AGENDA

Mankato City Council
Regular Meeting
November 9, 2026 - 6 p.m.
IGC - Council Chambers

1. **Call Meeting to Order**

   Roll Call

   Pledge of Allegiance

2. **Approval of Agenda**

3. **Approval of Minutes**

   Regular Meeting of October 26, 2026

4. **Public Open Forum (15 Minutes)**

   The public may address the Council on any topic, with the condition that they may not speak on the same item later in the meeting. Speakers are encouraged to register with the City Clerk prior to the start of the meeting, and are limited to three minutes.

5. **Consent Calendar**

   NOTE: All items listed under the Consent Calendar will be enacted by one motion. There will be no separate discussion of these items. If a Council Member wishes to discuss any of these items, they may ask that the item be removed from the Consent Calendar. Removed item(s) will be discussed and acted upon by separate motion.

   A. Motion approving application for an On-sale Intoxicating, Sunday, and Non-enclosed Premise (patio) Liquor License for Sol Mexican Restaurant Bar & Grill, LLC DBA Sol Mexican Restaurant Bar & Grill at 2041 Blazing Star Drive.

B. Report on project and change orders 13 and 14 for Capital Improvement Project 10884; Kern Bridge.

C. Resolution amending Resolution R-2026-0727-172 authorizing the City Manager to execute the grant agreement for the Airport Clear Zone Acquisition Plan Project.

D. Resolution amending Resolution R-2026-0727-170 authorizing the City Manager to execute the grant agreement for the Airport Entrance Road Pavement Rehabilitation Project.

E. Resolutions authorizing the City Manager to execute the State Airport Fund Grant Agreements for the Airport Traffic Control Tower Construction under the Airport Improvement Program.

F. Resolution authorizing the City Manager to select a consultant and execute an agreement for the 2028 Transit Development Plan.

G. Set December 14, 2026, as the date of public hearing on an Ordinance amending Chapter 6 and Chapter 10 of the Mankato City Code pertaining to Cannabis updates.

H. Set December 14, 2026, as the date of public hearing to consider dissolving the Housing and Redevelopment Authority of Mankato, Minnesota.

6. **Planning Commission**

A. Resolution approving a Conditional Use Permit to allow apartments above the ground-floor in the CBD-C, Central Business District Core (100 and 112 East Walnut Street); by request of Jon Kietzer.

7. **Licenses**

A. Motion revoking On-sale Intoxicating, Sunday, and Non-enclosed Premise (Patio) liquor license for Weggy's on Campus, LLC DBA Weggy's on Campus, per request of the Minnesota Department of Revenue.

8. **Council Business**

A. Resolution ordering the abatement of a hazardous structure and conditions, code violations, and public nuisances for a property located at 1515 4th Avenue.

B. Resolution accepting the Pohl Road and Timberwolf Drive/Tanager Road Safety Review and Ordering Recommended Improvements.

9. **Reports and Miscellaneous Business**

View all city committee meetings by clicking on our City Calendar

Regular Council Meeting, November 23, 2026, 6 p.m., Council Chambers (with Work Session to follow)

Public Budget Hearing, December 7, 2026, 6 p.m., Council Chambers

Regular Council Meeting, December 14, 2026, 6 p.m., Council Chambers (with EDA and/or Work Session to follow)

10. **Adjournment**

MINUTES

Mankato City Council
Regular Meeting
October 26, 2026 - 6 p.m.
IGC - Council Chambers

1. **Call Meeting to Order**

Roll Call

Members Present: Kevin Mettler, Mike Laven, Dennis Dieken, Michael McLaughlin, Jenn Melby-Kelley, Jessica Hatanpa, and Mayor Najwa Massad.

Staff Present: City Manager Susan Arntz, Administrative Services Director Parker Skophammer, Community Development Director Mark Konz, Economic Development Coordinator Courtney Kramlinger, Construction and Facilities Services Director Jim Tatge, City Engineer Cory Bienfang, City Attorney Pam Whitmore and City Clerk Renae Kopischke.

Pledge of Allegiance

2. **Approval of Agenda**

Mr. Mettler moved and Ms. Hatanpa seconded a motion to approve the agenda as written. The motion carried unanimously.

3. **Approval of Minutes**

Ms. Hatanpa and Mr. Mettler seconded a motion to approve the minutes of the Regular Meeting of October 13, 2026, as written. The motion carried unanimously.

4. **Public Open Forum (15 Minutes)**

Ava Corey-Gruenes commented on potential conflicts of interest for members of City Council.

Chris Schoenstedt shared allegations of potential conflicts of interest for members of City Council.

5. **Consent Calendar**

NOTE: All items listed under the Consent Calendar will be enacted by one motion. There will be no separate discussion of these items. If a Council Member wishes to discuss any of these items, they may ask that the item be removed from the Consent Calendar. Removed item(s) will be discussed and acted upon by separate motion.

Mr. Laven pulled item 5.H. Mr. Dieken moved and Mr. Mettler seconded a motion to approve the Consent Calendar as amended. With all members voting in favor, the motion carried.

A. Motion approving application for an On-Sale 3.2 Percent Malt Liquor License for Rishiv Hospitality, LLC DBA Baymont by Wyndham, 2120 US Hwy 169 North, Mankato (also known as 51578 US Hwy 169).

B. Resolution authorizing the City Manager to enter into an agreement for continuation of insurance coverage through the League of Minnesota Cities Insurance Trust (LMCIT) and authorizing that the City does not waive statutory limits on Municipal Tort Liability.

C. Resolution authorizing the procurement of a dump/snow plow truck to replace unit #5110 as detailed in the 2025 Budget.

D. Resolution authorizing City Manager to submit a Contamination Cleanup Grant application to the Minnesota Department of Employment and Economic Development (DEED) for 602-634 South Front Street and 112 West Liberty Street.

E. Resolution authorizing the City Manager to execute the State Airport Fund Grant Agreement for the Airport Traffic Control Tower Construction under the FAA Contract Tower Program.

F. Resolution authorizing the City Manager to execute the State Airport Fund Grant Agreement for the Airport Taxiway A/D/E Reconstruction and Enhanced Taxiway Markings Project.

G. Resolution authorizing the City Manager to execute that State Airport Fund Grant Agreement for the replacement of the airport snow removal truck and plow (Unit 91).

H. Resolutions establishing 2027 rates for Special Services District Parking and Maintenance.

Mr. Laven referred to the security enhancements and improvements and the focus on Jackson Park.

Brief discussion on the budget for park improvements. Mr. Tatge stated that the improvements haven't been determined. He noted that funding would likely come from the parks fund or the general fund, not from the parking services district.

