

Statement of Qualifications for

# SAFE STREETS FOR ALL ALL COMPREHENSIVE SAFETY ACTION PLAN

City of Blair  
March 13, 2026



**olsson**<sup>®</sup>



March 13, 2026

**C.J. Heaton, Deputy City Administrator of Public Works  
City of Blair**

218 S. 16th Street  
Blair, NE 68008

RE: Statement of Qualifications for Safe Streets for All (SS4A) Comprehensive Safety Action Plan

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

The City of Blair's vision for a safer, more connected community, particularly for its active transportation network and school-aged children, resonates deeply with Olsson. By starting with safety, which will lead to enhancing local amenities and gathering places, Blair can become an even more vibrant destination where people choose to connect, relax, and support local businesses.

**OUR TEAM HAS THE MULTIDISCIPLINARY EXPERIENCE NEEDED TO MEET THE CITY'S NEEDS.**

Olsson's team offers extensive, cross-disciplinary experience in both planning and engineering, enabling us to provide a clear understanding of the safety planning process, meaningful engagement, and implementation plans grounded in sound planning and engineering expertise. Having these resources in-house helps facilitate seamless coordination and timely plan completion. Our team's roadway safety planning experience spans the national, state, regional, and local level, including development of Vision Zero and Comprehensive Safety Action Plans throughout the region as part of the SS4A program. Our team includes experts who have a particular focus on active transportation safety and equity and have led safety planning efforts and educational workshops nationwide, as well as specialists in stakeholder and public engagement, crash and safety analysis, and implementation planning.

**WE HAVE A PROVEN TRACK RECORD WITH COMMUNITIES JUST LIKE YOURS.**

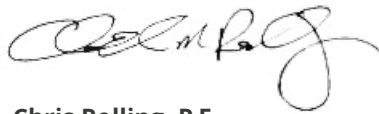
Olsson has a strong history in community planning, transportation, community engagement, and communications, delivering comprehensive, people-first solutions. Our approach is defined by our understanding that adapting to each community's unique needs is what leads to success. We have successfully worked on numerous Comprehensive Safety Action Plans and comprehensive transportation plans for communities such as Norfolk (NE), West Plains (MO), Bennet (NE), Lawrence (KS), and Mayes County (OK). This experience provides a deep understanding of federal requirements and best practices.

**WE KNOW SUCCESS STARTS WITH LISTENING.**

We believe meaningful change starts with a good conversation. Olsson's engagement strategy is designed to reach every part of the community, using creative tools like pop-up events, engaging websites, and compelling visual stories to spark dialogue and bring people together. We make an effort to meet individuals right where they are—be it at a friendly town hall, a bustling farmers' market, or conveniently online—all to help community members shape their own future. We are passionate about helping communities thrive, and that starts by thoughtfully engaging with its inhabitants and stakeholders.

We will deliver a Comprehensive Safety Action Plan that is implementable, accessible, and based in your community's values. Should you have any questions, please contact me at 402.341.1116 or at [crolling@olsson.com](mailto:crolling@olsson.com).

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Rolling". The signature is fluid and cursive, with a large, stylized "C" at the beginning and a long, sweeping tail that loops back under the name.

**Chris Rolling, P.E.**

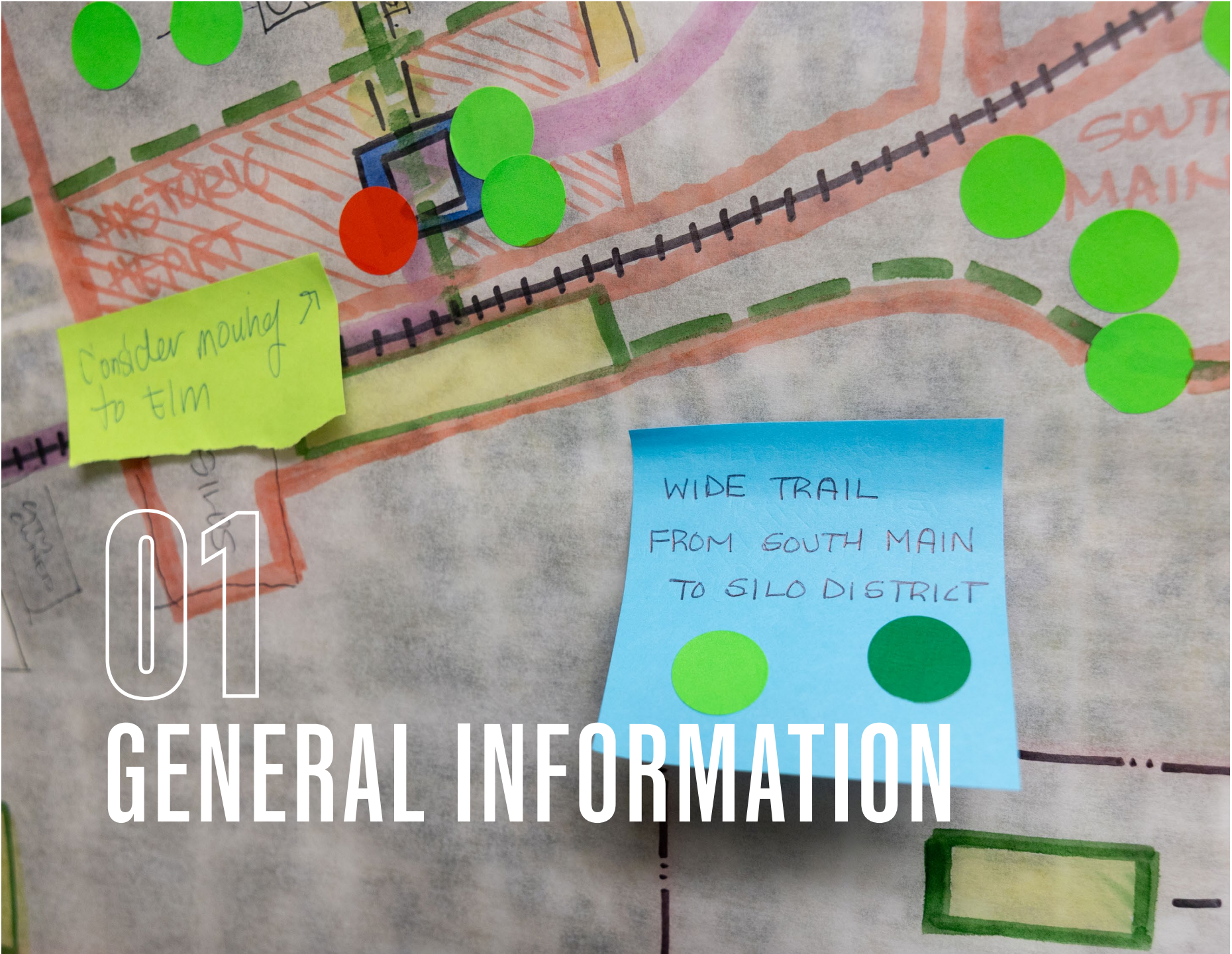
Olsson Project Manager

402.341.1116

[crolling@olsson.com](mailto:crolling@olsson.com)

# CONTENTS

<b>01 General Information</b> .....	<b>6</b>
<b>02 Qualifications &amp; Relevant Experience</b> .....	<b>16</b>
<b>03 Project Understanding &amp; Approach</b> .....	<b>22</b>
<b>04 Project Schedule</b> .....	<b>35</b>
<b>05 References &amp; Conflict of Interest and Disclosures</b> .....	<b>37</b>



# 01

# GENERAL INFORMATION



# 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.

## HEADQUARTERS ADDRESS

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

## OFFICE TO PERFORM SERVICES

2111 S. 67th Street, Suite 200  
Omaha, Nebraska 68106

## PRIMARY CONTACT

Chris Rolling, P.E. | Project Manager  
402.341.1116  
crolling@olsson.com

## OLSSON STAFF & YEARS IN BUSINESS

We are Olsson, a people centric engineering and design firm focused on improving the world around us. We are known for our work, but we will be remembered for the impact it has on the communities we serve.

Founded in 1956, Olsson ranks No. 74 on Engineering News Record's Top 500 Design Firms list. Today, more than 2,000 professionals across 11 states and remote locations provide advisory, planning, engineering and design, field, and environmental services to clients throughout the United States.

