



CITY OF BLAIR

QUALIFICATIONS FOR
Safe Streets for All
Comprehensive Safety Action Plan

City of Blair, Nebraska

March 13, 2026





March 13, 2026

CJ Heaton

Deputy City Administrator of Public Works
218 S 16th Street
Blair, NE 68008

**RE: REQUEST FOR QUALIFICATIONS FOR
SAFE STREETS FOR ALL COMPREHENSIVE SAFETY ACTION PLAN**

To CJ Heaton and Members of the Selection Committee,

Our team is excited for the opportunity to partner with you on the City of Blair Safe Streets and Roads for All (SS4A) Comprehensive Safety Action Plan (CSAP). We recognize what a tremendous opportunity this effort represents for the citizens of Blair. **Our team offers City staff the following key strengths to support a smooth planning process and ultimately a safer community:**

- **Local Presence, Recognized Expertise.** Our firm has both work history and proximity to Blair. We've had the opportunity to serve you before, and we want to see Blair thrive. Our local ties reflect shared values and an understanding of how to strategize and prioritize Blair's needs. While we are local, we have also assembled a team of safety industry experts informed by best practices from communities across the US to support your community's needs, as demonstrated in our safety planning work for Nebraska communities. Our Project Manager, **Jon Markt**, is heavily involved in local safety planning in his hometown of Omaha and, as HDR's Transportation Safety Program Manager, provides safety thought leadership for the dozens of safety plans HDR leads across the Midwest and the country.
- **Future Grant Pursuits.** Project funding is always in short supply, and recommendations from the CSAP are only meaningful if they can be implemented. We've included **Jessica Hekter**, HDR's expert in grant administration and funding and a former FHWA employee through several Executive Branch administrations, to help navigate the evolving Federal landscape and pinpoint CSAP recommendations with the highest potential for future discretionary funding. This process will help the City identify projects that fit within existing funding constraints and begin implementing the CSAP recommendations.
- **Engagement Team Excellence.** We understand the importance of effective engagement and collaboration with stakeholder groups and the public. Existing data and safety analyses will guide the study, but understanding community needs and first-hand knowledge of the corridors citizens use every day is essential to completing this CSAP. Our strategic communications team includes 17 Omaha-based professionals who provide locally tailored outreach and deliver the feedback needed to support plan development, including our Strategic Communications Lead, **Delani Watkins**, who has successfully led several CSAP efforts in Nebraska.

Our enclosed proposal provides more details on our approach and qualifications to develop this plan. We look forward to the opportunity to further discuss your needs and our ideas. If you have any questions, please contact Jon Markt at 402.399.1080 or Jonathan.Markt@hdrinc.com.

Sincerely,
HDR Engineering, Inc.

Jon Markt, PE, RSP,
Project Manager

CONTACT

Jon Markt, PE, RSP,

Project Manager

402.399.1080

Jonathan.Markt@hdrinc.com

1917 S 67th Street
Omaha, NE 68106

The Right Team for Blair

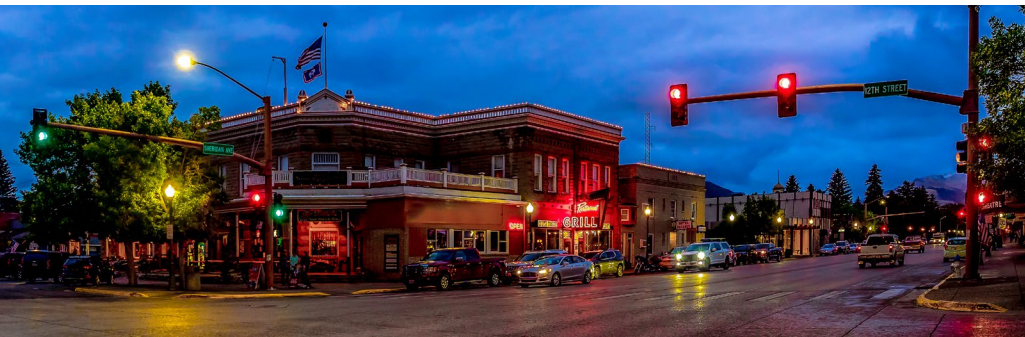
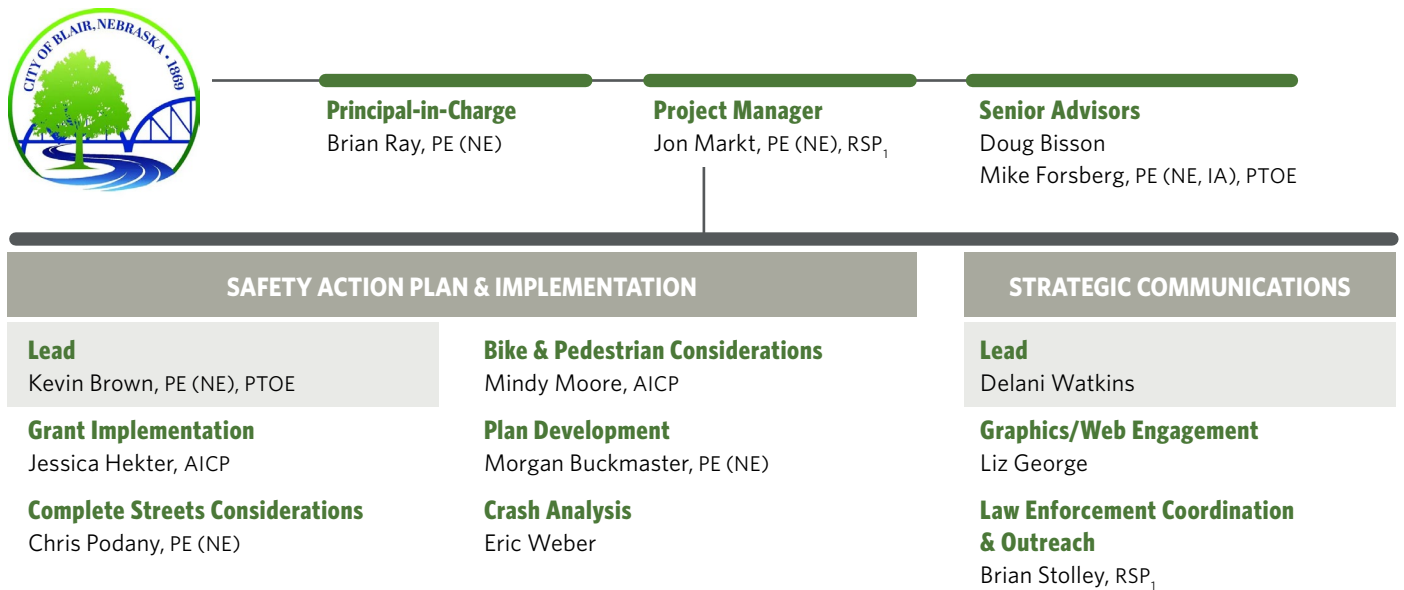
Our goal is to engage the best minds and resources to deliver the right solution for you. We do this by combining proven processes, systems, and expertise to form a cohesive project team. We provide an unmatched depth of transportation safety planning resources in the area and look forward to partnering with City staff to implement the community’s vision for a safer transportation system.