Mr. Laven asked whether discussions regarding the proposed improvements were underway and whether the matter would return to the Council for approval. He also raised concerns about inappropriate uses, asked whether similar measures would be considered for all parks, and requested public engagement as part of the process.

It was indicated that if there were any ordinance amendments that they would come before the Council for review and approval.

Mr. Laven moved and Mr. Mettler seconded a motion to approve the Resolutions establishing 2027 rates for Special Services District Parking and Maintenance. The motion carried unanimously.

I. Report on project and Change Order 10 for MnDOT Project SP 5212-35 (169); Veteran's Bridge (Bridge 07042) Rehabilitation project.

J. Report on project and Change Orders 7, 8, 9, and 10 for Capital Improvement Project 11193; 2026 Resurfacing.

K. Resolution declaring adequacy of petitions, waiving hearings and adoption of Final Assessments on Capital Improvement Project 11205; 2026 Miscellaneous Assessments.

L. Resolution considering bids on Capital Improvement Project 11238; Balcerzak Water Tower Rehabilitation.

M. Resolution rescinding the October 13, 2026, Resolution R-2026-1013-281, ordering Improvement Project 11189 and reordering Improvement Project 11189; TH 169 Improvements.

N. Resolution authorizing submission for the 2026 Edward Byrne Memorial Justice Assistance Grant (JAG), and motion approving the Joint Agreement between the City of Mankato and Blue Earth County to share JAG Program Award.

6. **Public Hearings**

A. Ms. Kramlinger reported that on October 13, 2026, the Mankato Economic Development Authority (EDA) passed a resolution approving an Economic Development Loan to Verdant Agritech, LLC in the amount of $300,000 to be used for the purchase of equipment.

Ms. Kramlinger explained that Verdant, in partnership with the property owner, will construct a 63,000 square foot indoor farming facility at 1761 Energy Drive to grow premium organic microgreens and blue oyster mushrooms year-round. She stated that construction is anticipated to begin in early 2027 and be completed by the end of 2027. She noted that the project includes approximately $2.6 million in capital equipment costs, with Verdant requesting a $300,000 economic development revolving loan to finance a portion of those costs.

Ms. Kramlinger indicated that the business subsidy agreement identifies the financial assistance provided and establishes job and wage goals. Per the revolving loan guidelines, the term of the loan is seven years, and the interest rate is 4.725% (70% of the prime rate at the time of application). She noted that one permanent full-time job must be created or retained within two years of the loan closing for each $50,000 borrowed and the positions must pay at least 110 percent of the federal poverty rate for a family of four within two years of the loan closing; thus, based on the $300,000 request, Verdant is required to create at least six full-time equivalent jobs. She added that it is anticipated that there will be 17 jobs created in year one and 75 jobs created in year two, with wages exceeding the revolving loan guidelines.

Ms. Kramlinger reported that per Minnesota Statute 116J.993 through 116J.995, the requested assistance is considered a business subsidy because the amount exceeds $150,000. She stated that a business subsidy agreement is required, which would be between the City and Verdant Agritech, LLC. She mentioned that the progress on meeting the job and wage goals will need to be reported to the Minnesota Department of Employment and Economic Development by April 1 each year until goals and obligations are met.

Ms. Kramlinger explained that the purpose of the revolving loan program is to increase the City's tax base, create and retain jobs and improve economic opportunity and living standards for the residents of Mankato by promoting local business development and expansion and leveraging private sector funds. She indicated that per Minnesota Statute, consideration of a business subsidy agreement requires a public hearing and Council approval.

Mayor Massad opened the public hearing. There being no one wishing to speak, Mayor Massad closed the public hearing.

Mr. Dieken moved and Ms. Hatanpa seconded a motion to approve the Resolution approving the business subsidy loan agreement with Verdant Agritech, LLC. The motion carried unanimously.

B. Mr. Bienfang stated that this is a final assessment hearing for Council to consider adoption of the final assessment rolls by resolution for the following Capital Improvements Projects:

- 11057; Germania Park Phase 4 Reconstruction
- 10994; Riverfront Drive Reconstruction
- 11078; West 7th Street Reconstruction
- 11114; Germania Park Phase 5 Reconstruction
- 11120; Woodshire Drive Reconstruction

Mr. Bienfang pointed out that increased assessment amounts between the preliminary and final roll primarily may reflect owner-requested private-property improvements assessed at full actual cost, final contract costs for required sewer and water service replacements, or the as-built area and contract price of driveway approach and apron work within the public right of way. He stated that the city conducts a second final assessment hearing using the actual costs of the project and sends a notice to property owners, as there may be a change in the assessment from what was approved at the preliminary assessment hearing.

Mr. Bienfang explained the process and said that the law sets out discrete timelines and procedures for noticing for hearings. He mentioned that the proposed assessment notice was published in the Free Press on October 9, 2026, and the proposed final assessment notices were mailed to property owners on or before October 9, 2026, for all projects. He summarized the assessment payment terms, including the option to prepay without interest or have unpaid balances certified to Blue Earth County for collection over five, ten, or fifteen years at 4.5% annual interest. He also reviewed hardship deferrals, the objection and appeal procedures, and the Council's authority to consider objections and adopt or amend the assessment roll. It was noted that no written objections had been received by the City Clerk.

Mr. Bienfang reported that the final assessment hearing was conducted for **project 11057; Germania Park Phase 4 Reconstruction** on October 14, 2025, and at the hearing, Grace Baptist Church objected to their assessment. He noted that the Council approved the final assessment roll for 11057 but removed three parcels for Grace Baptist Church (01.09.06.186.005, 01.09.06.186.006, and 01.09.06.328.001). He explained that since that time, the city conducted a special benefit analysis for the three parcels owned by Grace Baptist Church which are reflected on the final assessment roll.

Mayor Massad opened the public hearing. There being no one wishing to speak, Mayor Massad closed the public hearing.

Mr. Dieken moved and Mr. Laven seconded a motion to approve the Resolution adopting the assessment on Capital Improvement Project 11057; Germania Park Phase 4 Reconstruction. The motion carried unanimously.

Mr. Bienfang indicated that a preliminary assessment hearing was conducted for **project 10994; Riverfront Drive Reconstruction** on December 11, 2023, and at the hearing, there were no objections, and the project was ordered and the preliminary assessment roll was adopted.

Mayor Massad opened the public hearing. There being no one wishing to speak, Mayor Massad closed the public hearing.