**Years in Business:** 70 years

**Total Staff:** 2,292 people

## 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  
General Information

02  
Qualifications & Relevant Experience

03  
Project Understanding & Approach

04  
Proposed Schedule

05  
References & Conflict of Interest and Disclosures

# OUR EXPERTISE

## 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 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.

## 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.



01  
General Information

02  
Qualifications &  
Relevant Experience

03  
Project Understanding  
& Approach

04  
Proposed Schedule

05  
References & Conflict of  
Interest and Disclosures

## COMMUNITY AND TRANSPORTATION PLANNING

- Comprehensive Planning
- Transportation Planning and Design
- Downtown and Small Area Planning
- Community and Neighborhood Revitalization
- Strategic Planning and Visioning
- Urban Design and Placemaking
- Parks and Recreation Master Planning
- Campus Master Planning
- Corridor Planning
- Transit-Oriented Development Planning
- Transit Operations Planning and Management
- Trails System Master Planning and Design
- Active Transportation System Planning and Design
- Grant Writing and Funding Strategies
- Resiliency and Climate Change Action Planning

## COMMUNITY ENGAGEMENT AND COMMUNICATIONS

- Planning and Design Charrettes
- In-Person Open Houses/Town Halls
- Virtual Open Houses/Town Halls
- Focus Groups/Stakeholder Interviews
- Visioning and Strategic Planning Workshops
- Pop-up Events
- Custom Project Websites
- Community Surveys and Polls
- Social Media Content and Management
- Local Media Engagement
- Fact Sheets and Mailings
- News Releases
- Media Plans



## 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 know-how into a cohesive process. Our vast internal resources – engineering, science, design, and technical disciplines – allow us to deliver advanced innovations and realistic solutions.

**Outcomes.** With a proven track record in transportation, community planning, and 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.



# ORGANIZATIONAL CHART



**PROJECT MANAGER**  
**CHRIS ROLLING, P.E.**



**Deputy Project Manager**  
**KYLE MCLAUGHLIN, AICP**

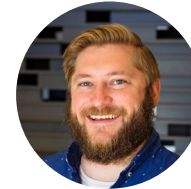
## STAKEHOLDER & PUBLIC ENGAGEMENT



**Stacey Roach, MPA**  
*Lead*



**Gabby Hogan**



**Kyle McLaughlin, AICP**



**Adjti Witjaksono,  
P.E., PTOE**

## COUNTERMEASURES & STRATEGY DEVELOPMENT



**Chris Rolling, P.E.**  
*Lead*



**Adjti Witjaksono,  
P.E., PTOE**



**Kyle McLaughlin, AICP**



**Taylor Plummer, AICP**

## BRANDING

## IMPLEMENTATION PLAN & PROGRAMS



**Chris Rolling, P.E.**  
*Lead*



**Adam Rankin**



**Shelby Ferguson**  
*Lead*



**Taylor Plummer, AICP**

## DRAFT & FINAL CSAP

## SOP, POLICY, & DATA REVIEW

## CRASH & SAFETY ANALYSIS



# CHRIS ROLLING, P.E.

**Project Manager | Countermeasures & Strategy Development Lead |  
Implementation Plan & Programs Lead | 40 Percent Availability**

## 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
- Mayes County, Safety Action Plan; Mayes County, OK
- City of Norfolk, Safety Action Plan; Norfolk, NE
- City of West Plains, Safety Action Plan; West Plains, MO
- City of Lawrence, Vision Zero: Safety Action Plan; Lawrence, KS
- 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 Bennet, Safety Action Plan; Bennet, NE
- NDOT, Vulnerable Road Users Assessment; Statewide, NE
- City of Omaha, Midtown Medical Center Bikeway Connection Transportation Alternatives Program (TAP) Grant Application (\$15 Million); Omaha, NE
- City of Omaha, 13th Street Walkability Study; Omaha, NE
- MAPA, 24th Street Multimodal Transportation Study, from Cass to Mason Streets; Omaha, NE

## 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)



# KYLE MCLAUGHLIN, AICP

**Deputy Project Manager | State of Practice, Policy, & Data Review Lead | Countermeasures & Strategy Development | 45 Percent Availability**

## EXPERIENCE SUMMARY

Kyle is a senior regional planner, specializing in transportation and mobility along with land use and corridor planning. His expertise spans 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.

A firm believer in public engagement, he makes sure that community voices are heard and incorporated into every plan, fostering a sense of ownership and shared vision among residents. His work is more than a profession; it's his contribution to a better tomorrow.

## 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 Safe Streets and Roads for All; Bennet, NE
- City of West Plains, Safety Action Plan; West Plains, MO
- City of Omaha, Complete Streets Phase 2; Omaha, NE
- City of Omaha, Revolutionizing Roadway Safety and Efficiency in the Omaha Metro Area, Strengthening Mobility and Revolutionizing Transportation (SMART) Grant Application; Omaha, NE
- City of Colorado Springs, ConnectCOS Transportation Master Plan; Colorado Springs, CO
- City of Broomfield, Comprehensive Plan and Transportation Mobility Plan; Broomfield, CO
- City of Lincoln, Downtown Principal Corridors; Lincoln, NE
- City of Louisville, Trail Master Plan; Louisville, NE
- City of Ozark, Onward Ozark Corridors Plan; Ozark, 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

## YEARS WITH OLSSON

- 5 years

## YEARS OF EXPERIENCE

- 10 years

## AWARDS

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



## STACEY ROACH, MPA

**Stakeholder & Public Engagement Lead | 40 Percent Availability**

8 YEARS WITH OLSSON  
24 YEARS OF EXPERIENCE

### EXPERIENCE SUMMARY

Stacey leads public engagement at Olsson, specializing in strategic communications and stakeholder collaboration. She has experienced managing on-call public engagement contracts, ensuring appropriate firm resources are dedicated to her projects. Stacey is trained through the International Association for Public Participation (IAP2) and has developed and executed strategic engagement plans for multiple project types of varying scales across the country. Stacey is thoughtful in her approach and is energized by building and maintaining community relationships to inform decision making.

### RELEVANT EXPERIENCE

- City of Bellevue, Comprehensive Plan Update and Long-Range Transportation Plan (LRTP); Bellevue, NE
- City of Norfolk Transportation Safety Action Plan; Norfolk, NE
- City of York, Project Access - Pedestrian Safety Infrastructure; York, NE
- City of Omaha, 13th Street Walkability Study; Omaha, NE
- City of Omaha, 108th Street/Decatur to Burt Streets Roadway Design; Omaha, NE

### EDUCATION

- Master of Public Administration, University of Nebraska-Omaha
- B.S., Education & Human Sciences, University of Nebraska-Lincoln

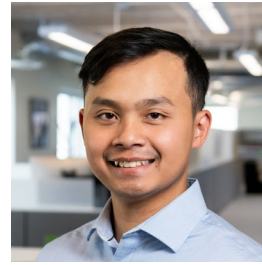
### AWARDS

- Bellevue Comprehensive + Transportation Plan, Daniel

Burnham Comprehensive Plan Award, Nebraska Planning & Zoning Association (2025)

### PROFESSIONAL REGISTRATIONS

- International Association for Public Participation (IAP2), Planning and Techniques for Effective Public Participation Certificate



## ADJI WITJAKSONO, P.E., PTOE

**Crash & Safety Analysis Lead | Countermeasures & Strategy Dev. | 50 Percent Availability**

2 YEARS WITH OLSSON  
7 YEARS OF EXPERIENCE

### EXPERIENCE SUMMARY

Adji is a skilled associate engineer with a strong background in traffic engineering and intelligent transportation systems. He develops designs and conducts analyses to improve multi-modal accessibility, safety, and operations. Adji is proficient at using traffic analysis tools, including Synchro, VISSIM, SIDRA, Rodel, HCS, and TransCAD, to evaluate intersection capacity, corridor capacity, roadway levels of service, and traffic calming solution feasibility.

### RELEVANT EXPERIENCE

- City of West Plains, Safety Action Plan; West Plains, MO
- City of Colorado Springs, Safe Streets and Roads for All (SS4A); Colorado Springs, CO
- City of Colorado Springs, West Colorado Avenue Striping Plans and Analysis; Colorado Springs, CO
- Arkansas Department of Transportation, ARDOT Highway 270 Highway 70 Interchange Study Update; Hot Springs, AR
- City of Manhattan KS, Traffic Systems Masterplan; Manhattan, KS

### EDUCATION

- B.S., Civil Engineering, Colorado State University

### PROFESSIONAL REGISTRATIONS

- Professional Engineer: CO

### AFFILIATIONS

- Institute of Transportation Engineers (ITE)



## SHELBY FERGUSON

**Draft & Final Comprehensive Safety Action Plan Lead | 45 Percent Availability**

4 YEARS WITH OLSSON  
17 YEARS OF EXPERIENCE

### EXPERIENCE SUMMARY

Shelby is an experienced planner and public engagement specialist who has worked on planning and infrastructure projects with communities throughout the United States. 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. As part of the team on this project, Shelby will support the community planning process and aid lead staff as otherwise needed.