Team Leadership

Our Project Manager, **Jon Markt**, is based in our Omaha office. Jon is a recognized leader in Safety Action Plan development, having led plans in Omaha as well as small communities such as Columbus (NE), Ames (IA), Grimes (IA), and Rock Springs (WY), and in helping clients secure additional safety and transportation funds in places like the Des Moines metro (IA) and Lincoln (NE). As Project Manager, Jon will support the City in establishing a successful project vision, serve as the primary point of communication, and facilitate the development of key study products and the quality control process. Shown in **FIGURE 2**, Jon has built a team skilled in creating Safety Action Plans and will leverage this team to provide the City with strategic, timely, and high-quality service. All members of our team were hand-picked for the expertise they bring to the project. Our task leads and supporting staff were selected for their qualifications and their ability to support Jon with project leadership as needed.



FIGURE 2: ORGANIZATIONAL CHART



“ The HDR team did an outstanding job in organizing, planning, administering and executing this project in developing the Active Transportation Plan. The plan developed is comprehensive, well organized, and visionary.”

— Saddle Up, Cody! Active Transportation Plan Committee Member

Key Staff Resumes



PROJECT MANAGER

Jon Markt, PE, RSP₁

Jon is HDR's Transportation Safety Program Manager responsible for assisting agencies with strategy and delivery of safety-focused infrastructure projects and programs. Jon possesses strong and diverse technical capabilities including traffic safety analysis, selection of countermeasures, and use and development of safety software. Jon's 15 years pushing boundaries in the transportation industry has garnered him roles on respected national panels in safety and secured over \$100M in federal funds for safety critical infrastructure projects.

RELEVANT EXPERIENCE

- City of Columbus, SS4A Safety Action Plan
- Des Moines Area MPO, SS4A Comprehensive Safety Action Plan
- Metropolitan Area Planning Agency (MAPA), SS4A Comprehensive Safety Action Plan & Public Outreach
- Ames Area MPO, SS4A Comprehensive Safety Action Plan & 2050 Metropolitan Transportation Plan (MTP) Update
- City of Rapid City, SS4A Safety Action Plan

INDUSTRY TENURE

15 years | 12 years at HDR

REGISTRATIONS

Professional Engineer (NE)
Road Safety Professional Certification

OFFICE LOCATION

Omaha, NE



SAFETY ACTION PLAN & IMPLEMENTATION LEAD

Kevin Brown, PE, PTOE

Kevin is a Traffic Engineer specializing in traffic analysis, safety, and design. He has experience in traffic impact analysis, traffic simulation, signal timing, corridor analysis, travel time reliability analysis, and signal design. Recently, he has been managing corridor signal retiming and handling field observations to signal timing development to field implementation and fine tuning. He has also been managing corridor improvement projects focusing on traffic operations and safety improvements. Other safety work has taken him around the country assisting with problem locations, alternatives analysis, and benefit-cost analysis.

RELEVANT EXPERIENCE

- City of Columbus, SS4A Safety Action Plan
- City of Rapid City, SS4A Safety Action Plan
- MAPA, SS4A Comprehensive Safety Action Plan & Public Outreach
- Chicago Metropolitan Agency for Planning, Lake City SS4A Safety Action Plan

INDUSTRY TENURE

11 years | 9 years at HDR

REGISTRATIONS

Professional Engineer (NE)
Professional Traffic Operations Engineer (US)

OFFICE LOCATION

Omaha, NE



STRATEGIC COMMUNICATIONS LEAD

Delani Watkins

As a Strategic Communications Coordinator, Delani is responsible for supporting efforts to produce work to serve the needs of her clients. Delani is passionate about connecting communities to projects, and she accomplishes this through developing and implementing communications strategy and advocating for new methods to turn complex ideas into clear, compelling messages. Delani brings a detail-driven approach to project storytelling, content development, and strategic planning.

RELEVANT EXPERIENCE

- City of Columbus, SS4A Safety Action Plan
- City of Omaha, Pedestrian Safety Series (Signal Operations)
- MAPA, SS4A Comprehensive Safety Action Plan & Public Outreach
- Des Moines Area MPO, SS4A Comprehensive Safety Action Plan
- Nebraska Department of Transportation (NDOT), Palmyra East & West
- NDOT, N-66 Connection in Louisville

INDUSTRY TENURE

3 years | 3 years at HDR

OFFICE LOCATION

Omaha, NE



PRINCIPAL-IN-CHARGE

Brian Ray, PE

Brian is a Senior Transportation Engineer specializing in transportation planning and traffic operations. He provides leadership and guidance on the delivery of traffic engineering and transportation planning projects throughout the Midwest. Brian's leadership guides multimodal mobility strategies that strike a balance between mobility, connectivity and safety needs.

RELEVANT EXPERIENCE

- Ames Area MPO, SS4A Comprehensive Safety Action Plan & 2050 MTP Update
- City of Blair, 2005 Comprehensive Plan and Long Range Transportation Plan (LRTP)



SENIOR ADVISOR

Doug Bisson

Doug serves as HDR's Urban Planning and Design Principal and has expertise in urban design and redevelopment. He is an expert in bringing together city leaders, business owners and residents to stimulate economic development and neighborhood revitalization through environmentally friendly, pedestrian-oriented, mixed-use development practices.

RELEVANT EXPERIENCE

- City of Blair (JEO), Blair Comprehensive Plan
- Nebraska Philanthropic Trust, Lutheran Family Services Dana Village



SENIOR ADVISOR

Mike Forsberg, PE, PTOE

Mike is a Project Manager and Senior Traffic Engineer with 20 years of experience delivering transportation planning studies, corridor studies, safety studies, signal retiming, transit studies, site improvement studies, traffic impact studies, and State procedural guidance materials. His task experience includes traffic operations analysis, traffic simulation, traffic forecasting, crash analysis, multimodal review and evaluation, traffic design, and signal timing.

RELEVANT EXPERIENCE

- City of Columbus, SS4A Safety Action Plan
- Ames Area MPO, SS4A Comprehensive Safety Action Plan & 2050 MTP Update



GRANT IMPLEMENTATION

Jessica Hekter, AICP

In addition to more than two decades of professional experience specializing in transportation issues and initiatives, Jessica serves as the Iowa/Nebraska grant lead for HDR, providing critical client input for discretionary grants. She has assisted state DOTs and municipal clients in securing and administering millions of dollars in federal funding throughout her career.

RELEVANT EXPERIENCE

- Des Moines Area MPO, SS4A Comprehensive Safety Action Plan
- City of Columbus, SS4A Safety Action Plan



COMPLETE STREETS
CONSIDERATIONS

Chris Podany, PE

Chris is a Transportation Engineer, specializing in construction staging, corridor modeling, geometric layouts, and plan set production. He has worked with state DOTs and local municipalities and is passionate about helping communities build safe, effective, and resilient infrastructure. By engaging stakeholders to find common language, Chris has the ability to integrate his problem solving and communication skills into his projects.

RELEVANT EXPERIENCE

- City of Columbus, SS4A Safety Action Plan



BIKE & PEDESTRIAN
CONSIDERATIONS

Mindy Moore, AICP

Mindy is a Senior Transportation Planner and Project Manager with 25 years of public and private experience specializing in bicycle and pedestrian facilities. She skillfully coalesces stakeholder and public engagement efforts with technical design expertise to create supported and implementable plans.