Ms. Hatanpa moved and Mr. McLaughlin seconded a motion to approve the Resolution adopting the assessment on Capital Improvement Project 10994; Riverfront Drive Reconstruction. The motion carried unanimously.

Mr. Bienfang stated that an improvement hearing was conducted for **project 11078; West 7th Street Reconstruction** on January 13, 2025, and at the hearing, there were no objections, and the project was ordered, declared to be assessed and ordered preparation of proposed assessment.

Mayor Massad opened the public hearing. There being no one wishing to speak, Mayor Massad closed the public hearing.

Ms. Hatanpa moved and Mr. Mettler seconded a motion to approve the Resolution adopting the assessment on Capital Improvement Project 11078; West 7th Street Reconstruction. The motion carried unanimously.

An improvement hearing was conducted for **project 11114; Germania Park Phase 5 Reconstruction** on January 13, 2025, and prior to the hearing, the city received a letter from the developer on 8th Avenue objecting to the proposed improvements, including the extension of 8th Avenue north of Cleveland Street. The city also received an inquiry from Grace Baptist Church regarding their pending application to vacate Lind Street between 6th Avenue and 7th Avenue. Considering the significance of these two issues, the hearing was continued until March 10, 2025. At that meeting, the project was ordered, declared to be assessed and ordered preparation of the proposed assessment.

Mayor Massad opened the public hearing. There being no one wishing to speak, Mayor Massad closed the public hearing.

Mr. Laven moved and Mr. McLaughlin seconded a motion to approve the Resolution adopting the assessment on Capital Improvement Project 11114; Germania Park Phase 5 Reconstruction. The motion carried unanimously.

Mr. Bienfang stated that an improvement hearing was conducted for **project 11120; Woodshire Drive Reconstruction** on January 13, 2025, and at the hearing, Twin Valley Council Boy Scouts objected to their assessment. The hearing was continued to February 10, 2025, where the Council heard additional testimony from Twin Valley Council and closed the public hearing; however,

since the item required a super-majority vote to proceed and insufficient members were present, no action was taken by the Council and staff were directed to bring the item back for consideration at a future meeting. At the February 24, 2025, City Council meeting, the project was ordered, declared to be assessed and ordered preparation of the proposed assessment.

Mayor Massad opened the public hearing. There being no one wishing to speak, Mayor Massad closed the public hearing.

Mr. Dieken moved and Mr. Mettler seconded a motion to approve the Resolution adopting the assessment on Capital Improvement Project 11120; Woodshire Drive Reconstruction. The motion carried unanimously.

C. Mr. Konz stated that the current Mankato City Codes outline that "public housing units, including multiple-family dwelling units" may be considered by way of a conditional use permit in the R-3, Limited Multiple Dwelling District, and the R-4, Multiple-Family Dwelling District.

Mr. Konz explained that conditional use permits are meant to address land-use impacts unique to a use, such as traffic, noise, hours of operation, etc., not the funding source or tenant income of housing. He commented on the required extra hearings, timeline delay, and unpredictability for developers/housing authorities, all of which raise costs and discourage production, without providing meaningful land-use protections beyond what standard review can achieve.

Mr. Konz indicated that as proposed, "public housing units" would be removed as a conditional use permit from City Code Sections 10-166 and 10-202 and instead, the housing units will be classified under whatever the applicable review process is for comparable housing types (e.g., the same permitted-use category as multifamily/apartment housing).

Mr. Laven mentioned the changes aligning with the Strategic Plan and wondered if they would address some of the concerns at the State Capitol? Mr. Konz agreed and noted that it would streamline the process from a timing perspective, as there wouldn’t be a 60-day timeline.

Mayor Massad opened the public hearing. There being no one wishing to speak, Mayor Massad closed the public hearing.

Ms. Hatanpa moved and Ms. Melby-Kelley seconded a motion to approve the Ordinances amending Chapter 10 of the Mankato City Code related to permitted and conditional uses for public housing units in the R-3, Limited Multiple-Family Dwelling District and the R-4, Multiple Family Dwelling District; by request of the City of Mankato. The motion carried unanimously.

7. **Council Business**

Ms. Arntz commented on the completion of Kern Bridge and the Ribbon Cutting scheduled for Tuesday, October 27 at 1 p.m. She also mentioned the Ribbon Cutting for the Vet's Bridge on Friday, October 30 at 2 p.m.

8. **Reports and Miscellaneous Business**

View all city committee meetings by clicking on our City Calendar

Work Session, November 2, 2026, 6 p.m., Minnesota River Room

Regular Council Meeting, November 9, 2026, 6 p.m., Council Chambers (with EDA and/or Work Session to follow)

Regular Council Meeting, November 23, 2026, 6 p.m., Council Chambers (with Work Session to follow)

9. **Adjournment**

There being no further business, Mr. Dieken moved and Mr. Mettler seconded a motion to adjourn. With all members voting in favor, the meeting adjourned at 6:42 p.m.

Minutes Approved.

_____
Mayor Massad

ATTEST:

_____
Renae Kopischke
City Clerk

AGENDA RECOMMENDATION

City Council Regular Meeting **5. A.**

Meeting Date: 11/09/2026

Agenda Item:

Motion approving application for an On-sale Intoxicating, Sunday, and Non-enclosed Premise (patio) Liquor License for Sol Mexican Restaurant Bar & Grill, LLC DBA Sol Mexican Restaurant Bar & Grill at 2041 Blazing Star Drive.

Recommendation/Action(s):

Motion approving liquor license contingent upon receipt of food license from the Department of Health.

Summary:

An application has been submitted by Sol Mexican Restaurant Bar & Grill, LLC DBA Sol Mexican Restaurant Bar & Grill, 2041 Blazing Star Drive, for an on-sale intoxicating (Class New), Sunday liquor and Non-enclosed premise (patio) license.

Taxes are current for this premise. A Certificate of Liquor Liability Insurance has been provided. A liquor license-holder agreement has been negotiated between the applicant and the Department of Public Safety.

A background investigation of all persons and premises named in the application reveals nothing that would preclude issuance of this license; however, due to the food requirement in the City Code, approval is contingent upon receipt of the MN Department of Health food license. License fees of $4,960 and an investigation fee of $500 will be set for deposit into the city's general fund.

AGENDA RECOMMENDATION

Consent Calendar **5. B.**

City Council Regular Meeting
Meeting Date: 11/09/2026

Agenda Item:
Report on project and change orders 13 and 14 for Capital Improvement Project 10884; Kern Bridge.

Recommendation/Action(s):
No action, informational only.