### RELEVANT EXPERIENCE

- City of West Plains, Safety Action Plan; West Plains, MO
- City of Lawrence, Safety Action Plan; Lawrence, KS
- City of West Plains, Comprehensive Plan; West Plains, MO
- City of Excelsior Springs, Comprehensive Plan; Excelsior Springs, MO
- City of Liberty, Comprehensive Plan; Liberty, MO
- City of Nixa, Comprehensive Plan; Nixa, MO
- Clay County, Comprehensive Plan; Clay County, MO

### EDUCATION

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

Comprehensive Plan, American Planning Association (APA) Missouri (2023)

### PROFESSIONAL REGISTRATIONS

- American Planning Association (APA)

### AWARDS

- Outstanding Plan for West Plains, Missouri, Connect West Plains



## TAYLOR PLUMMER, AICP

**Draft & Final Comprehensive Safety Action Plan | Branding | 50 Percent Availability**

10 YEARS WITH OLSSON  
11 YEARS OF EXPERIENCE

### EXPERIENCE SUMMARY

Taylor is a certified planner, project manager, and public outreach professional who understands the shifting needs of livable communities. She is IAP2-trained and leads public and stakeholder engagement activities including the following: developing brand campaigns, writing public engagement plans, facilitating consensus-building sessions, and leading virtual and in-person public open houses. Taylor has managed 25-plus community plans in Arizona, Colorado, Kansas, Missouri, Nebraska, and Oklahoma.

### RELEVANT EXPERIENCE

- City of Bellevue, Comprehensive Plan Update and Long-range Transportation Plan (LRTP); Bellevue, NE
- City of Colorado Springs, Safe Streets and Roads for All (SS4A) Action Plan; Colorado Springs, CO
- City of Fort Collins, Transportation Capital Project Prioritization Study; Fort Collins, CO

### EDUCATION

- M.U.P., Sustainable Land Use Planning and Housing and Community Development, University of Kansas
- B.S., Environmental Science, Policy and Society Track, Legal Studies Minor, Creighton University

- International Association of Public Participation (IAP2) Foundations and Methods Training

### AWARDS

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

### CERTIFICATIONS/TRAINING

- American Institute of Certified Planners (AICP)



## ADAM RANKIN

### Implementation Plan & Programs | 60 Percent Availability

4 YEARS WITH OLSSON  
5 YEARS OF EXPERIENCE

#### EXPERIENCE SUMMARY

Adam is a land-use and community planner with experience in research, policy analysis, and the development of planning recommendations. He brings experience assessing community needs, evaluating local strengths and challenges, conducting site visits and stakeholder interviews, and synthesizing technical information into clear, actionable planning concepts. He has also assisted with large-group facilitation, guiding stakeholders and community members through decision-making exercises to best understand unique community values.

#### RELEVANT EXPERIENCE

- City of Bellevue, Comprehensive Plan Update and Long-range Transportation Plan (LRTP); Bellevue, NE
- City of Colorado Springs, Safe Streets and Roads for All (SS4A) Action Plan; Colorado Springs, CO
- City of Lawrence, Vision Zero Safety Action Plan; Lawrence, KS
- Town of Kersey, Transportation Safety Action Plan; Kersey, CO

#### EDUCATION

- Master of Urban Planning, Housing Development and Transportation Planning, University of Kansas
- B.A., French, Biology Minor, International Studies Minor, Washburn University

#### AWARDS

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



## GABBY HOGAN

### Stakeholder & Public Engagement | 60 Percent Availability

1 YEAR WITH OLSSON  
4 YEARS OF EXPERIENCE

#### EXPERIENCE SUMMARY

Gabby brings a passion for public engagement and a strong background in community relations to Olsson. With a foundation in political science, Gabby specializes in building connections between stakeholders, clients, and the public. She's skilled at developing and leading volunteer programs, managing large-scale events, and fostering relationships with corporate and community partners. Her experience includes coordinating initiatives and managing in-kind donations and intern engagement programs.

#### RELEVANT EXPERIENCE

- City of Bellevue, 36th Street Sheridan-Platteview Construction Engineering and Inspection; Bellevue, NE
- City of Bennet, Transportation Safety Action Safe Streets and Roads for All (SS4A); Bennet, NE
- City of Omaha, Midtown Medical Center Bikeway Connection; Omaha, NE
- City of Omaha, 13th Street Walkability Study Update; Omaha, NE
- City of Lincoln, Downtown Principal Corridors Phase 1 Design; Lincoln, NE

#### EDUCATION

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



# 02

# QUALIFICATIONS & RELEVANT EXPERIENCE



# CSAP, SAFE ROUTES TO SCHOOLS PLAN & BIKE-PED PLAN

## Mayes County, Oklahoma

Mayes County, awarded SS4A funding in the 2022 funding cycle, proposed a hybrid approach to preparing the County's Safety Action Plan in their SS4A application. This hybrid approach entails not only the preparation of the Safety Action Plan but also leveraging the data and results from the CSAP into two additional documents: a County-wide Bicycle and Pedestrian Master Plan and a County-wide Safe Routes to School Plan. Mayes County boasts one of the nation's largest industrial parks – MidAmerica Industrial Park, spanning 9,000 acres with an employment base exceeding 4,500.

Moreover, five of the County's School Districts actively participated in the planning process, culminating in a unique, targeted SAP that addresses safe routes to schools and county-wide bicycle and pedestrian recommendations. These efforts were aimed at promoting safe multimodal transportation options for the residents of Mayes County. Olsson worked with the county to help bring this plan to fruition.

### Key Personnel



CHRIS ROLLING, PE

Kyle McLaughlin



### DATES

2023 — 2025

### SERVICES

- Transportation Planning
- Public Engagement

### RELEVANCE

- SS4A Safety Action Plan
- Equitable Engagement
- Small/Mid-Sized Community

### PROJECT REFERENCE

#### Arianna Derr

Executive Director, Mayes County HOPE

Coalition

918.409.8875

arianna@mchope.org



# COMPREHENSIVE SAFETY ACTION PLAN

## West Plains, Missouri

The City of West Plains identified a critical need to improve community safety by addressing high injury crash locations and creating a comprehensive roadway safety strategy. In response, Olsson partnered with the City to develop the West Plains Safety Action Plan with an ambitious Vision Zero approach - aiming to eliminate fatal and serious injury crashes within a specific timeframe. Our team provided multidisciplinary expertise including crash data analysis, equity considerations, active transportation integration, and stakeholder engagement. As prime consultant, Olsson managed all aspects of the project from steering committee facilitation to implementation planning, developing targeted strategies based on evidence-based practices.

Working with limited existing data, Olsson created a High Injury Network by analyzing five years of crash data using geospatial mapping to identify priority corridors and intersections. Our team integrated proven transportation solutions and fostered robust public engagement through in-person and virtual meetings. The resulting Safety Action Plan delivered actionable policy recommendations, cost-effective infrastructure projects, and an online dashboard for tracking progress. By incorporating prioritizing fatal and injury crashes, especially those affecting vulnerable road users, the plan helps West Plains create safer streets for all residents while positioning the city to qualify for federal Safety Action Plan (SS4A) funding opportunities that support roadway safety improvements.

