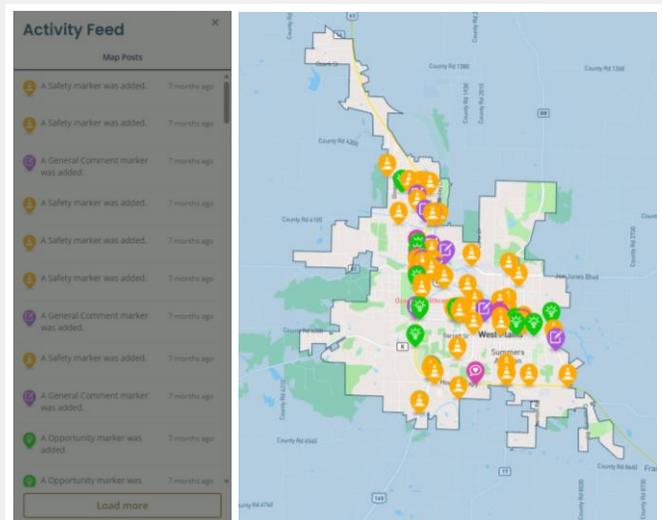
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Social Pinpoint

COMMUNITY MAP ACTIVITY

Use this map to leave markers showing opportunities, concerns, general comments, or special features in West Plains. Think about where you like to go in West Plains, how you usually travel, and what would make it a better experience. Do you love to bike or walk? Maybe you'd like to walk your kids to school but are nervous about crossings. Let us know what you think!



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Learn how you can get involved in the West Plains Safety Action Plan!

Share your transportation-related safety concerns and ideas using the tools on this site to improve your transportation network. Alongside safety and collision data, your input will help guide recommendations for transportation safety improvements in West Plains.

Project Overview

The City of West Plains is developing the **West Plains Safety Action Plan (WPSAP)** to identify strategic safety improvements to West Plains' transportation network. The **WPSAP** will include action steps and recommendations to reduce crashes and serious injuries when traveling in West Plains.

+ [What is a Safety Action Plan?](#)

+ [Learn more about Safe Streets and Roads for All \(SS4A\)](#)



How Can I Help?

The project team will need your help throughout the process developing the **West Plains Safety Action Plan**

1. Tell us your thoughts on getting around in the community on the map below.
2. Attend an event- see Upcoming Events
3. Share your story, ideas, drawings, and dreams for West Plains on the [Story Board](#)

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From Pressure to Possibility