Summary:
In accordance with Section 2-8 of the Mankato City Code, the City Manager is to report as soon as practicable on change orders approved under $100,000 or up to 5% of construction cost for projects above $2,500,000. The following is a summary of change orders to date for 10884; Kern Bridge Project.

Project status was last shared with the City Council on July 13, 2026, at which time Change Orders 7 and 12 were presented. As of the time of this report, major construction is complete, and the bridge is officially open to the public. The contractor is actively monitoring the permanent turf restoration, working on the project punch list, and assembling the final closeout documentation. Since the last update, two (2) additional change orders have been prepared. A summary of each is as follows:

Change Order 13: Concrete Curb & Driveway Revisions (deduction of $1,355.75)

During construction there were identified to be several concrete modifications that would achieve cost savings and better accommodate the intended product. First, the city requested an elimination of the colored concrete sidewalk from the project. This revision reduced project cost while maintaining the overall functionality and focus on the bridge itself. Second, the city requested a higher curb along the west side of Sibley Parkway to provide a more gradual concrete boulevard and overall appearance near the bridge trailhead on the Sibley Park side. Lastly, the city requested a wider and thicker concrete apron for CHS Pergola Way to better accommodate delivery

semi-truck traffic while also accommodating the new pedestrian crossing.

The cumulation of these changes resulted in a net deduction on the contract overall.

Change Order 14: Substantial Completion Revision (no change to contract amount)

The Contract Date of substantial completion for the project was October 3, 2026. Due to project conditions and impacts beyond the original schedule, additional time is required to complete the work necessary to achieve traffic and safe bridge crossing. The contractor submitted a request to revise the substantial completion date based on revisions to CHS Pergola Way apron. Changes to the ornamental railing and fabrication delay of railing delivery were the basis for the extension to the original project schedule.

The engineer has reviewed and verified the basis for the extension. The engineer's recommendation is a revised Substantial Completion of October 16, 2026.

The total of all change orders to date consisting of numbers 1 through 14 is a contract reduction of $55,220.75. No additional change orders have been identified or are expected.

Attachments

Change Order 13

Change Order 14

Change Order Summary

STATE AID FOR LOCAL TRANSPORTATION
CHANGE ORDER

Rev. December 2024

SP/SAP(s)	SP 137-090-005	MN Project No.:	STPF-TA 0722 (098)	Change Order No.	13

Project Location	Over Blue Earth River between Land of Memories and Sibley Park using the Historic Kern Bridge (#L5669)		
Local Agency	City of Mankato	Local Project No.	10884
Contractor	Redstone Construction, LLC	Contract No.	MANKA 10884
Address/City/State/Zip	2183 Minnesota Highway 65 PO Box 218 / Mora / MN / 55051		
Total Change Order Amount	- $1,355.75		

Issue: The Engineer has determined the Contract needs to be revised in accordance with specification 1402.1 Alteration of Work, see below:

The city has requested several modifications to the project to achieve cost savings and better accommodate the intended pedestrian environment. First, the city has requested the elimination of the colored concrete section from the project. This revision will reduce project costs while maintaining the overall functionality of the improvement.

In addition, the city has requested revisions to the curb and gutter design, changing the proposed B618 curb and gutter to a B818 curb and gutter. This modification will provide a more gradual slope adjacent to the non-walkable sidewalk area and improve the overall constructability and appearance of the facility. Following review and redesign by the Engineer, corresponding adjustments will be made to the 6-inch concrete walk and curb and gutter as detailed in the attached Estimate of Cost.

The city has requested an increase in the concrete thickness of the CHS Pergola apron and adjacent sidewalk from 6 inches to 7 inches to better accommodate anticipated semi-truck traffic within the area. This revision will provide additional structural capacity and long-term durability of the pavement section under heavier loading conditions. The resulting quantity and cost adjustments associated with this modification are included in the attached Estimate of Cost.

Resolution:

1. The Agency will modify plan sheets G26, C09 and C19. See attached revised plan sheets reflecting the changes. The Contractor will provide all equipment, labor, and materials to install the B816 curb & gutter, 6" concrete walk and 7" concrete driveway pavement. The Contractor will make the necessary adjustments per revised plan sheets. All work shall be in accordance with all applicable specifications.

2. Payment for this work shall include all associated costs as shown in Estimate of Cost and in accordance with the contract unit prices.

Entitlement:

1402.1 Alteration of Work

Contract Time - is not changed

SP/SAP(s)	SP 137-090-005	MN Project No.:	STPF-TA 0722 (098)	Change Order No.	13

Estimate Of Cost: *(Include any increases or decreases in contract items, any negotiated or force account items.)*

Group/Funding Category**	Item No.	Description	Unit	Unit Price	+ or – Quantity	+ or – Amount $
2 - Trail	2531.503	Concrete Curb & Gutter Design B818	LIN FT	* $40.50	+64	+$2,592.00
2 - Trail	2531.503	Concrete Curb & Gutter Design B618	LIN FT	$23.50	-64	-$1,504.00
2 - Trail	2521.518	6" Concrete Walk	SQ FT	$8.75	+491	+$4,296.25
2 - Trail	2521.518	6" Concrete Walk Special	SQ FT	$19.00	-895	-$17,005.00
2 - Trail	2531.504	7" Concrete Driveway Pavement	SY	$82.00	+82.5	+$6,765.00
2 - Trail	2021.501	Mobilization	Each	$3,500.00	+1	+$3,500.00
				Net Change this Change Order		**- $1,355.75**

**** Negotiated unit price***

*****Group/funding category is required for federal aid projects***

Project Engineer:	Mark Maves	Date:	10/22/2026
Print Name:	Mark Maves	Phone:	651-470-1691
Contractor:	Nate Larson	Date:	10/26/2026
Print Name:	Nate Larson – Redstone Construction	Phone:	320-679-4140
City Engineer:	Cory L Bienfang	Date:	10/27/2026
Print Name:	Cory Bienfang	Phone:	507-387-8643

Other required signatures (MnDOT if work on Trunk Highway, other agency as needed). These signatures should be inplace before submittal to the DSAE.

Signature:		Date:	
Print Name:	Susan MH Arntz	Phone:	507-508-2378
Title and Agency:	City Manager, City of Mankato		

SP/SAP(s)	SP 137-090-005	MN Project No.:	STPF-TA 0722 (098)	Change Order No.	13

DSAE Portion: The State of Minnesota is not a participant in this contract. Signature by the District State Aid Engineer is for FUNDING PURPOSES ONLY and for compliance with State and Federal Aid Rules/Policy. Eligibility does not guarantee funds will be available.