RELEVANT EXPERIENCE

- MPOJC, SS4A Safety Action Plan
- Des Moines Area MPO, SS4A Comprehensive Safety Action Plan
- City of Columbus, SS4A Safety Action Plan



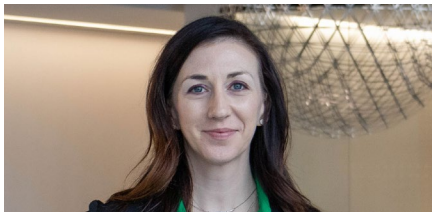
PLAN DEVELOPMENT

Morgan Buckmaster, PE

Morgan is a Transportation Engineer with experience in traffic engineering, transportation planning and safety analysis. Morgan has experience working on several safety action plans throughout Nebraska and Iowa.

RELEVANT EXPERIENCE

- City of Columbus, SS4A Safety Action Plan
- Ames Area MPO, SS4A Comprehensive Safety Action Plan & 2050 MTP Update
- City of Rapid City, SS4A Safety Action Plan



GRAPHICS/WEB ENGAGEMENT

Liz George

Liz is an experienced graphic designer, specializing in various print design strategies. As a multimedia designer, Liz continues to stay adept at using the industry's best practices and innovations for development and coordination of successful print and web-based materials.

RELEVANT EXPERIENCE

- City of Columbus, SS4A Safety Action Plan
- Des Moines Area MPO, SS4A Comprehensive Safety Action Plan

Metropolitan Planning Organization of Johnson County (MPOJC), SS4A Safety Action Plan



CRASH ANALYSIS

Eric Weber

As a Senior Data Scientist, Eric develops data analytics, modeling platforms, and data-backed solutions. His work includes travel demand modeling, freight planning, traffic incident management and traffic safety. His background is in geospatial analysis, remote sensing, GIS and geospatial data models with experience in scalable applied machine learning and predictive modeling.

RELEVANT EXPERIENCE

- City of Columbus, SS4A Safety Action Plan
- MPOJC, SS4A Safety Action Plan
- Des Moines Area MPO, SS4A Comprehensive Safety Action Plan



LAW ENFORCEMENT COORDINATION & OUTREACH

Brian Stolley, RSP₁

Brian is a TIM and Transportation Systems Management and Operations (TSMO) Specialist with over 20 years of experience working in law enforcement, retiring almost two years ago as a Sergeant with the La Vista Police Department in Nebraska. This field experience allows Brian to easily build and bridge relationships with emergency responders.

RELEVANT EXPERIENCE

- NDOT, Statewide TIM Program
- Ames Area MPO, SS4A Comprehensive Safety Action Plan & 2050 MTP Update

Workload & Availability

We are excited and fully committed to working with the City. Anticipated availability (through the life of the contract for the assigned staff) are outlined in **TABLE 1**. With over 200 transportation professionals in our Nebraska and Iowa offices and experts across the country, we have ample resources to manage and staff multiple projects simultaneously. **We have more than sufficient capacity to meet the requirements of this contract.**

TABLE 1: TEAM MEMBER AVAILABILITY

TEAM MEMBERS	AVAILABILITY
Jon Markt	50%
Kevin Brown	50%
Delani Watkins	50%
Brian Ray	30%
Doug Bisson	20%
Mike Forsberg	30%
Jessica Hekter	40%
Chris Podany	30%
Mindy Moore	40%
Morgan Buckmaster	50%
Eric Weber	40%
Liz George	50%
Brian Stolley	40%

Qualifications & Relevant Experience



RELEVANT FEATURES

- Small community
- Presence of NDOT highways within community necessitate inter-agency partnership
- Project concepts clearly defined

✓ SIMILAR FOCUS AREA

- ✓ Crash Analysis
- ✓ Safe System Approach
- ✓ Equitable Engagement

KEY PERSONNEL

- Jon Markt
- Morgan Buckmaster
- Chris Podany
- Delani Watkins
- Liz George
- Eric Weber
- Mike Forsberg
- Kevin Brown
- Mindy Moore
- Jessica Hekter

CITY OF COLUMBUS, NE

SS4A Safety Action Plan

HDR developed the SS4A Safety Action Plan with the City of Columbus. Early in the project, our team quickly created an initial safety understanding that helped show the public that by focusing on 8% of City streets, we could address 90% of fatal and serious-injury crashes. The team used Nebraska crash and geospatial data, identified local and statewide plans, and engaged with the community to identify what works for small-town Nebraska when addressing top safety issues.

Through field visits with City staff, listening sessions with the city council and local businesses, and effective communication tools such as social media and comment mapping, we translated complex safety issues into clear, actionable steps.

As the plan was completed in February 2026, City staff were already submitting a grant application to secure funding to help restore

Howard Boulevard as a safer neighborhood street and had begun collaborating with the Nebraska DOT on improvements at key state highway intersections. Building on two of the CSAP's key recommendations, advancing improvements on 8th Street and 33rd Avenue, the City is prepared to use design on 8th Street to help long-time residents age in place and redirect industrial traffic around neighborhoods. The City also now has a clear plan to guide future development, including a shared vision for 33rd Avenue that emphasizes simpler, safer traffic movements, improved Discoverer Trail use, and safer conditions for school students.

The project produced a safety action plan that met the grant requirements and crafted a useful, locally tailored plan that continued into a partnership between the City and HDR continues, supporting efforts to re-envision more vibrant areas near downtown, schools, industry, and places of worship.



RELEVANT FEATURES

- Safety/advisory committee development
- Public and stakeholder engagement
- Policy and practice review
- Safety strategies and implementation guidance
- User-friendly final plan document

SIMILAR FOCUS AREA

- Safe System Approach
- Equitable Engagement

KEY PERSONNEL

- Jon Markt
- Morgan Buckmaster
- Delani Watkins
- Liz George
- Kevin Brown
- Jessica Hekter

METROPOLITAN AREA PLANNING ORGANIZATION, GREATER OMAHA AREA, NE

SS4A Comprehensive Safety Action Plan & Public Outreach

MAPA developed a CSAP and Safety Analysis suite with support from multiple consultants, including HDR. HDR strategically led public outreach for the regional plan representing 16 MPO member communities, including small communities such as Springfield, Bennington, and Ralston. HDR guided an innovative co-creation communications strategy that empowered community and advocacy partners to help identify the most effective ways to reach target audiences, including disadvantaged communities, before engagement began.

Our team reached all corners of the metropolitan area through 10 engagement booths, generating significant community buy-in to MAPA's safety planning. We set up engagement booths at local events to go to the community to learn about their needs for safety. HDR continued engagement throughout the project with public open houses, focus groups, one-on-one discussions, and virtual meetings. All outreach efforts supported the development of safety improvement projects that directly benefit the participating communities.

HDR also supported the development of a compendium of existing regional policies and practices and contributed recommendations for updates to improve safety-beneficial policies and processes. This assessment is now a tool available to all member communities through the project-developed CSAP suite, improving awareness of Nebraska state publications and resources. By preparing communities to adopt policies that support access management, complete streets, and traffic calming, HDR's work on policy and process change helps position the next generation of engineering projects to create safer roads for all.

Ultimately, MAPA published an SS4A-compliant CSAP and pursued implementation grant assistance to reduce fatalities and serious injuries.