## Key Personnel



CHRIS ROLLING, PE

Kyle McLaughlin  
Adji Witjaksono  
Taylor Plummer

Shelby  
Ferguson



### DATES

2024 — 2026

### SERVICES

- Transportation Planning
- Public Engagement

### RELEVANCE

- SS4A Safety Action Plan
- Equitable Engagement
- Crash Analysis
- Small/Mid-Sized Community

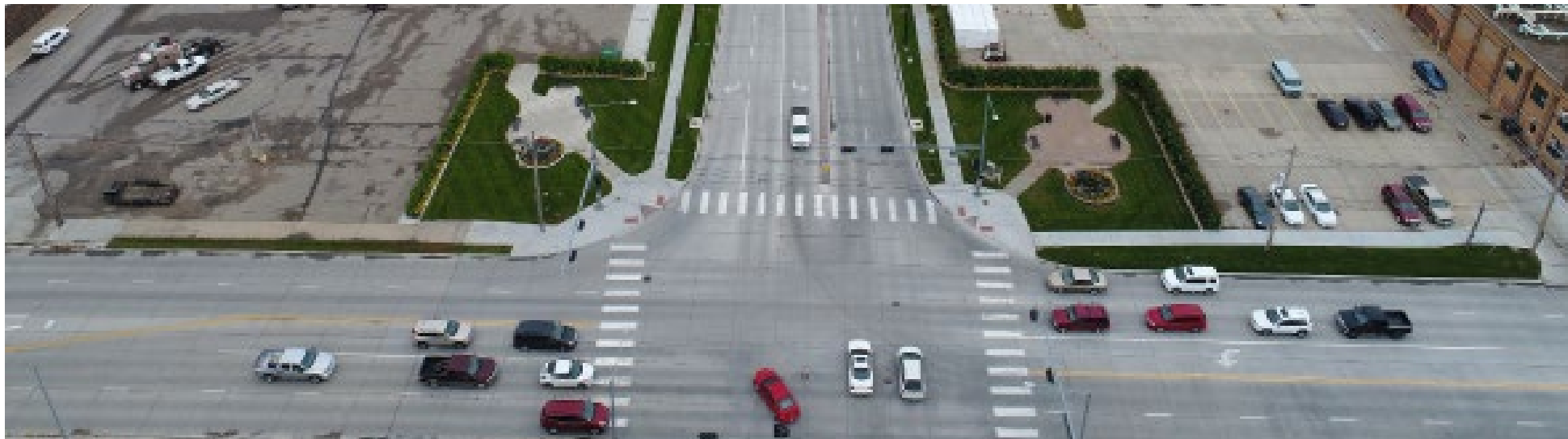
### PROJECT REFERENCE

#### Emily Gibson

Planning Director

417.256.7176

emily.gibson@westplains.gov



# COMPREHENSIVE SAFETY ACTION PLAN

## Norfolk, Nebraska

Olsson was a subconsultant to Toole Design on the Norfolk Comprehensive Safety Action Plan in Norfolk, Nebraska, where we supported community engagement efforts that connected directly with residents and the Implementation Plan that gave city officials the roadmap to meeting their safety goals. Our team organized virtual stakeholder meetings, coordinated public events, and conducted walking tours to gather authentic local input. We also provided technical expertise through site visits at priority locations and developed practical cost estimates for safety improvements along key corridors and intersections.

The project helped Norfolk create a safer transportation system for everyone, with special focus on pedestrians and cyclists. Through our community-centered approach and technical analysis, we delivered recommendations that will help the city reduce traffic incidents while improving mobility options for all residents.

## Key Personnel



CHRIS ROLLING, PE

Kyle McLaughlin  
Stacey Roach

### DATES

2024 — 2025

### SERVICES

- Transportation Planning
- Public Engagement

### RELEVANCE

- SS4A Safety Action Plan
- Equitable Engagement
- Crash Analysis
- Small/Mid-Sized Community

### PROJECT REFERENCE

#### Anna Allen

Assistant City Engineer  
402.844.2020  
annaallen@norfolkne.gov



# COMPREHENSIVE SAFETY ACTION PLAN

## Bennet, Nebraska

The Bennet, Nebraska Safety Action Plan (SS4A) is a forward-thinking initiative designed to enhance transportation safety for all residents and visitors in the city. Supported by a Safe Streets and Roads for All (SS4A) Action Plan Grant, this project focuses on identifying and addressing critical safety needs across Bennet’s transportation network, with special attention to safe pedestrian access to Bennet Elementary School and the city park.

Bennet’s rapid growth, fueled by its proximity to Lincoln and increasing residential development, has brought new opportunities and challenges for the community’s transportation system. The Safety Action Plan aims to help achieve a safer, more efficient, and sustainable network by evaluating current conditions, engaging with local and regional partners, and prioritizing improvements that benefit all road users—drivers, cyclists, and pedestrians alike.

The planning process was rooted in the Federal Highway Administration’s Safe System Approach and incorporated equity considerations outlined by the U.S. Department of Transportation. The plan explored how transportation improvements can support local businesses, expand access, and foster economic growth, while also gathering meaningful input from residents, schools, and underrepresented groups. Collaboration with Lancaster County, the Nebraska Department of Transportation, and local school districts was central to the plan’s success.

## Key Personnel



CHRIS ROLLING, PE

Kyle McLaughlin  
Stacey Roach  
Adji Witjaksono

Gabby Hogan  
Taylor Plummer



### DATES

2025 — 2026

### SERVICES

- Transportation Planning
- Public Engagement

### RELEVANCE

- SS4A Safety Action Plan
- Equitable engagement
- Small/Mid-Sized Community

### PROJECT REFERENCE

#### Sue Bifort

City Clerk/Treasurer  
402.782.3300  
cityclerk@cityofbennet.com

# PROJECT PLANNING EXPERIENCE

YEAR COMPLETED	PLAN TYPE & LOCATION	POPULATION (ROUNDED)	Visioning Workshop	Planning and Design Charrette	Marketing / Social Media	Public Survey	In-Person / Virtual Open Houses	Focus Groups / Stakeholder Interviews	Short Story / Videography	Pop Up Events / Microengagement	Future Land Use / Community Character	Transportation & Mobility	Housing	Infrastructure & Utilities	Economic Development	Recreation & Open Space	Agricultural, Natural, and Cultural Resources	Environmental / Resiliency	Public Facilities	Urban Design / Placemaking	Capital Improvement Planning	Intergovernmental Cooperation	Sub Area / Neighborhood Planning	Market / Economic Strategic Plan	Implementation Plan	Development Regulations / Design Standards	Funding Tools / Economic Resources	Dashboard / Online Monitoring	
<b>TRANSPORTATION &amp; SAFETY</b>																													
Ongoing	Dodge City Corridor Plan, Dodge City, KS	28,000			X	X	X	X			X	X		X	X			X	X										
Ongoing	Colorado Springs Safety Action Plan, Colorado Springs, CO	489,000	X		X		X	X		X		X		X					X		X	X			X		X	X	
2026	Bennet Safety Action Plan, Bennet, NE	1,100	X		X	X	X	X		X		X		X					X		X	X			X		X		
2026	JATSO Metropolitan Transportation Plan, Joplin, MO	52,000			X	X	X	X		X		X		X	X	X		X	X		X	X			X		X		
2026	West Plains Transportation Safety Action Plan, West Plains, MO	13,000	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	X	
2025	Lawrence Vision Zero Transportation Safety Action Plan, Lawrence, KS	97,000	X		X	X		X		X		X		X					X		X	X			X		X		
2025	Broomfield Transportation Safety Action Plan, Broomfield, CO	79,000	X		X	X		X		X		X		X					X		X	X			X		X	X	
2025	Mayes County, Safety Action Plan, Mayes County, OK	40,000	X	X	X	X		X		X		X		X		X			X		X	X			X		X		
2025	Norfolk Safety Action Plan, Norfolk, NE	25,000	X		X	X	X	X		X		X		X					X		X	X			X		X		
2025	Onward Ozark Corridor Plan, Ozark, MO	22,500	X	X	X	X	X	X			X	X		X	X	X	X	X	X	X	X	X	X	X	X		X		
2022	Platte Avenue Corridor Study, Colorado Springs, CO	489,000	X	X	X	X	X	X			X	X		X	X	X			X	X			X		X		X		
2021	Connect COS Transportation Master Plan, Colorado Springs, CO	489,000	X	X	X	X	X	X		X	X	X		X	X	X		X	X	X	X	X	X		X		X		
2022	Joplin Connected Active Transportation Plan, Joplin, MO	52,000	X		X	X	X	X	X			X		X	X	X		X	X		X	X			X		X		
2022	Merriam Connected Corridor Plan, Merriam, KS, Kansas City, KS, and Overland Park, KS	363,000	X	X	X	X	X	X	X		X	X	X	X	X	X		X	X	X	X	X	X	X	X	X		X	
2022	Loveland Citywide Roadway Safety Study, Loveland, CO	77,500			X	X	X	X		X		X		X	X	X		X	X		X				X		X	X	
2021	Cornhusker Highway Corridor Enhancement Plan, Lincoln, NE	293,000	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
2021	Eastman Park Drive Corridor Plan, Windsor, CO	36,000	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
2023	NDOT Vulnerable Road Users Assessment	Statewide				X	X	X				X		X							X				X				

- 01 General Information
- 02 Qualifications & Relevant Experience
- 03 Project Understanding & Approach
- 04 Proposed Schedule
- 05 References & Conflict of Interest and Disclosures



# 03

# PROJECT UNDERSTANDING & APPROACH



# PROJECT UNDERSTANDING

To meet USDOT Safe Streets and Roads for All (SS4A) program requirements and position Blair for future implementation funding, the city must develop a Comprehensive Safety Action Plan (CSAP) based on the Safe System Approach. The plan should feature robust data analysis, targeted stakeholder and public engagement, and clear strategies. A primary goal is to improve Blair's transportation network by enhancing infrastructure for driving, walking, biking, and rolling, especially for school-aged children. One specific example of where we can draw our attention is to affirm safer travel up to and across Highway 30 and Highway 75, which divide the city for pedestrians and cyclists. The CSAP should prioritize safer crossings and improved connections to create a more accessible, secure environment for all road users.