This work is eligible for:
fund_fed3 Federal Funding
fund_state3 State Aid Funding
fund_local3 Local/Other Funds

District State Aid Engineer: Date:

STATE AID FOR LOCAL TRANSPORTATION
CHANGE ORDER

Rev. December 2024

SP/SAP(s)	SP 137-090-005	MN Project No.:	STPF-TA 0722 (098)	Change Order No.	14

Project Location	Over Blue Earth River between Land of Memories and Sibley Park using the Historic Kern Bridge (#L5669)		
Local Agency	City of Mankato	Local Project No.	10884
Contractor	Redstone Construction, LLC	Contract No.	MANKA 10884
Address/City/State/Zip	2183 Minnesota Highway 65 PO Box 218 / Mora / MN / 55051		
Total Change Order Amount	$0.00		

Issue: The Engineer has determined the Contract needs to be revised in accordance with specification Other, see below:

Special Provision S-33.2 currently requires the Contractor to complete all work necessary to place traffic on the planned permanent configuration, including installation of all permanent safety devices (guardrail, lighting, signing, and striping), by October 3, 2026. Due to project conditions and impacts beyond the original schedule, additional time is required to complete the remaining work necessary to achieve the specified traffic configuration and associated safety improvements. During construction, revisions to the CHS Pergola Way apron required additional coordination, review, and construction efforts that extended the time needed to complete associated work activities. In addition, revisions to the ornamental rail details affected fabrication requirements and subsequently delayed delivery of the rail materials. The delay was further compounded by the limited availability of qualified finishing vendors, as only two MnDOT-approved powder coating companies were available to perform the required coating work. These factors extended fabrication and procurement lead times beyond those anticipated in the original project schedule.

Resolution:

1. The Agency will revise Special Provision S-33.2 Substantial Completion Date of October 3, 2026, to October 16, 2026.

2. No change in contract compensation is associated with this revision

Entitlement:

Contract Time - The Contractor is entitled to a 13-calendar-day extension to the interim completion date identified in Special Provision S-33.2 due to circumstances affecting the Contractor's ability to achieve the required conditions by October 3, 2026.

Estimate Of Cost: *(Include any increases or decreases in contract items, any negotiated or force account items.)*

Group/Funding Category**	Item No.	Description	Unit	Unit Price	+ or – Quantity	+ or – Amount $
					Net Change this Change Order	**$0.00**

***Group/funding category is required for federal aid projects*

STATE AID FOR LOCAL TRANSPORTATION
CHANGE ORDER

Rev. December 2024

SP/SAP(s)	SP 137-090-005	MN Project No.:	STPF-TA 0722 (098)	Change Order No.	14

Project Engineer:	Mark Maves	Date:	10/15/2026
Print Name:	Mark Maves - SEH	Phone:	651-470-1691
Contractor:	Nate Larson	Date:	10/16/2026
Print Name:	Nate Larson – Redstone Construction	Phone:	320-679-4140
City Engineer:	Cory L Bienfang	Date:	10/16/2026
Print Name:	Cory Bienfang	Phone:	507-387-8643

Other required signatures (MnDOT if work on Trunk Highway, other agency as needed). These signatures should be inplace before submittal to the DSAE.

Signature:	Parker Stephenson	Date:	10-21-26
Print Name:	~~Susan MH Arntz~~ Parker Stephenson	Phone:	507-508-2378
Title and Agency:	Acting City Manager, City of Mankato		

DSAE Portion: The State of Minnesota is not a participant in this contract. Signature by the District State Aid Engineer is for FUNDING PURPOSES ONLY and for compliance with State and Federal Aid Rules/Policy. Eligibility does not guarantee funds will be available.

This work is eligible for:
fund_fed3 Federal Funding
fund_state3 State Aid Funding
fund_local3 Local/Other Funds

District State Aid Engineer: Date:

Mankato Kern Bridge
Summary Of Change Orders
Thru 10/27/2026

Change Order No.	Description	CO Amount
1	Additional Tree Clearing & Grubbing	$31,250.00
2	DBE Revisions	$0.00
3	Lighting Revisions	$8,615.10
4	Retaining Wall Revisions (Savings)	($28,766.15)
5	Eliminate Conduit System 2 (Savings)	($167,080.00)
6	Pavement Section Revisions (Savings)	($67,981.00)
7	Excess Soil from Spring Flooding	$33,779.55
8	Additional Erosion Control Items	$11,435.00
9	Pile Driving Anylsis & Pile Tips (Savings)	($4,500.00)
10	Ornamental Metal Railing	$126,400.00
11	Truss Dimension	$0.00
12	LOM Trail Alignment	$2,982.50
13	Sibley Parkway Concrete Changes	($1,355.75)
14	Contract Time Extension	$0.00
	TOTAL	**($55,220.75)**

Notes: City Code allows the City Manager to approve change orders up to 5% of the original contract amount. The code requires that the City Council be updated on all approved change orders.

Red text signifies a negative value.

AGENDA RECOMMENDATION

Consent Calendar **5. C.**

City Council Regular Meeting
Meeting Date: 11/09/2026

Agenda Item:
Resolution amending Resolution R-2026-0727-172 authorizing the City Manager to execute the grant agreement for the Airport Clear Zone Acquisition Plan Project.

Recommendation/Action(s):
Adoption of the attached resolution.

Summary:
MnDOT requires the agreement number and specific language included in the resolution, which was not available at the time.

Background:
The Mankato Regional Airport Capital Improvement Program (CIP) includes a state fiscal year 2027 project to prepare a Clear Zone Acquisition Plan in accordance with the 2025 Minnesota Administrative Rule 8800.2400.

MnDOT Aeronautics notified the City that it accepted the project and will provide 70% funding ($7,000), leaving 30% as local share ($3,000). Upon acceptance of the funding, a grant contract is prepared.

To continue eligibility to request funds for the construction, improvement, or maintenance of the airport and to provide for the safety of aircraft operations and populations in runway approach zones, airports must own one hundred percent of all clear zones in fee simple based on planned build-out conditions in accordance with the dimensions provided or prepare a clear zone acquisition plan.

Pursuant to April 1, 2024, the Professional Services Agreement with TKDA, planning services will be conducted by TKDA to prepare the plan. The cost of the plan was determined by MnDOT for all airports.