RELEVANT FEATURES

- Project vision rooted in Midwestern values
- Focus on smart growth, trail considerations, and safety needs driven by highway
- Comparable client, size, and scope

SIMILAR FOCUS AREA

- Crash Analysis
- Safe System Approach
- Equitable Engagement

KEY PERSONNEL

- Jon Markt
- Morgan Buckmaster
- Kevin Brown
- Jessica Hekter

CITY OF RAPID CITY, SD

SS4A Safety Action Plan

HDR prepared the Rapid City SS4A Action Plan, including data collection and analysis, public and stakeholder outreach, a project webpage, safety analysis, and a Safety Action Plan. The plan expanded upon transportation-related goals and objectives from the 2020 Bicycle and Pedestrian Master Plan, Plan Rapid City (the City’s Comprehensive Plan), Rapid TRIP 2050 (the MPO’s MTP), and other applicable planning studies. The Safety Action Plan components, as required by US DOT, include:

- Leadership commitment and goal setting, including a target date for achieving zero roadway fatalities/serious injuries or an ambitious percentage reduction.
- Planning structure identifying the body responsible for plan oversight.
- Safety analysis of existing conditions and historical trends.
- Engagement and collaboration, including private-sector and community groups.
- Equity considerations.
- Policy and process changes.
- Strategy and project selections, including a prioritized project list with implementation time ranges.
- Progress and transparency measures for tracking results over time.

To gather applicable information about safety needs specific to the Rapid City area, HDR delivered a robust public and stakeholder involvement plan consisting of:

- Public meeting at project kick-off.
- Study Advisory Team meetings (2-3).
- Public and stakeholder meetings (three or more to solicit feedback).
- Recommendations presented at the draft report stage.
- Presentations to City Council and Public Works committees.
- Interactive project webpage.

Final deliverables included the action plan report, a GIS geodatabase of proposed safety improvements, and supporting study materials. The Rapid City SS4A project also helped the community secure \$600,000 in SS4A funds for safety demonstration projects. The study was completed in December 2025.



RELEVANT FEATURES

- Comparable client, size, and scope
- Safety analysis
- Safety project concepts and prioritization
- Engagement including equity
- Policy and process changes
- User-friendly final plan document

SIMILAR FOCUS AREA

- Crash Analysis
- Safe System Approach
- Equitable Engagement

KEY PERSONNEL

- Jon Markt
- Morgan Buckmaster
- Eric Weber
- Jessica Hekter
- Liz George
- Brian Stolley
- Mike Forsberg
- Brian Ray

AMES AREA METROPOLITAN PLANNING ORGANIZATION, AMES, IA

SS4A Comprehensive Safety Action Plan & 2050 Metropolitan Transportation Plan

HDR worked with City of Ames and Ames Area MPO staff to develop their CSAP alongside the 2050 MTP update. The CSAP used a data-driven approach and a multi-faceted public engagement campaign and was tailored to the diverse community that includes Iowa State University. Key elements of the CSAP and 2050 MTP include:

- Incorporation of performance measures at every step of plan development to align CSAP and MTP decision-making with goals, project and strategy prioritization, and system performance outcomes.
- Safety analyses built on both hot-spot and risk-based approaches.
- Policy and practice recommendations to improve project development practices by prioritizing safety improvements over reducing travel delay.

- Project and strategy identification grounded in an asset-management philosophy, enabling broader deployment of safety treatments through low-cost, widespread applications.
- Intentional prioritization of projects and actions to the appropriate agencies, departments, and community advocates.
- A comprehensive public engagement program that included:
 - Pop-up booths with safety-focused activities.
 - Virtual and in-person open houses, including a virtual comment mapping tool.
 - Translation of public materials.
 - Visioning and goal-setting activities.

Additional Relevant Experience

In addition to the projects highlighted on pages 6-9, the following examples demonstrate recent, relevant work completed by members of our team. **TABLE 2** summarizes how each project aligns with the scope elements identified in the City’s RFP.

TABLE 2: RELEVANT PROJECT MATRIX

CLIENT & PROJECT NAME		CSAP SERVICES							
		DATA REVIEW & ANALYSIS	PLAN DEVELOPMENT	STAKEHOLDER & PUBLIC ENGAGEMENT	COMMUNICATIONS & OUTREACH	BIKE, PEDESTRIAN & TRAILS	COMPLETE STREETS	GRANT FUNDING	EQUITY CONSIDERATIONS
PAGES 6-9	City of Columbus (NE), SS4A Safety Action Plan	✓	✓	✓	✓	✓	✓	✓	✓
	MAPA (NE/IA), Comprehensive Safety Action Plan & Public Outreach	✓		✓	✓	✓	✓	✓	✓
	City of Rapid City (SD), SS4A Safety Action Plan	✓	✓	✓	✓	✓	✓	✓	✓
	Ames Area MPO (IA), SS4A Comprehensive Safety Action Plan & 2050 MTP	✓	✓	✓	✓	✓	✓	✓	✓
	Des Moines Area MPO (IA), SS4A Comprehensive Safety Action Plan	✓	✓	✓	✓	✓	✓	✓	✓
	Metropolitan Planning Organization of Johnson County (MPOJC) (IA), SS4A Safety Action Plan	✓	✓	✓	✓	✓	✓	✓	✓
	City of Blair (NE), 2015 Comprehensive Plan	✓	✓	✓	✓		✓		
	City of Fremont (NE), LRTP	✓	✓	✓	✓	✓	✓		
	Grand Island MPO (NE), LRTP & Travel Demand Model Update	✓	✓		✓	✓	✓	✓	
	MAPA (NE/IA), Highway 75 Corridor Transportation Feasibility Study & Strategy	✓		✓	✓		✓	✓	✓
	Fargo-Moorhead Metropolitan Council of Governments (Metro COG) (ND/MN), SS4A Comprehensive Safety Action Plan Public Engagement & Equity Support	✓	✓	✓	✓	✓	✓	✓	✓
	City of Lexington (KY), Comprehensive Safety Action Plan	✓	✓	✓		✓	✓	✓	✓
That Other Project (TOP) The Saddle Up, Cody! Active Transportation Plan Cody, WY	✓	✓			✓	✓			

Supporting Des Moines MPO in Securing Supplemental SS4A Funding

HDR and our partner firms collaboratively delivered the MPO’s \$1 million SS4A Comprehensive Safety Action Plan, advancing strategic messaging, engagement, policy review, and a robust safety analysis framework developed since October 2023. In early 2025, HDR took the lead role for supplemental planning, demonstration, and implementation grant development. We prepared a winning grant application and outreach strategy that secured more than \$5.5 million for additional safety work and positioned the MPO’s strategy for future SS4A rounds to win even more funding. In today’s circumstances, we cannot simply engineer the safety fix—we must also fund it through all means possible, and HDR excels in the funding space.