Blair's transportation system, featuring a pair of major state highways, school and park travel demands, new trail connections, and daily commute patterns caused by thousands of people both leaving and coming into the city, presents unique safety challenges. The city must address these changes for all users by creating a practical, defensible plan tailored to local conditions and ready for implementation.

Meaningful stakeholder and public engagement are essential. The city should coordinate with local departments, emergency responders, schools, NDOT, and community groups to identify safety concerns and constraints. Engagement should be pointed and meaningful, while leveraging other planning efforts, like the Comprehensive Plan, to maximize participation and encompass any populations facing disproportionate crash risk or participation barriers. Input should inform technical analysis, prioritization, and strategy development.

The plan requires thorough technical analysis through reviewing current policies, crash data, roadway features, traffic volumes, and demographics to identify high-risk areas and vulnerable users. From this, the city will develop context-sensitive countermeasures and strategies, including quick-build options and long-term investments, addressing safe roads, speeds, users, vehicles, and post-crash care. A transparent project prioritization process based on safety, feasibility, accessibility, and cost should phase recommendations into near-, mid-, and long-term actions supporting progress toward zero fatalities and serious injuries.

To establish and maintain accountability, the CSAP must set measurable safety targets, benchmarks, and performance measures, using tools like GIS dashboards for tracking. All plan materials must be accessible for all the public, with executive summaries for outreach. Upon completion, the city must retain all materials for future updates and ongoing participation in federal funding programs. This approach aligns with FHWA requirements, affirming Blair's plan meets FWHA standards and delivers measurable safety improvements.

Our CSAPs align directly with the key policy points outlined in the SS4A action plan program. The following table illustrates how each requirement is addressed through our safety action plan approach.



# Addressing SS4A Program Requirements

FHWA REQUIRED COMPONENT	FHWA EXPECTATION	OLSSON APPROACH / DEMONSTRATION OF COMPLIANCE	KEY DELIVERABLES
<b>Leadership Commitment and Goal Setting</b>	Formal leadership commitment to eliminate roadway fatalities and serious injuries with defined goals and timelines.	Olsson supports jurisdictions in establishing a documented Vision Zero or equivalent commitment with measurable targets aligned to FHWA guidance.	Draft Vision Zero policy statement; Leadership commitment resolution language; Safety goal framework with target year and interim targets
<b>Planning Structure</b>	Defined governance structure overseeing plan development, implementation, and monitoring.	Olsson establishes a multi-disciplinary steering committee and technical working groups with clear roles and decision-making authority.	Steering Committee and Technical Working Group charters; Roles and responsibilities matrix; Performance tracking dashboards and data
<b>Safety Analysis</b>	Data-driven analysis of fatal and serious-injury crashes, trends, risk factors, and high-risk locations.	Olsson conducts systemwide safety analysis resulting in a defensible High-Injury Network to guide prioritization.	Crash trends technical memo; Systemic risk analysis; High-Injury Network map and methodology; Safety emphasis area summary
<b>Engagement and Collaboration</b>	Robust engagement with the public, stakeholders, and partner agencies, with documented incorporation of feedback.	Olsson leads inclusive, multi-modal engagement and integrates community and stakeholder input directly into plan recommendations.	Stakeholder and public engagement plan; Meeting materials and summaries; Engagement findings memo
<b>Equity Considerations*</b>	Identification of disparities in safety outcomes and integration of equity throughout analysis, engagement, and prioritization.	Olsson embeds equity using data-driven methods and community input to address safety disparities.	Equity analysis methodology; Identification of underserved areas; Equity-informed prioritization criteria
<b>Policy and Process Changes</b>	Identification of policy and procedural changes needed to institutionalize the Safe System Approach.	Olsson evaluates existing policies and recommends practical, implementable safety-focused reforms.	Policy and plan review matrix; Recommended policy and process changes; Implementation roadmap
<b>Strategy and Project Selections</b>	Prioritized strategies and projects aligned with the Safe System Approach.	Olsson develops an evidence-based, equity-informed portfolio of strategies and projects positioned for implementation funding.	Safe System strategy framework; Prioritized project list with cost ranges; Project selection methodology
<b>Progress and Transparency</b>	Performance measures, monitoring processes, and public reporting framework.	Olsson establishes a performance management framework supporting transparency and continuous improvement.	Performance measures framework; Monitoring and data update protocols; Public reporting and update strategy

\*Needs consideration for reviewers



# PROJECT APPROACH

Olsson will prepare a CSAP for the City of Blair that fully satisfies the requirements of the USDOT Safe Streets and Roads for All (SS4A) program and positions the city to compete successfully for future implementation funding. This will position Blair to acquire SS4A Implementation funds or any other number of safety related grants like HSIP or TAP. The plan will be grounded in the USDOT Safe System Approach and informed by robust data analysis, meaningful stakeholder and public engagement, and an implementation focused framework that translates analysis into action.

Blair's transportation system reflects both its role as a growing community and its regional connectivity within the Omaha metropolitan area. A state highway that bisects the community, school and park oriented travel demand, emerging trail connections, and daily commuter patterns all influence safety outcomes for people walking, biking, driving, and rolling. Olsson's approach fits these conditions and is focused on delivering a plan that is defensible, practical, and ready to implement.

**Team Approach:** By team approach, we mean not only the consultant team with the technical expertise in various substantive elements that comprise a Safety Action Plan, but also the appointed and elected officials, staff, and the numerous civic organizations and individuals concerned about the community.

**Public Involvement:** A structured approach to public involvement is required to effectively involve civic organizations and individual citizens in the planning process and make them a part of the planning team.

**Data-Informed Planning:** These plans are opportunities to amass and organize useful data that you can use to inform decisions about improving traffic safety. Our approach includes consolidating and scrubbing your existing data, that from third-party data providers, and collecting data with our team to fill in the remaining gaps.

**Problem Solving Orientation:** Our approach to the development of Blair's Safety Action Plan will be problem-solving-oriented. We will seek to understand your issues and concerns and develop solutions specifically to connect and implement a safe and efficient multimodal transportation network.

## Project Management

The success of the project will depend on strong communication and project management. With almost two decades of managing the planning, design, and implementation processes for multimodal transportation projects, Chris Rolling will manage this project from start to finish using the tools and resources available from Olsson. Our approach follows the industry standards laid out by the Project Management Institute (PMI), and we manage the key elements of a project purposefully throughout the project's life cycle (shown below). At the onset of the project, a Project Management Plan (PMP) will be developed in coordination with the city project manager. Through this PMP, Chris will identify a communication plan and quality control plan that meets your preferences and expectations to deliver an SS4A compliant Plan within the expected time frame.

At a minimum, the communication plan will include the following elements:

**1. Monthly Progress Reports:** These will detail information regarding scope, schedule, budget compliance and labor and expense detail required to satisfy your federal reporting requirements.

**2. Monthly Progress Meetings:** Whether used for simple check-ins or comprehensive reviews of deliverables and city comments, these meetings will be regular touchpoints for us to communicate progress and ask questions of us.

### PROJECT HIGHLIGHT

Olsson performed targeted outreach to communities in southeast Colorado Springs as part of the Safety Action Plan. This area was chronically underrepresented in city-wide outreach efforts, so our plan made a specific effort to reach them by attending community events in the area.



## Task 1: Stakeholder and Public Engagement

One key distinguishing factor of a comprehensive safety action plan is a strong emphasis on public and stakeholder engagement. Data analysis can only reveal so much. To truly understand causes and impacts of traffic crashes, we must meet with the people who are directly affected by them. We will accomplish this through a series of public, stakeholder, and steering committee engagement events.