Attachments

Amended Resolution
Original Resolution

RESOLUTION AMENDING RESOLUTION R-2026-0727-172 AUTHORIZING THE CITY MANAGER TO EXECUTE THE GRANT AGREEMENT FOR THE AIRPORT CLEAR ZONE ACQUISITION PLAN PROJECT

WHEREAS; the City of Mankato is the sponsor of the Mankato Regional Airport; and

WHEREAS; the Minnesota Administrative Rule 8800.2400 requires 100% ownership of all clear zones or preparation of a clear zone acquisition plan; and

WHEREAS; the Mankato Regional Airport applied for and was awarded 70% of the $10,000.00 project cost from MnDOT; and

WHEREAS; MnDOT identifies this project title as Clear Zone Action Plan (CZAP), project number 0701-136, grant agreement number 1064814; and

WHEREAS; the City of Mankato hereby agrees to the terms and conditions identified in the solicitation or application process as conditions for receiving an award through the Minnesota Department of Transportation; and

NOW THEREFORE, BE IT RESOLVED by the City Council of the City of Mankato that Resolution R-2026-0727-172 is amended and the City Manager is authorized to accept MnDOT Grant Agreement Number 1064814 and any amendments thereto on behalf of the City of Mankato.

This resolution shall become effective upon passage without further publication.

CERTIFICATION

I hereby certify that the foregoing resolution is a true and correct copy of the resolution presented to and adopted by the City Council of the City of Mankato at a duly authorized meeting held on November 9, 2026.

Adopted this 9th day of November 2026.

_____
Najwa Massad, Mayor

ATTEST: _____
Renae Kopischke, MMC
City Clerk

R-2026-0727-172

RESOLUTION TO ACCEPT MNDOT FUNDING FOR THE AIRPORT CLEAR ZONE ACQUISITION PLAN PROJECT

WHEREAS; the City of Mankato is the sponsor of the Mankato Regional Airport; and

WHEREAS; the Minnesota Administrative Rule 8800.2400 requires 100% ownership of all clear zones or preparation of a clear zone acquisition plan; and

WHEREAS; the clear zone provides for the safety of aircraft operations and people in the runway approach zones and the acquisition plan is required for continued eligibility for construction, improvement, or maintenance of the airport funding; and

WHEREAS; the project is included in the 2027 Airport Capital Improvement Projects; and

WHEREAS; MnDOT is providing 70% of the total project cost of $10,000 leaving 30% or $3,000 as local share; and

WHEREAS; the Planning Services for the project will be performed by TKDA, pursuant to the Professional Services Agreement dated March 2023.

NOW THEREFORE, BE IT RESOLVED by the City Council of the City of Mankato that the City Manager is authorized to accept the funds and execute the MnDOT Agreement.

This resolution shall become effective upon passage without further publication.

CERTIFICATION

I hereby certify that the foregoing resolution is a true and correct copy of the resolution presented to and adopted by the City Council of the City of Mankato at a duly authorized meeting held on July 27, 2026.

Adopted this 27th day of July 2026.

Najwa Massad

Najwa Massad, Mayor

ATTEST: Renae Kopischke

Renae Kopischke, MMC
City Clerk

AGENDA RECOMMENDATION

Consent Calendar **5. D.**

City Council Regular Meeting
Meeting Date: 11/09/2026

Agenda Item:
Resolution amending Resolution R-2026-0727-170 authorizing the City Manager to execute the grant agreement for the Airport Entrance Road Pavement Rehabilitation Project.

Recommendation/Action(s):
Adoption of the attached resolution.

Summary:
MnDOT requires the agreement number and specific language included in the resolution, which was not available at the time.

Background:
The Mankato Regional Airport Capital Improvement Program (CIP) includes a state fiscal year 2027 project to rehabilitate the pavement of the airport entrance road including Airport Drive and Airport Lane.

MnDOT Aeronautics notified the City that it accepted the project and will provide 70% funding ($283,429), leaving 30% as local share ($121,470). Upon acceptance of the funding, a grant contract is prepared.

This is a two-part project, rehabilitating the entrance road in 2027 and full reconstruction of the asphalt parking lot in 2028 sequenced with the completion of tower construction.

Attachments

Amended Resolution
Original Resolution

RESOLUTION AMENDING RESOLUTION R-2026-0727-170 AUTHORIZING THE CITY MANAGER TO EXECUTE THE GRANT AGREEMENT FOR THE AIRPORT ENTRANCE ROAD PAVEMENT REHABILITATION PROJECT

WHEREAS; the City of Mankato is the sponsor of the Mankato Regional Airport; and

WHEREAS; the airport entrance roads, including Airport Drive and Airport Lane are at the end of their service life; and

WHEREAS; MnDOT is providing 70% of the total project cost of $404,899 leaving 30% or $121,470 as local share; and

WHEREAS; MnDOT identifies this project title as Entrance Road Pavement Rehabilitation, project number 0701-137, grant agreement number 1064813; and

WHEREAS; the City of Mankato hereby agrees to the terms and conditions identified in the solicitation or application process as conditions for receiving an award through the Minnesota Department of Transportation; and

NOW THEREFORE, BE IT RESOLVED by the City Council of the City of Mankato that Resolution R-2026-0727-170 is amended and the City Manager is authorized to accept MnDOT Grant Agreement Number 1064813 and any amendments thereto on behalf of the City of Mankato.

This resolution shall become effective upon passage without further publication.

CERTIFICATION

I hereby certify that the foregoing resolution is a true and correct copy of the resolution presented to and adopted by the City Council of the City of Mankato at a duly authorized meeting held on November 9, 2026.

Adopted this 9th day of November 2026.

_____
Najwa Massad, Mayor

ATTEST: _____
Renae Kopischke, MMC
City Clerk

R-2026-0727-170

RESOLUTION TO ACCEPT MNDOT FUNDING FOR THE AIRPORT ENTRANCE ROAD PAVEMENT REHABILITATION PROJECT

WHEREAS; the City of Mankato is the sponsor of the Mankato Regional Airport; and

WHEREAS; the airport entrance roads, including Airport Drive and Airport Lane are at the end of their service life; and

WHEREAS; the project is included in the 2027 Airport Capital Improvement Projects; and

WHEREAS; MnDOT is providing 70% of the total project cost of $404,899 leaving 30% or $121,470 as local share; and

NOW THEREFORE, BE IT RESOLVED by the City Council of the City of Mankato that the City Manager is authorized to accept the funds and execute the MnDOT Agreement.

This resolution shall become effective upon passage without further publication.

CERTIFICATION

I hereby certify that the foregoing resolution is a true and correct copy of the resolution presented to and adopted by the City Council of the City of Mankato at a duly authorized meeting held on July 27, 2026.

Adopted this 27th day of July 2026.