Project Understanding & Approach

In securing SS4A planning funds, the City of Blair will gain safety planning support to assess community safety needs, develop a strategy for safety treatments, incorporate safety into engineering, education, and enforcement practices, and engage the community to build sustainable support for safety initiatives. The SS4A program is still relatively new, but Blair has already been engaged in thoughtful civic engagement and community planning that provides a strong foundation for this plan. Through HDR’s work on the previous Blair 2015 Comprehensive Plan urban design improvement projects, we know that safety impacts Blair residents and is often influenced by cut-through highway traffic (see **FIGURE 3**). US Highway 75 enters Blair at the southeastern city limit, jogs west on Washington Street, and then turns north on 19th Street. US Highway 30 runs up 19th Street south of Washington, turns east on Washington, and exits Blair on the east side of town. **These highway corridors experience 50 to 80 crashes per year, impacting residents and emergency response resources.** The CSAP needs to determine how Blair can leverage safety both to support existing plans and corridor project (such as the potential east and north bypasses) and to inform corridor design (such as on S 13th Street) to be more sensitive to multimodal and trail cross traffic. The plan will also need to address the opportunities and challenges associated with the city’s eight at-grade rail crossings, which pose risks of intermodal crashes and potential blockage of emergency vehicles when rail gates are down.

HDR’s team is well suited to support Blair in developing its first safety action plan. We bring expertise and lessons learned from more than 65 completed SS4A plans and projects, many of which are especially valuable for smaller communities. **To help grow a strong safety culture and support Blair’s long-term vibrancy, our team provides a planning process grounded in**

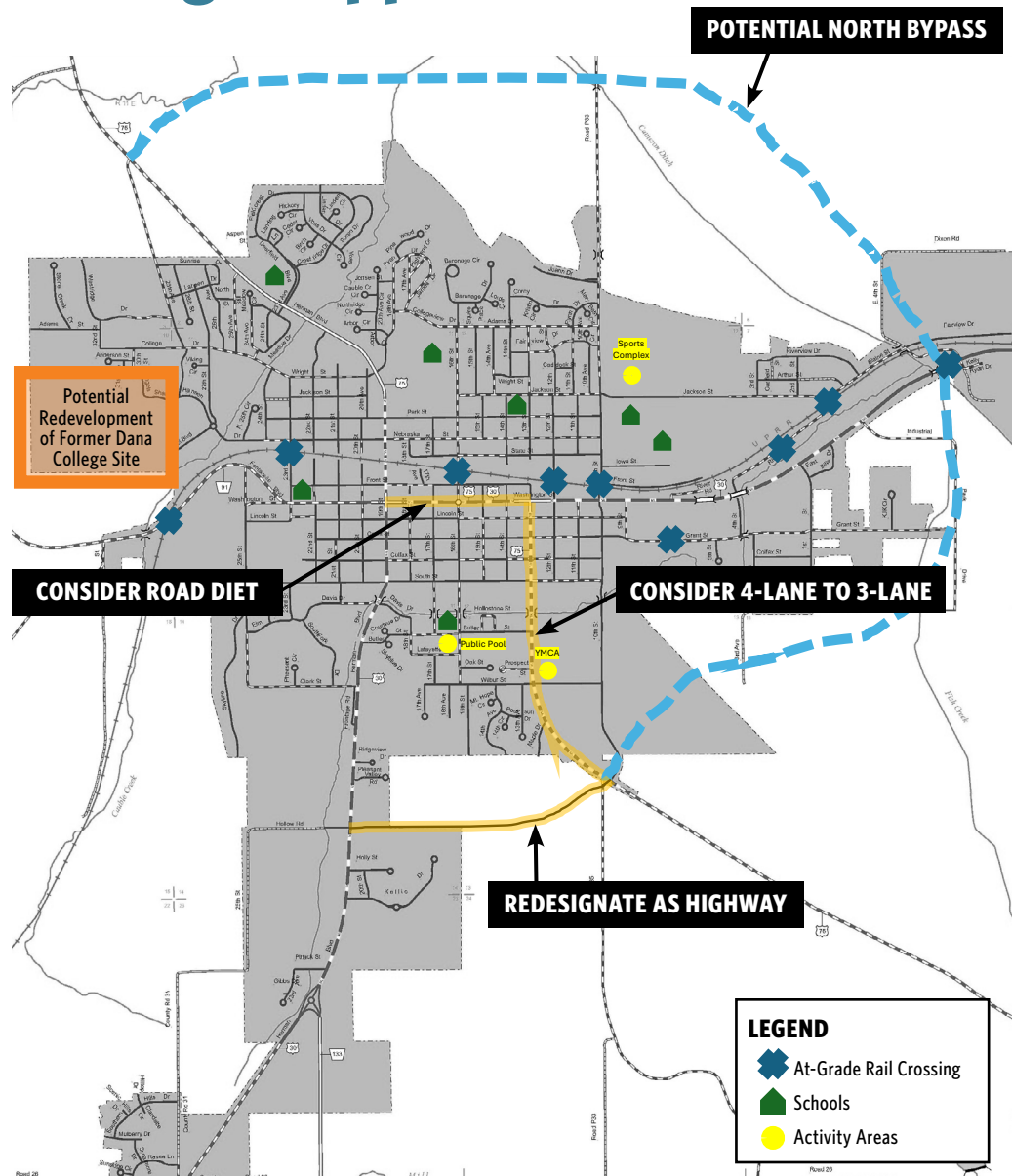


FIGURE 3: KEY CONSIDERATIONS MAP

sound engineering, strategic engagement and education, and subject matter expertise in law enforcement for safety. Blair’s needs also include sustained resources to enable ongoing safety action beyond the plan itself. Our team is structured to work with local advocacy groups (such as Strong Towns) and state and federal partnerships that can advance

steps toward zero transportation deaths for the City and its partners. With a grant advisory team that has secured millions in federal funds to improve highway safety and address rail grade crossings, **we can help Blair begin a meaningful path toward safety action—not simply produce a plan that sits on the shelf.**

Project Approach

Project Management Plan

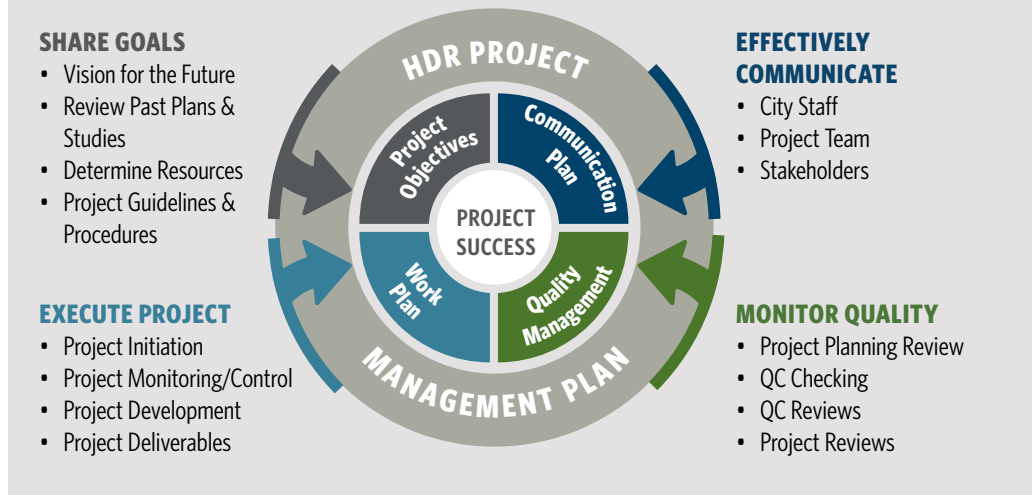
Our proposed Project Manager, **Jon Markt**, will serve as the primary point of contact. Jon is HDR’s company-wide Transportation Safety Program Manager based in Omaha. He works collaboratively with communities to build a safety action vision and is a nationally recognized leader in transportation safety, leading multidisciplinary teams in safety planning projects and initiatives. Jon has been responsible for project management, strategic oversight and development of more than 65 Safety Action Plans across the country, many of them in the Heartland.