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PROJECTS

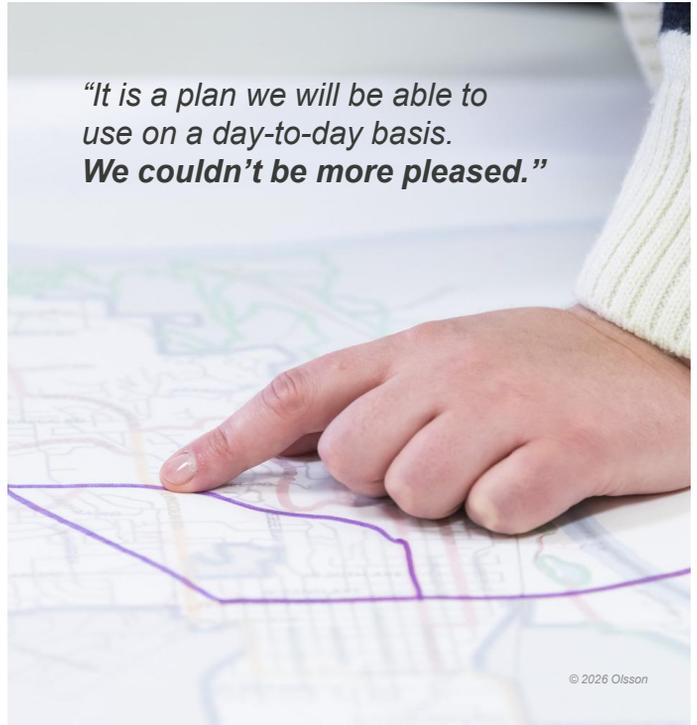
POLICIES

PROGRAMS

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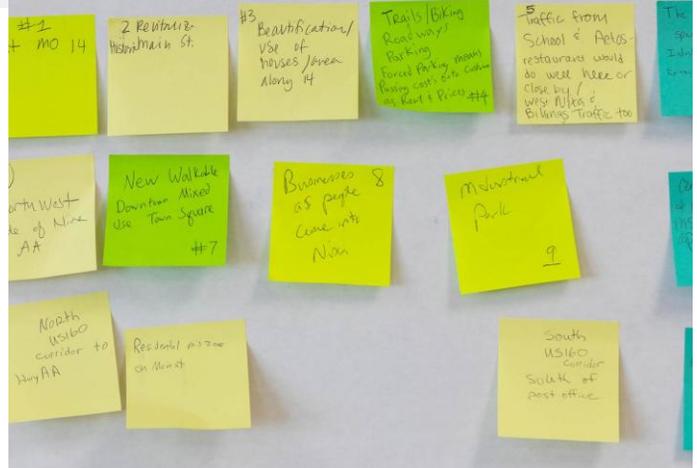
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BELLEVUE, NE

Comprehensive Plan & Long-Range Transportation Plan

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WEST PLAINS, MO

West Plains Comprehensive Plan



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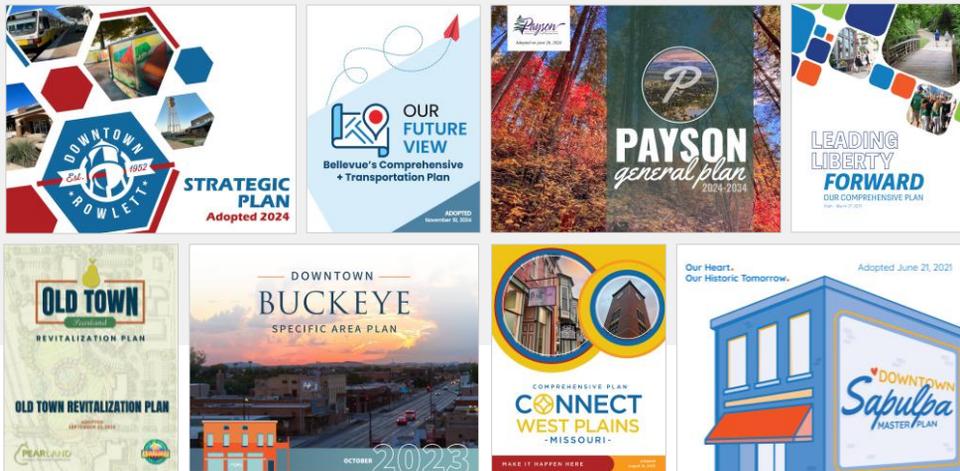
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Planning Services**



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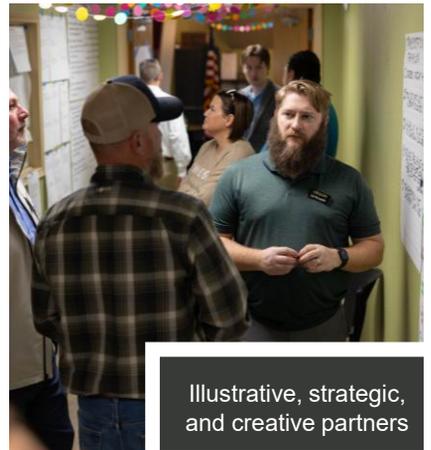
Emphasis on placemaking



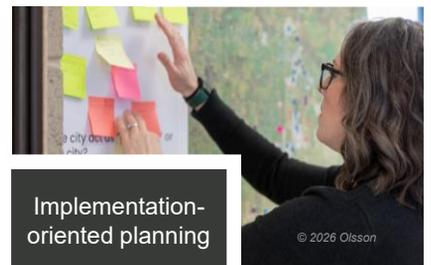
Customized market study



Engagement that excites



Illustrative, strategic, and creative partners



Implementation-oriented planning

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