### STEERING COMMITTEE

A key requirement is that these plans be realized. One of the ways we do this is to assemble a Steering Committee that will not only help shape the plan through an integral feedback process but be responsible for carrying forward actions that are recommended from this plan. This begins by working with you to determine who will be most appropriate individuals from your community to bring into the group and then extending invitations to them. In this step, it is essential that we define the responsibilities of those committee members and communicate that to them.

Committee members will be asked to be involved with three meetings throughout the plan development. These generally coincide with the following milestones:

- **Visioning and Data Gathering:** During this phase, committee members have a chance to shape the defining characteristics of the plan and what the community will accomplish with it. We also encourage them to share their lived experience of traffic safety as well as initiatives or projects they are doing or plan to do that can help achieve the common goal.
- **Action Plan Development:** As we complete data analysis and preliminary recommendations, we take the chance to hear directly from you and the key members of your community that are on the Steering Committee as to the importance or priority of several potential solutions that we have identified. It is critical that we garner buy-in and consensus among committee members as they will be partly responsible for implementing the plan.
- **Final Plan Presentation and Handoff:** The third and final meeting is an opportunity to present the final plan, confirming with the committee that what they have told us is included in the plan. It is the stage where we will make the formal handoff to the committee to accept the responsibility to begin completing the consensus-built action items.

To support plan development and long term implementation, Olsson will work with the city to establish a Steering Committee representing key departments, partners, and community interests. The Steering Committee will provide guidance throughout plan development, review technical findings and draft recommendations, and help build consensus around priority actions. Importantly, the committee will play a central role in transitioning the CSAP from planning to implementation by championing adopted strategies, supporting coordination across agencies, and maintaining momentum following plan adoption.

## PUBLIC ENGAGEMENT

The public engagement strategy involves three rounds of targeted outreach, with smaller activities in between. To reach and represent all types of citizens within the city, it's important that we offer people a range of methods and opportunities to communicate their desires, questions, and ideas to our team. To do this, we will not only use various methods (e.g., written survey, focus groups, online questionnaire, etc.), but we will also ask the same question in different ways. This iterative process will paint a clearer picture of the region's vision, goals, and preferred outcomes for the plan.

**Community Meeting No. 1 - Education and Input:** The first round of public engagement is aimed at educating the residents about the Safe Systems Approach, Vision Zero, and existing traffic safety conditions. We will also collect feedback about the safety concerns and challenges people face as users of the network (whether they drive, bicycle or walk).

**Community Meeting No. 2 - Existing Conditions and Review of Data Analysis:** This round will inform residents of Blair of the transportation network's existing conditions and the result of Olsson's data analysis. This information will indicate a variety of ways in which the plan's safety recommendations could be framed. Information gathered from the public will help direct and shape the plan's final recommendations.

**Community Meeting No. 3 - Reviewing the Draft Plan:** The third round of engagement will occur once the plan is drafted before being finalized. At this point, we will host a round of public open houses to gather input regarding the draft plan and recommended action for implementation. The open house style meeting format allows for multiple stations, each one addressing different plan-related topics such as data analysis and findings, initial public and stakeholder feedback, recommended actions, and implementation timeline. This format also provides an opportunity to collect additional input on the draft plan and recommendations. For those unable to attend in person, similar materials and opportunities for comments will be posted to the project's website.



### CITY LEADERSHIP MEETINGS

We understand communicating with your city leaders is a powerful way to gain advocates that can help promote the vision, goals, and recommendations of this plan. That's why each of our plans includes at least one meeting with city council, mayor, city administrator, or similar. We will discuss with you the format of the meeting(s) so you can use them most effectively. This typically looks like presentations at City Council, meeting with City Council during their study session, or one-on-one meetings with mayors or city administrators.

### POP-UP MEETINGS

During the project, we propose conducting at least two (2) pop-up meetings to provide additional education and outreach opportunities. Pop-up meetings could be Farmers Markets, Community Festivals, Bicycling Events, Streets Alive Festivals, Cultural Events, and similar events that are typically annual events that draw attendees.

### WEBSITE

A project website is recommended to provide additional information gathering opportunities and for updates to the plan to be posted for public review and input. The website is recommended to be a page on the city's existing website. A summary of all public outreach activities and input obtained during the plan development process will be incorporated into the plan.



### COMMUNICATIONS & BRANDING

The power of a strong brand and communication strategy cannot be underestimated when it comes to creating a culture of change. Our team has experience in corporate, programmatic, and project-specific branding and communications. Our approach to branding the plan will be eye-catching and vibrant, conveying the Safe System Approach that this is important and people should take notice. The plan brand package will use simple icons and graphics to share critical pieces of information and be consistent and recognizable across multiple communication platforms. The team assembled for this project knows safety planning processes. We have worked on state, regional, and local safety plans, studies, and programs. What we have learned through these efforts is that the process alone doesn't save lives, but the conversations about leadership, safety culture, institutional change, funding, equity, and other topics build momentum to ignite change. Combined with the federal funding available through SS4A, this plan can be a generational opportunity to help pave the way to substantively change throughout the City of Blair. Our team will utilize the Safe System Approach that will meet the federal SS4A requirements that will allow communities within the region to apply for funding in the future.

### DEVELOP VISION & GOALS

The city must identify their vision of traffic safety and their goal they can realistically achieve. It is important to provide education on the vision and goal of this process, as well as to answer questions that can help bring people along. To do that, we will use the input from stakeholders and the public to establish a framework of goals to lay the foundation of the plan and review how the goals align with existing national, state, regional and local visions, missions, goals and objectives.

Relative to satisfying all requirements of the SS4A program, an important step in visioning is to establish the city's explicit goal to reach zero traffic deaths and serious injuries. This step will allow us space to decide what your comfort level is with when you can reach these goals. Furthermore, this will be when we decide who will be among the city's leadership who will sign the letter of commitment which will go in the final adopted plan.



## Task 2: State of Practice, Policy, and Data Review

Olsson will conduct a comprehensive review of existing policies, plans, and data to establish a clear baseline for the CSAP. This effort will include a review of relevant local, regional, and state plans and policies related to transportation, land use, trails, and safety. Current SS4A guidance, Safe System principles, and peer community safety action plans will be reviewed to identify best practices applicable to Blair. We will leverage our familiarity with the Metropolitan Area Planning Agency (MAPA) Safety Action Plan and the Nebraska Department of Transportation (NDOT) Strategic Highway Safety Plan Vulnerable Road Users Assessment to jump start our policy review. Available datasets, including crash records, roadway characteristics, traffic volumes, and demographic information, will be compiled and assessed to confirm data quality and coverage. This task will affirm the CSAP builds on prior investments, aligns with adopted policies, and meets all SS4A eligibility requirements.

## Task 3: Crash and Safety Analysis

To complete this Plan within the nine to twelve-month time frame, you need a partner that can get started with the data analysis right away. Determining hot spots of fatal and serious injury crashes, safety-related risk factors, and vulnerable communities are necessary to meet federal requirements and assess the areas of greatest need. The Olsson team not only has a thorough understanding of the necessary analysis, but also of the data necessary to conduct the analysis in the study area.

We have a strategic four-step approach to provide the delivery of a comprehensive regional crash trend analysis. The four-step approach is summarized as follows:

### 1. CRASH DATA ACQUISITION

Olsson will acquire the most recent five years of crash data from NDOT as the foundation for the safety action plan. Safety Action Plans rely on more contextual analysis of what causes crashes, though. Therefore, our team gathers asset and demographic data as well. We also gather information from third party data partners, lean on AI applications to process aerial imagery, and when needed send staff to the field for targeted collection. Together these sources help us understand the full picture of what causes crashes.

### 2. CRASH DATA CLEANSE

Critical to the efficacy of the existing safety analysis is the crash data scrubbing, standardizing, and where needed joining data. Crash data can be incongruent, both in the individual fields and overall format, thus hindering the analysis. Upon acquisition of the crash data, we will conduct an extensive data review to verify consistency and completeness of the data, with specific focus on crash type, contributing factors (e.g., what caused the crash), location of the crash, and narrative.

### 3. CRASH DATA ANALYSIS

The third step of the existing safety analysis is the crash data analysis. We will use the cleaned crash data, in conjunction with the other data sources mentioned above, to evaluate patterns and correlations between crash types, crash modes, crash locations, crash time periods, crash severities, and crash causations.

### PROJECT HIGHLIGHT

The City of Omaha requested help developing a Complete Streets Design Guide (CSDG). Foremost among the challenges to complete this task was to review the city's various codes and standards into and create unified document with consistent messaging and intent. Olsson performed a comprehensive review of the municipal code, standard specifications, various urban plans, and many others to create a synthesized document reflecting the goal creating of complete streets moving forward.