Our approach begins with a well-defined, coordinated, and proactive Project Management Plan (PMP), shown in **FIGURE 4**. The PMP serves as the primary reference document outlining the project’s vision, implementation strategy, schedule and budget, policies, procedures, standards, and QA/QC activities. It supports HDR’s larger Quality Management System (QMS), which applies to every deliverable we produce and provides continuity, standardization, and efficient communication and decision-making. The PMP provides a formal structure to monitor risks, minimize costs, reduce scope creep, and identify potential schedule impacts.

Communications Protocol

Successful completion of the CSAP will require a strong partnership between the City of Blair and HDR. Jon will coordinate regular check-ins with City staff to share project status and discuss steps toward successful completion. Our team will also participate in monthly and milestone meetings to provide updates, outline next steps, and gather feedback from the City. Meeting materials will be provided in advance to allow the City time for review and share with others as needed. After each meeting, we will prepare notes to promote ongoing transparency through

FIGURE 4: PROJECT MANAGEMENT PLAN



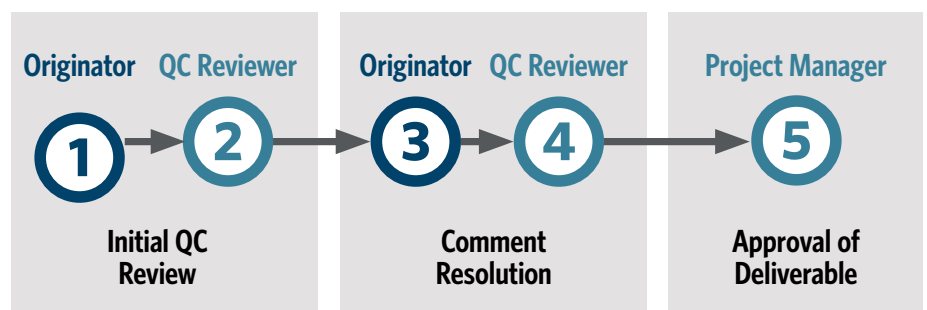
documentation. Near project completion, we will present the CSAP to the City Council for acceptance or to address any Council-requested adjustments. We also propose engaging City Council persons at key points throughout the project as part of stakeholder engagement once a range of reasonable alternatives is developed.

QA/QC Process

Our goal is to provide the City with the highest-quality deliverables. At HDR, quality management and planning are integral to achieving project success. Our QMS includes discipline-specific technical experts who serve as independent quality control reviewers, along with quality progress reviews for all disciplines.

FIGURE 5 summarizes the processes and procedures used for these quality checks.

FIGURE 5: HDR’S QA/QC PROCESS



Progress Reporting Criteria & SS4A Grant Administration

Our team will support the City in successfully working within the terms of the grant agreement. HDR will provide monthly reporting on progress toward deliverables and on labor and expense budget status. We will also assist with tracking levels of public engagement, including activities in underserved communities. Progress reporting will be integrated into the PMP, and we will work with your team to establish a template that captures progress transparently.

HDR routinely helps clients secure Federal grant funding and administer grants in accordance with Federal guidelines.

Experts like **Jessica Hekter** understand that Federal expectations for grant reporting and tools often change, placing added burden on staff. We will help the City navigate these requirements and fulfill all expectations of the Federal administration to strengthen the case for safety investment in Blair over other communities.

Engagement

Key Stakeholder Engagement

HDR's team of 17 Nebraska-based stakeholder and public engagement professionals has proven experience building relationships with key stakeholders to strengthen projects. Our successful work on other SS4A projects, including those in Columbus, Omaha, Ames, and Des Moines, adds a specific safety focus to our strong qualifications in strategic stakeholder engagement.

Advisory Committee

Our team understands transportation safety and the importance of how that message is communicated. We bring unique expertise by including retired City of La Vista Sergeant **Brian Stolley** to connect with law enforcement, as well as communications specialists who can discuss safety culture with community advocates and the media. Local safety experts **Jon Markt** and **Kevin Brown** will develop an approach for building an advisory committee, from planning through implementation and beyond. We will help City staff identify key safety partners to serve as safety ambassadors.

Key Stakeholder Small Group Meetings

The planning process requires concentrated feedback from the Blair community. In addition to engaging residents overall, we will provide outreach to key groups such as the Planning Commission, City Council, multimodal advocates, community-based organizations like Strong Towns, and neighborhoods within areas of persistent poverty.



Enhanced Safety Through On-the-Ground Experience

HDR coordinates the Metro Traffic Incident Management (TIM) group in the greater Omaha area. This includes planning and facilitating bi-monthly TIM meetings with local emergency responders and stakeholders (law enforcement, fire, towing, NDOT maintenance, and others) to improve traffic incident response.

Additional small-group meetings may include:

- Washington County Chamber of Commerce
- Washington County representatives
- Washington County Community Foundation
- Blair Historic Preservation Alliance
- Blair Community Schools
- Blair Police Department
- Blair Executive Airport
- NDOT
- Lutheran Family Services
- Memorial Community Hospital
- Blair Family YMCA
- Major employers, including manufacturing and distribution centers

Public Engagement

PUBLIC ENGAGEMENT PLAN & BRANDING DEVELOPMENT

Building and verifying stakeholder and public support is essential to advancing a CSAP. HDR's public engagement staff believes projects are stronger when the people affected by them help shape them. For this reason, we would begin with a co-creation workshop involving key internal and external City leaders to develop a tailored Community Engagement Plan. This workshop allows Blair stakeholders to define how they want to be involved,

setting up successful future touchpoints. Their input will guide the Public Engagement Plan and help us reach these key individuals throughout the project.

Clear project branding, messaging, templates, and a thoughtful contact list including stakeholders and the public will support the workshop and future events. **HDR is prepared for this approach based on our recent experience with MAPA's CSAP, where we led more than 50 events and meetings that shaped the final plan.**

EQUITABLE ENGAGEMENT

To gather the strongest possible public and stakeholder feedback, our engagement strategy includes specific tactics for engaging non-English speakers and those in areas of persistent poverty or with limited transportation options. Our Strategic Communications Lead, **Delani Watkins**, is a fluent Spanish speaker who can translate outreach and meeting materials, attend events as a translator, and help us better connect with Blair's Hispanic population.

PUBLIC OUTREACH METHODS

We use a variety of tools to gather public input, including open houses, pop-up events, surveys, and social media. A broad range of outreach methods can be deployed to promote these engagement opportunities

to the public. We recommend:

- Paid newspaper ads in the Washington County Enterprise and Blair Today
- Press releases
- Website content and updates
- Radio announcements on FM 94.7 Blair Radio
- Postcards, emails, flyers, and social media posts

These tools would be used at major milestones such as project kickoff, public open houses, and the final plan stage. HDR will provide Spanish-language materials and in-person interpretation services as needed.