Najwa Massad

Najwa Massad, Mayor

ATTEST: Renae Kopischke

Renae Kopischke, MMC
City Clerk

AGENDA RECOMMENDATION

Consent Calendar **5. E.**

City Council Regular Meeting
Meeting Date: 11/09/2026

Agenda Item:

Resolutions authorizing the City Manager to execute the State Airport Fund Grant Agreements for the Airport Traffic Control Tower Construction under the Airport Improvement Program.

Recommendation/Action(s):

Adoption of the attached resolutions.

Summary:

The Airport Improvement Program (AIP) provides grants to public agencies for the planning and development of public-use airports that are included in the National Plan of Integrated Airport Systems (NPIAS).

Mankato was awarded $11,511,971 from the discretionary AIP through the execution of federal grant agreement 3-27-0055-042-2026. This 95% federal funding share requires a state agreement to provide the 2.5% state share and to allow the airport to receive the funding.

- The City of Mankato applied for and was awarded a State Airport Fund Grant by the Minnesota Department of Transportation, Agreement Number 1064827 for state project 0701-133, Airport Traffic Control Tower Construction.

Mankato was awarded $3,500,000 from the supplemental AIP Community Program Funding/Congressionally Directed Spending through the execution of federal grant agreement 3-27-0055-044-2026. This 95% federal funding share requires a state agreement to provide the 2.5% state share and to allow the airport to receive the funding.

- The City of Mankato applied for and was awarded a State Airport Fund Grant by the Minnesota Department of Transportation, Agreement Number 1064830 for state project 0701-135, Airport Traffic Control Tower Construction.

Background:
Funding for the Airport Improvement Program comes from the Airport & Airway Trust Fund. The authority to collect aviation excise taxes and to spend from the Trust Fund was last reauthorized in the FAA Reauthorization Act of 2024, which expires September 30, 2028. The excise taxes are imposed on domestic passenger tickets, domestic flight segments, and international passenger arrivals and departures, and on purchases of air travel miles for frequent flyer and similar programs. In addition, taxes are imposed on air cargo waybills and aviation fuel purchases. The largest source of excise tax revenues is related to transportation of passengers. The Trust Fund is supplemented by less than 10% from the General Fund.

The latest projection (October 5, 2026) for construction of the Airport Tower is $28,756,515.

- Tower Construction Estimate — $26,477,901
- Construction Administration — $2,168,614
- FAA Reimbursable Commissioning — $100,000
- City Administration — $10,000

Additional costs which are only eligible for state funding include furniture, appliances, and fixtures estimated at $50,000 and Technology estimated at $120,000 with a 30% local share.

Mankato Airport has until April 19, 2029, to complete the FAA Operational Readiness Inspection.

Attachments

Resolution AIP Discretionary
Resolution AIP CDS

RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE THE STATE AIRPORT FUND GRANT AGREEMENT FOR THE AIRPORT TRAFFIC CONTROL TOWER CONSTRUCTION UNDER THE FAA AIRPORT IMPROVEMENT PROGRAM (AIP)

WHEREAS; the City of Mankato is the sponsor of the Mankato Regional Airport; and

WHEREAS; the City of Mankato applied and was awarded Federal Grant Number 3-27-0055-042-2026 in the amount of $11,511,971.00 from the FAA Airport Improvement Program; and

WHEREAS; FAA provides 95% of the federally eligible project expenses; and

WHEREAS; the City of Mankato applied and was awarded a State Airport Fund Grant by the Minnesota Department of Transportation, Agreement Number 1064827 ("Agreement") for state project 0701-133, Airport Traffic Control Tower Construction; and

WHEREAS; the City of Mankato hereby agrees to the terms and conditions of the Agreement.

NOW THEREFORE, BE IT RESOLVED by the City Council of the City of Mankato that the City Manager is authorized to accept State Airport Fund Grant Number 1064827 and any amendments thereto for eligible project expenses the Airport Traffic Control Tower Construction Project.

This resolution shall become effective upon passage without further publication.

CERTIFICATION

I hereby certify that the foregoing resolution is a true and correct copy of the resolution presented to and adopted by the City Council of the City of Mankato at a duly authorized meeting held on November 9, 2026.

Adopted this 9th day of November 2026.

_____
Najwa Massad, Mayor

ATTEST: _____
Renae Kopischke, MMC
City Clerk

RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE THE STATE AIRPORT FUND GRANT AGREEMENT FOR THE AIRPORT TRAFFIC CONTROL TOWER CONSTRUCTION UNDER THE FAA AIRPORT IMPROVEMENT PROGRAM (AIP)

WHEREAS; the City of Mankato is the sponsor of the Mankato Regional Airport; and

WHEREAS; the City of Mankato was awarded Federal Grant Number 3-27-0055-044-2026 in the amount of $3,500,000.00 from the supplemental FAA Airport Improvement Program, Community Program Funding/Congressionally Directed Spending; and

WHEREAS; FAA provides 95% of the federally eligible project expenses; and

WHEREAS; the City of Mankato applied and was awarded a State Airport Fund Grant by the Minnesota Department of Transportation, Agreement Number 1064830 ("Agreement") for state project 0701-135, Airport Traffic Control Tower Construction; and

WHEREAS; the City of Mankato hereby agrees to the terms and conditions of the Agreement.

NOW THEREFORE, BE IT RESOLVED by the City Council of the City of Mankato that the City Manager is authorized to accept State Airport Fund Grant Number 1064830 and any amendments thereto for eligible project expenses the Airport Traffic Control Tower Construction Project.

This resolution shall become effective upon passage without further publication.

CERTIFICATION

I hereby certify that the foregoing resolution is a true and correct copy of the resolution presented to and adopted by the City Council of the City of Mankato at a duly authorized meeting held on November 9, 2026.

Adopted this 9th day of November 2026.

_____
Najwa Massad, Mayor

ATTEST: _____
Renae Kopischke, MMC
City Clerk

AGENDA RECOMMENDATION

Consent Calendar **5. F.**

City Council Regular Meeting
Meeting Date: 11/09/2026

Agenda Item:
Resolution authorizing the City Manager to select a consultant and execute an agreement for the 2028 Transit Development Plan.

Recommendation/Action(s):
Adoption of the attached resolution.

Summary:
Transportation planning is a cooperative, performance-driven process by which long and short-range transportation improvement priorities are determined. Metropolitan planning organizations, states, and transit operators collaboratively conduct transportation planning, with active involvement from the traveling public, the business community, community groups, environmental organizations, and freight operators.

The Federal Transportation Administration supports transit agencies updating their Transit Development Plan every five years. Mankato's last update was adopted by the City Council on December 11, 2023. The plan will examine how the system functions as a whole and make recommendations for improvements. Mankato/North Mankato Area Planning Organization has programmed the assistance into their 2027 Unified Planning Work Program.