## Overall Safety Performance

The first part of the crash analysis will be a comprehensive review of relevant attributes such as contributing factors, weather conditions, temporal analyses, traffic attributes, and roadway attributes. This is intended to understand if these factors influence the occurrence of fatal or serious injury crashes. These factors are generally considered individually but will be reviewed specifically for vulnerable road user crashes.

## Spatial Analysis

To facilitate an understanding of the physical environment surrounding crashes, we will input the crash data into a Geographic Information System (GIS) platform to map the crashes and their attributes to other special data like demographics, roadway attributes, and traffic volume and speeds. These maps will be utilized to identify problematic locations, summarize correlations between crashes and the existing network, and identify solutions.

In addition to evaluating historical crash patterns and systemic risk factors, Olsson will conduct a transportation equity analysis consistent with SS4A requirements and federal guidance. Using U.S. Census and American Community Survey data, we will evaluate demographic characteristics such as income, age, race, disability status, and access to transportation to identify Historically Disadvantaged Communities as defined by the SS4A program. These areas will be spatially overlaid with the High Injury Network and systemic risk factors to assess whether fatal and serious injury crashes disproportionately impact specific populations. The results of this analysis will directly inform project prioritization and strategy development to affirm safety investments advance equitable outcomes.



## 4. CRASH DATA SUMMARY

Finally, the crash data summary which provides a large-scale overview of the safety narrative. We will develop a formal narrative of the safety conditions, which will be an understanding of the existing conditions with both textual and figural (e.g., histograms, charts, and maps) outputs. Both outputs will help summarize the conditions throughout Blair and will help identify the problems and their related solutions.

### HIGH INJURY NETWORK ANALYSIS

The High Injury Network (HIN) analysis will review all roads that experience serious injury, fatal, or vulnerable road user (VRU) crashes. They are analyzed segment by segment ranking each based on their crash occurrence, assigning additional weight to those experiencing fatal and serious injury crashes. The segments are then symbolized based on their rank, pinpointing the most dangerous road segments, allowing for targeted interventions to improve road safety.

### HIGH RISK NETWORK ANALYSIS

While historical crash data and the High Injury Network give insight into safety concerns, they only tell a portion of the narrative. Because crashes can be random, it is important to evaluate factors that are known to be well correlated with safety. Posted speed limit, shoulder width, medians, intersection type, lighting, and presence of bicyclist and pedestrian accommodations are factors that can give indication of safety risk. This is following the systemic safety analysis approach, which is not only a SS4A requirement, but an effective way to achieve the overall goals for the City of Blair.

Systemic safety analysis helps proactively identify risks within the roadway network and prioritize locations based on both historical crash data and its likelihood of future crashes based on risk presence. Using outputs of this analysis, we use spatial analysis to overlay them and determine which roadway segments have the relatively highest numbers of associated risk factors. This constitutes the High-Risk Network which, when combined with the High Injury Network, will be powerful reference for where to apply systemic safety treatments or prioritize individual safety projects.

## PROJECT HIGHLIGHT

The Loveland Citywide Traffic Safety study was modeled after FHWA's Local Road Safety Plan and focused on impaired and distracted driving, bicycle and pedestrian safety, intersection crashes, speed violation, data management, and proven safety countermeasures.

Olsson provided GIS services to develop an online map of traffic crashes with interactive filters as a tool for use by city staff to investigate left turn crash patterns at signalized intersections for crash data from 2016 to 2020. The Dashboard uniquely provides users with means to filter the crash data, including the normal crash and temporal data, as well as various characteristics of the city's infrastructure at each crash's location.

## EQUITY ANALYSIS

An important aspect of developing a Safety Action Plan, consistent with federal requirements for SS4A and National Vision Zero best practices, is consideration of equity. It is well documented that fatal and serious injury crashes can be correlated with areas of low income where people have fewer transportation options.

We will conduct an equity analysis using census data such as gender, race, age, income, and disability. These characteristics are often used to identify underserved communities, which are specifically defined through the federal SS4A program. The current SS4A requirements refer to the federally defined Historically Disadvantaged Communities designation, which will be utilized in the analysis. Understanding the equity impacts of our transportation network is key to beginning to redress the disproportionate harm experienced by certain neighborhoods.

Once identified, underserved community areas will be overlaid with the High Injury Network and High Risk Network to help prioritize safety treatments.

## Task 4: Countermeasures and Strategy Development

### COUNTERMEASURE TOOLBOX

An essential component of your CSAP will be a comprehensive menu of options designed to address safety concerns as they occur. We will develop a countermeasure toolbox that consolidates various safety treatments and provides detailed guidance for their application. This approach affirms you have immediate access to effective solutions without the need to consult multiple manuals or sources, as all relevant information is conveniently centralized.

### PROJECT DEVELOPMENT

A crucial series of action items will pertain to infrastructure improvements. These items that are location specific will also be identified as potential projects that will meet criteria for SS4A funding eligibility. Two tiers of projects will also be considered in the recommendation of these infrastructure projects where appropriate using a benefit-cost approach consistent with FHWA guidelines. For instance, low-cost countermeasures such as traffic control devices may be beneficial for a roadway corridor until funding becomes available for more thorough safety improvements.

*Our Actions Plans emphasize identification of projects that will be most effective at addressing apparent traffic safety issues as well as ones that will be competitive for future grant applications. We use a three-phase approach, leveraging systemic safety analyses, including the following:*

- 1. Identification of Crash Causes:** Our team understands crashes are not only a result of driver behavior, but built infrastructure, traffic control devices, and environmental conditions. As such, we will use results of the data analysis to focus on the locations within the city that have a higher propensity for crashes and the highest potential for safety improvement.
- 2. Screening of Candidate Sites and Risk Identification:** Post identification of the crash locations and their respective characteristics, our team will facilitate a screening of candidate sites. We will screen candidate sites to determine and inventory risk factors that are present such as traffic control devices, geometric design of interchanges, and environmental conditions. This risk-inventory will be used to determine contextual causes of traffic safety issues.



**3. Countermeasure Selection:** Post completion of screening candidate sites and identifying critical risk factors, our team will compile a framework that will identify countermeasures based on facility type and risk factor presence. We envision the countermeasure framework to be both intuitive and simplistic, but useful in providing short-term, mid-term, and long-term solutions to alleviate the crashes evaluated. Furthermore, low-cost countermeasures that can be implemented systemically on roadways that fit certain criteria or risk factors will be identified as appropriate.

### STRATEGIES

To realistically achieve a long-lasting impact, a holistic, multimodal approach is needed around the Safe System Approach framework. Strategies are needed that address not just infrastructure or engineering improvements, but also maintenance, operations, culture, policies, procedures, and partnerships. We will identify strategies in close coordination with the city and the steering committee that are based on best practices, practical, and realistically implementable in the near term.

Once strategies are developed, we will recommend action items for each in close coordination with the core group and the steering committee. The action items will be **SMART - Specific, Measurable, Achievable, Relevant, and Time-based**. Action items that pertain to policies, procedures, and guidelines that are not infrastructure specific for instance—will be based on a gap analysis that assess current local and regional documents and compares them to best practices. This assessment is important to not only meet SS4A requirements but also to provide a roadmap for the city to consider future action.

## Task 5: Implementation Plan and Programs

Consistent with SS4A requirements, the CSAP will establish an explicit Vision Zero goal to eliminate traffic fatalities and serious injuries on Blair's roadway network. Olsson will work with city leadership and stakeholders to define measurable, time based safety targets, including interim benchmarks that track progress toward this goal. These targets will be informed by historical crash trends and forecasted performance to demonstrate the safety impacts of action versus inaction. Establishing clear targets will support accountability, guide investment decisions, and strengthen Blair's competitiveness for future SS4A implementation funding.

### LOCATION PRIORITIZATION

Using the crash data and potential for improvement, intersections and segments will be prioritized. To identify priorities, we will collaborate with City of Blair staff to identify performance measures that will help us identify poor-performing locations where safety investments should be prioritized. A variety of performance measures may be applicable, from simple metrics such as number of crashes and percentage of severe crashes, to more complex, predictive methodologies laid out in the Highway Safety Manual. The complete network screening results will be mapped with the top locations documented in a table and highlighted on a map.