PUBLIC OPEN HOUSES

We recommend multiple in-person open houses with optional virtual self-guided components to reach the widest audience. Materials will help community members understand project goals, needs, and proposed solutions, including why certain solutions are recommended and how to navigate proposed conditions.

- **Early Public Meetings:** To collect safety concerns and introduce the project to the public
- **Later Public Meetings:** To present and gather comments on the draft plan and energize community safety champions

ENGAGEMENT BOOTHS

Pop-up engagement booths at festivals, fairs, and community events will help us gather real-time feedback from Blair residents. HDR will coordinate with the City's Public Safety & Communications Coordinator and Public Works and Community Development staff to identify ideal opportunities, such as Blair Cruise Night or the Blair Farmer's Market.

DIGITAL ENGAGEMENT

A strong project website is essential. We recommend incorporating online surveys to gather feedback from a wide range of residents and adding a translation widget on both the website and survey for additional languages. Paper surveys can also be placed at the Blair Public Library & Technology Center, City Hall, and the Blair Family YMCA.

The survey can be promoted at open houses, stakeholder meetings, and engagement booths. Social media posts can be translated into Spanish and used to drive traffic to the website and survey.

Safety Data & Equity Analysis

Existing Conditions & Historical Trends

HDR will work with NDOT to acquire historic crash data from 2015–2024 using the new AASHTOWare portal. All crashes will be gathered and reviewed, with the evaluation focusing on fatal and serious injury crashes. Our existing conditions analysis will rely on maps and poignant data summaries to make safety trends impactful rather than feeling like textbook statistics. Based on discussions with City of Blair staff about community transportation needs, we have identified key multimodal safety issues shown in **FIGURE 6**, including fatal and serious injury crashes. Safety conditions will also factor in high-volume corridors, heavy freight areas, at-grade crossings, high-activity locations in the community, and the trail network.

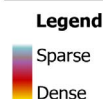
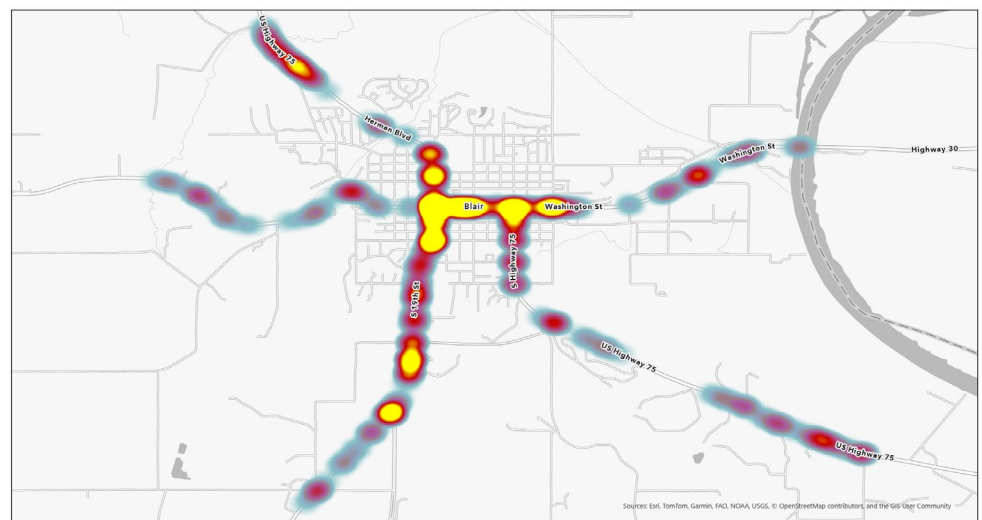
Location Analysis

HDR will work with the City to compile available roadway geometric data, such as number of lanes, lane widths, intersection control types, pedestrian accommodations, and access density. Our analysis will be tailored to the data available and supplemented with desktop-level review. The study team may also conduct select field observations to confirm these findings and to understand conditions from the perspective of different modes at various locations.

We will conduct a multimodal crash analysis to generate insights into high-risk roadway features and crash locations on both state- and locally-owned roadways. The geospatial crash analysis will include both the total number and rate of crashes, with a focus on fatal and serious injury crashes. This work will support development of a High Injury Network (HIN), identifying roadway segments and intersections prone to severe crashes.

Systemic Safety Needs Analysis & Risk Mitigation Strategies

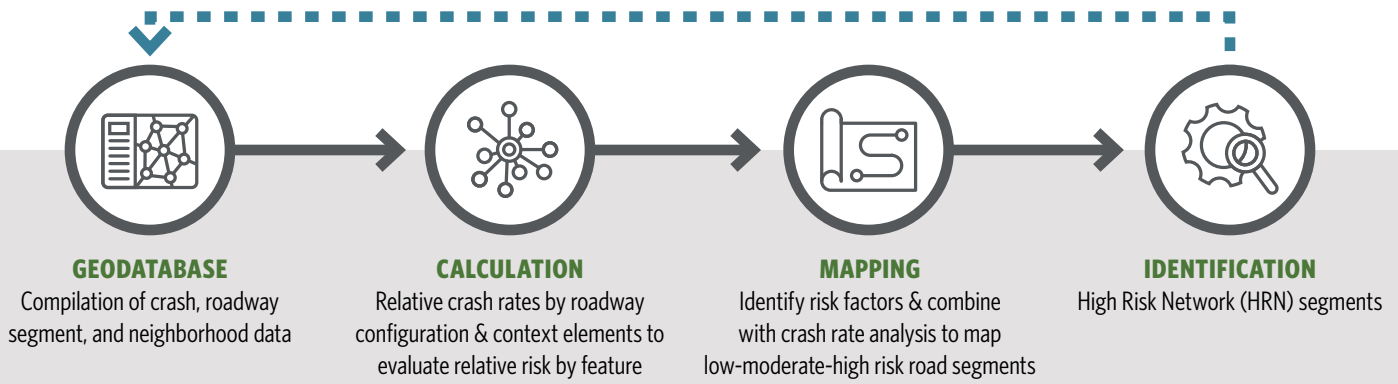
Cities the size of Blair, with low- to moderate-volume roadways, often experience isolated fatal or serious injury crashes



**Blair Main Road Crash Density
2015-2024**
*Note: 2020 data not given

FIGURE 6: PRELIMINARY BLAIR CRASH DENSITY REVIEW – MAIN ROADS, HDR, MARCH 2026

FIGURE 7: HDR SYSTEMIC CRASH RISK ANALYSIS TOOL PROCESS



along arterials and highways. Enhancing historical crash analysis with a systemic safety assessment provides a holistic approach aligned with [FHWA's Safe System Approach](#) by focusing on roadway characteristics where fatal and severe injury crashes disproportionately occur, even if that facility does not yet have a crash history in Blair. This proactive approach helps identify other locations with similar characteristics that may also be prone to severe crashes. To determine prominent risk factors (systemic needs), we will consider using HDR's proprietary systemic crash tree tool (**FIGURE 7**), designed to effectively and efficiently links crash patterns across typically unrelated components to identify needs for tailored safety strategies.

For each prominent risk factor, and the highways, streets, and intersections characterized by high-priority risks, we will develop one or more specific countermeasures. For example, if high-volume, multi-lane intersections are a key risk factor, safety countermeasures proven to address these risk factors will be proposed. Consistent with the Safe System Approach, countermeasures may include physical infrastructure improvements as well as non-infrastructure strategies such as targeted education campaigns.

Within the jurisdiction, the team will develop safety improvement projects addressing the highest-ranking segments, corridors, and intersections identified through the safety analysis task, incorporating input from government officials, stakeholders, and the public.

The team will provide project descriptions, locations, and conduct evaluation and prioritization. We will also prepare conceptual planning cost estimates, safety benefit estimates, and other information needed for a subset of projects for the City to pursue for implementation funding, including USDOT discretionary grant funding. For this subset, we will provide project examples, images, typical sections, and other supporting documentation drawn from key safety sources such as [FHWA's Proven Safety Countermeasures](#) and [Safe System Roadway Design Hierarchy](#), and [NHTSA's Countermeasures That Work](#).

Equity Analysis

Equity is a key consideration in safety efforts. Race and ethnicity are important factors in equity, but not the only ones. In the CSAP context, equity relates to available modes of travel and creating a plan to provide safe and equal opportunities for mobility regardless of residence, age, income, race, ethnicity or ability.

HDR will leverage its national transportation equity expertise to deliver an equity and needs-based traffic safety analysis for the City and its stakeholders while monitoring changes in Federal regulations surrounding the use of equity in communication. The project will work toward fair treatment of all users. We will work with you during scope development to incorporate changes in Federal guidelines and their impact on creating a compliant CSAP.

Crash Dashboard

Our team plans to leverage a crash dashboard for the City of Blair. This dashboard will be a collaborative space where anyone on the project can sort/filter crashes by type, location, or view the temporal distribution of crashes to quickly spot trends in the data. Our team incorporated this into the Highway 75 study in north Omaha to aid in the development of existing conditions.



Action Plan & Program Projects

Using the findings from stakeholder and public engagement, along with the safety data and equity analysis, HDR will develop a CSAP aligned with the Safe System Approach that clearly outlines the recommended actions for the City to reduce fatal and serious injury crashes. HDR will identify opportunities to strengthen City policies, plans, and guidelines, as well as ways the City can advocate for similar improvements with partner agencies such as NDOT.

Each proposed action to improve these policies, plans, or guidelines will include a timeline, responsible party, and potential funding sources to support the action.

The CSAP will also include a program of projects addressing the highest-ranking segments, corridors, and intersections, along with priorities identified through stakeholder and public input. These projects may involve reconstruction at specific locations or deployment of systemic safety countermeasures, such as traffic calming or signing improvements, across identified high-priority areas in the community. HDR will also identify systemic safety strategies that can be incorporated into existing City maintenance and preservation activities to reduce overall implementation cost and effort.

The action plan will prioritize crash mitigation strategies using resources such as benefit-cost analysis. Strategies will include an estimated cost range and will consider all elements of the Safe System Approach shown in **TABLE 3**. The action plan will also outline recommended leading and lagging performance measures to help the City independently evaluate mitigation effectiveness and continue refining future safety strategies. Leading measures may include the number of safety projects installed (roundabouts, signing improvements, etc.), miles of safety features installed (cable barrier, rumble strips), or the number of road safety audits completed. Lagging measures may include the number or rate of fatal and serious injury crashes, or intersection/segment risk ratings.

DRAFT & FINAL CSAP

The CSAP will be developed to be comprehensive of all SS4A required components while remaining flexible, accessible, and easy for stakeholders to understand. **Our goal is for the CSAP to tell a compelling story that builds momentum toward implementation.**

Drawing from past experience, we begin plan development with the final product in mind. The intent is for key safety implementors to regularly reference sections of the plan to support education, engineering, enforcement, and post-crash

HDR's approach to safety strategies helps build safety into city practices and smaller projects in addition to identifying major projects.



care. While we will create a cohesive document, discussions throughout plan development will focus on tailoring the CSAP to the context and needs of the Blair community.

A key part of plan acceptance is obtaining and publicizing official commitments from elected or appointed officials. These commitments support the Leadership Commitment and Goal Setting requirements. From project kickoff, our team will emphasize the importance of leading through action and statements, and of building broad support among agency leaders and elected officials. When local leaders' passion for safety is captured, the plan gains meaningful traction.

The previously outlined work will allow the team to compile our prior results and analysis and use them to draft each plan section. We will share drafts with relevant stakeholders for review and comment, then prepare the final CSAP consistent with SS4A requirements and compliant with the current administration. This will position Blair to complete the [Self-Certification Eligibility Worksheet](#). Once the plan is finalized, we will prepare presentation materials to share the CSAP with the public, stakeholder groups, and community members who will help implement it.

TABLE 3: SAFE SYSTEM APPROACH ELEMENTS BY STRATEGY TYPE

STRATEGY	ELEMENTS				
	SAFE ROADS	SAFE SPEEDS	SAFE ROAD USERS	SAFE VEHICLES	POST-CRASH CARE
Infrastructure Improvements	✓	✓			
Roadway Planning & Design	✓	✓			
Education & Community Outreach			✓		
Enforcement of Traffic Laws		✓	✓		
New Vehicle & Transportation Related Technology				✓	
Emergency Response					✓
Safety Policies	✓	✓	✓	✓	✓

Proposed Schedule

Our team recognizes that developing an approved SS4A plan is the first step toward defining the City’s top safety priorities and enabling future SS4A implementation grant funding. Our team also recognizes that an SS4A plan is stronger when built through a community-focused and transparent process. As such, our approach is structured so that, within a few months of Notice to Proceed, we complete the Safety Analysis and then focus the remaining planning effort on safety solutions targeting the City’s priority safety concerns. In the subsequent months, we will work with the City to recommend and validate a plan of projects, a range of strategies that align with the Safe System Approach, and updates to policies and guidance documents that form the core of the draft plan.

At key phases, we will gather stakeholder and public input on safety needs and later on plan recommendations. We will keep the plan progressing by sharing draft technical memorandums or components of the plan for City staff review and comment as they are completed. A draft plan will be completed and approved by City staff in January 2027, and it will be posted to the project website prior to the plan adoption date.

With this schedule, City staff will know by the end of 2026 what budgetary items may be needed for grant match in 2027 or to complete low-cost proactive safety implementations. The plan document will also be complete and approved by Council in advance of the traditional Spring or Summer timing of the SS4A grant program. As we have done with many communities, we will help the City meet the deadlines and reporting requirements associated with the SS4A grant funding the project.

TABLE 4: PROPOSED PROJECT SCHEDULE

Task	2026								2027			
	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Project Management	✓ Kick-Off											
Stakeholder & Public Engagement												
Safety Data & Equity Analysis												
Projects & Strategies												
Safety Action Plan									✓ Draft Plan		✓ Final Plan	

LEGEND: ✓ Milestone Public Meeting

References & Conflict of Interest and Disclosures

References

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Conflict of Interest

We are not aware of any projects or relationships that would cause a conflict-of-interest on this project. We have a strong set of protocols and guidelines in place if possible conflicts of interest arise.

Debarment/Suspension Status

HDR confirms that it is not currently debarred, suspended, or otherwise excluded from participation in any governmental contracting programs. If any issue were to arise in the future, we would immediately inform the City.

Relevant Litigation/Contract Terminations

HDR has no relevant litigation or contract terminations to disclose. Should any issue arise in the future, we will promptly inform the City.



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We practice increased use of sustainable materials and reduction of material use.

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