## POLICIES, PROGRAMS, AND PARTNERSHIPS

An integral component of a community's CSAP is the thorough review of the community's existing documents and their associated policy statements to guide implementation of the community's development. For the City of Blair, this review includes emergency response policies, Zoning Ordinance, Subdivision Regulations, and coordination with the ongoing Comprehensive Plan. Each of the documents presents policy and process procedures that will need updating to reflect the safety actions and approaches required by the SS4A program. From these, we will develop a set of policies, programs, and partnerships that can be implemented with the infrastructure improvements to fortify the layered philosophy that underscores the Safe System Approach.

## TARGET AND GOAL SETTING

Using the crash analysis results, we will establish specific and achievable safety goals and forecasts for roadway fatalities and serious injuries and non-motorized fatalities and serious injuries. As much as this analysis is a review of the historical crash data, it will also help determine forecasts for the city's safety performance and demonstrate the impacts of "doing nothing." Through this target and goal setting exercise, we will set interim targets that can be used to evaluate the area's performance towards eliminating fatalities and serious injuries. These targets will include specific reductions in a finite time frame.



## Task 6: Draft and Final Comprehensive Safety Action Plan

At each step of the entire plan development process, we will submit preliminary findings through interim deliverables to the Action Plan Task Force for review and comment, which will help expedite the draft plan document.

The draft plan will be the compilation and formalization of the previously reviewed materials, utilizing graphics, images, tables, and charts to be publicly consumable and easy to follow.

Once comments are received from the core team, the steering committee, stakeholders, and the public, we will update and revise the plan into its final form and resubmit it to the core team and steering committee for final review by the executive committee. An executive summary will be provided.

## REPORTING

To meet SS4A action plan requirements, it is essential to establish a system for long-term reporting of crash occurrences and progress toward safety goals. Our team has developed intuitive, GIS-based dashboards tailored to the reporting needs of communities of all sizes, with careful consideration of staff capacity for ongoing maintenance. These dashboards are accompanied by a standard operating procedure document that provides clear instructions for upkeep and troubleshooting.

In addition, Olsson will define performance measures aligned with the plan's safety objectives and create a structured framework for monitoring crash trends, project delivery, and progress toward established targets over time. This reporting framework will promote transparency, guide future investment decisions, and supply documentation required for ongoing participation in federal safety funding programs.

## Task 7: Executive Summary / Fact Sheet

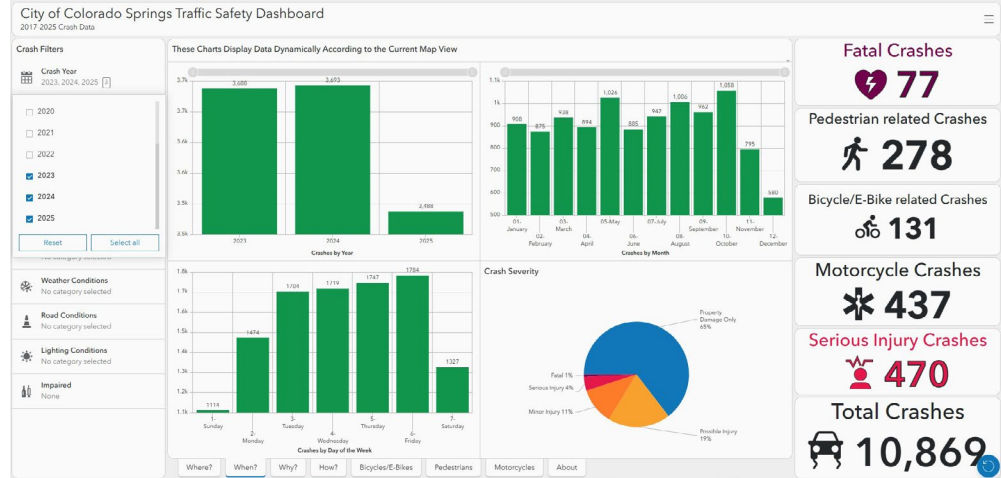
To support adoption and communication, Olsson will prepare an executive summary and fact sheet that concisely present the plan's purpose, key findings, and priority actions. These materials will be tailored for elected officials, partners, and the public and will support outreach and future grant applications.

## Task 8: Project Closeout and Data Transfer

At project completion, Olsson will conduct project closeout and data transfer activities to affirm the city retains full access to all project materials. This will include transfer of GIS files, datasets, and supporting documentation, as well as a final coordination meeting to review next steps and implementation considerations. Materials will be archived to support future updates, reporting, and ongoing safety efforts.

### PROJECT HIGHLIGHT

Olsson provided the City of Colorado Springs a comprehensive dashboard tool to be used for performance tracking and transparency to the public for their Safety Action Plan.





04

# PROPOSED SCHEDULE

01  
General Information

02  
Qualifications &  
Relevant Experience

03  
Project Understanding  
& Approach

04  
Proposed Schedule

05  
References & Conflict of  
Interest and Disclosures

**Proposed Schedule**

Proposed Schedule		2026									2027		
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>Task #</b>	Task Description												
<b>Task 0</b>	Project Management	X	X	X	X	X	X	X	X	X	X	X	X
<b>Task 1</b>	Stakeholder and Public Engagement	X	X	X	X	X	X	X	X	X	X	X	X
<b>Task 1.1</b>	Steering Committee formation & kickoff	X	X										
<b>Task 1.2</b>	Steering Committee		Meeting #1 - Visioning & Data						Meeting #2 - Action Plan Development		Meeting #3 - Final Plan Presentation and Handoff		
<b>Task 1.3</b>	Communication & Branding	X	X										
<b>Task 1.4</b>	Develop Vision & Goals		X	X									
<b>Task 1.5</b>	Community Meetings			Meeting #1 - Education & Input			Meeting #2 - Existing Conditions				Meeting #3 - Draft Plan Review		
<b>Task 1.6</b>	Pop-up outreach & ongoing engagement			X	X	X	X	X	X				
<b>Task 2</b>	State of Practice, Policy, and Data Review	X	X	X	X								
<b>Task 2.1</b>	Collect & review plans, policies, datasets	X	X	X									
<b>Task 2.2</b>	SS4A & peer best-practice review		X	X	X								
<b>Task 2.3</b>	Baseline conditions memo			X	X								
<b>Task 3</b>	Crash and Safety Analysis	X	X	X	X	X	X						
<b>Task 3.1</b>	Crash data acquisition & cleansing	X	X	X									
<b>Task 3.2</b>	Crash trend & GIS spatial analysis			X	X	X							
<b>Task 3.3</b>	High Injury Network (HIN)				X	X	X						
<b>Task 3.4</b>	High Risk Network (systemic)				X	X	X						
<b>Task 3.5</b>	Equity & HDC analysis				X	X	X						
<b>Task 3.6</b>	Crash summary & findings memo					X	X						
<b>Task 4</b>	Countermeasures and Strategy Development						X	X	X				
<b>Task 4.1</b>	Countermeasure toolbox development						X	X	X				
<b>Task 4.2</b>	Candidate site screening & risk factors						X	X	X				
<b>Task 4.3</b>	Draft strategies (Safe System)							X	X				
<b>Task 5</b>	Implementation Plan and Programs							X	X	X	X		
<b>Task 5.1</b>	Vision Zero goals & safety targets							X	X	X			
<b>Task 5.2</b>	Location prioritization framework							X	X	X			
<b>Task 5.3</b>	Policy, program & partnership actions								X	X	X		
<b>Task 6</b>	Draft and Final Comprehensive Safety Action Plan								X	X	X	X	
<b>Task 6.1</b>	Draft CSAP preparation								X	X	X		
<b>Task 6.2</b>	Final CSAP & executive summary											X	
<b>Task 7</b>	Executive Summary / Fact Sheet											X	
<b>Task 7.1</b>	Fact sheet & adoption materials											X	
<b>Task 8</b>	Project Closeout and Data Transfer												X
Task 8.1	GIS, data transfer & closeout meeting												X



# 05

# REFERENCES & CONFLICT OF INTEREST AND DISCLOSURES

# REFERENCES

## MAYES COUNTY HOPE

**Arianna Derr**  
Executive Director  
918.409.8875  
arianna@mchope.org

## CITY OF BENNET, NE

**Sue Biltfort**  
City Clerk/Treasurer  
402.782.3300  
cityclerk@cityofbennet.com

## CITY OF WEST PLAINS, MO

**Emily Gibson**  
Planning Director  
417.256.7176  
emily.gibson@westplains.gov





# CONFLICT OF INTEREST & DISCLOSURES

Olsson 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.

Olsson has not been debarred or suspended within the past seven (7) years, nor 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.