Council authorized the release of a Request for Proposals for consulting services to assist with this planning effort; four proposals were received. Through the scoring and interview process, staff recommended Bolton & Menk as the consultant for professional services.

- Bolton & Menk
- Toole Design
- Jarrett Walker and Associates in partnership with Lovely City Consulting
- SRF in partnership with Foursquare ITP

Plan development will begin in 2027 and was estimated to cost $296,000 in the Transportation Improvement Program; 80 percent of the expense is provided by federal funding under the Urbanized Area Formula Funding Program (49 U.S.C 5307). The remainder ($59,200) was dedicated as the local share and reflected in the Community Investment Plan budget.

Attachments

Resolution

Bolton & Menk Proposal

Toole Design Proposal

Jarrett Walker and Associates Proposal

SRF Proposal

RESOLUTION AUTHORIZING THE CITY MANAGER TO SELECT A CONSULTANT AND EXECUTE AN AGREEMENT FOR THE 2028 TRANSIT DEVELOPMENT PLAN.

WHEREAS; the City of Mankato operates a public transit system that obtains operating and capital funding from State and Federal grant sources; and

WHEREAS; the Transit Development Plan is a five-year recurring evaluation of public transit systems operating under the Urbanized Area Formula Funding Program which will provide Federal grant sources for 80 percent of the required funds; and

WHEREAS; the City of Mankato agrees to provide a local share of up to 20 percent of eligible costs which are programmed in the Community Investment Plan; and

WHEREAS; the City of Mankato agrees to provide 100 percent of the local share necessary for expenses that exceed funds available; and

WHEREAS; the City of Mankato – Transit Division Procurement Policy requires competitive bidding for purchases exceeding $175,000; and

WHEREAS; the City of Mankato, through a full and open solicitation process, selected the firm of Bolton & Menk, Inc. to conduct the 2028 Transit Development Plan; and

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF MANKATO, MINNESOTA that the City Manager is hereby authorized to execute a contract and amendments with Bolton & Menk to conduct the 2028 Transit Development Plan.

This resolution shall become effective upon passage without further publication.

CERTIFICATION

I hereby certify that the foregoing resolution is a true and correct copy of the resolution presented to and adopted by the City Council of the City of Mankato at a duly authorized meeting held on November 9, 2026.

Adopted this 9th day of November 2026.

_____
Najwa Massad, Mayor

ATTEST: _____
Renae Kopischke, MMC
City Clerk

City of Mankato
Leading the way...

MTS
MANKATO TRANSIT SYSTEM





PROPOSAL FOR

TRANSIT DEVELOPMENT PLAN 2028-2033



SEPTEMBER 11, 2026

BOLTON & MENK
Real People. Real Solutions.

Contact:
Aaron Bartling
952-256-0976
Aaron.Bartling@bolton-menk.com

Service Location:
1960 Premier Drive
Mankato, MN 56001
507-625-4171 | Bolton-Menk.com

September 11, 2026

Shawn Schloesser
Associate Director
of Transportation
Planning Services
City of Mankato
10 Civic Center Plaza
Mankato, MN 56002-3368
sschloesser@mankatomn.gov

RE: PROPOSAL FOR TRANSIT DEVELOPMENT PLAN 2028-2033

Dear Shawn:

The Mankato Transit System (MTS) has initiated the development of its 2028-2033 Transit Development Plan (TDP), creating an important opportunity to build on recent investments and position transit service to meet the community's evolving needs over the next five years. As a long-standing planning partner in the Mankato region, Bolton & Menk understands the importance of balancing community priorities, operational realities, and available funding to create a practical path forward. Our team will combine data-driven analysis, meaningful public engagement, and proven transit planning expertise to develop a clear, actionable roadmap that supports MTS's vision, aligns investments with community needs, and provides a strong foundation for future decision-making.

LOCAL UNDERSTANDING – MTS serves a dynamic and growing service area that includes Mankato, North Mankato, Skyline, South Bend Township, and Minnesota State University. Bolton & Menk brings a strong understanding of this region through our role in developing MTS's previous TDP and our extensive planning work throughout the area, including corridor studies and transportation planning efforts conducted in partnership with MAPO and local agencies. Through these projects, we have gained firsthand knowledge of the community's travel patterns, growth trends, transportation challenges, and stakeholder priorities. Just as importantly, we have established working relationships with transit staff, local jurisdictions, regional partners, and key institutions that influence transportation decision-making. We will build on this foundation to develop a practical, forward-looking TDP that reflects local needs, leverages opportunities unique to the Mankato region, and provides recommendations that are both implementable and aligned with the community's long-term vision.

PROVEN TRANSIT DEVELOPMENT PLANNING – Your plan must balance long-term vision with practical implementation. Building on our experience with Mankato's previous TDP and informed by transit planning work for peer agencies in Fargo-Moorhead, Bismarck, and Grand Forks-East Grand Forks, our team understands how to translate analysis into actionable strategies. As your project manager, I bring firsthand transit agency experience and will guide project delivery and technical planning from start to finish. My experience with transit planning, operations, and implementation enables me to connect technical findings to real-world considerations related to staffing, funding, technology, service delivery, and capital investments. By leading both project management and technical decision-making, I will help ensure recommendations are analytically sound, clearly communicated, and aligned with MTS's priorities, implementation capacity, and available resources. The result will be a coordinated set of recommendations that includes both a bold vision for the future and a realistic, fiscally constrained path forward that MTS can successfully implement.

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MEANINGFUL ENGAGEMENT – A useful plan must reflect the experiences of riders, operators, staff, partner agencies, businesses, nonprofit organizations, students, youth, and the public. Leading the engagement strategy, Robin Caufman brings firsthand transit agency experience from her career with Metro Transit, providing valuable insight into rider, operator, and community perspectives. We will coordinate with the City's Public Information and Community Engagement department and use Every Voice Mankato alongside accessible, in-person outreach. Our approach emphasizes conversations that meet people where they are, including direct engagement with transit operators during their workday and opportunities for riders and stakeholders to identify service gaps, barriers, and priorities. We will document what we hear, show how input influences recommendations, and provide materials that make choices easy to understand. This approach will build trust and give decision-makers a strong public record for the final plan.

In continued service to the City of Mankato, we are excited for the opportunity to complete the 2028-2033 Transit Development Plan. I will serve as your primary contact and project manager. Please contact me at 952-256-0976 or Aaron.Bartling@bolton-menk.com if you have any questions regarding our proposal.

Respectfully submitted,
Bolton & Menk, Inc.

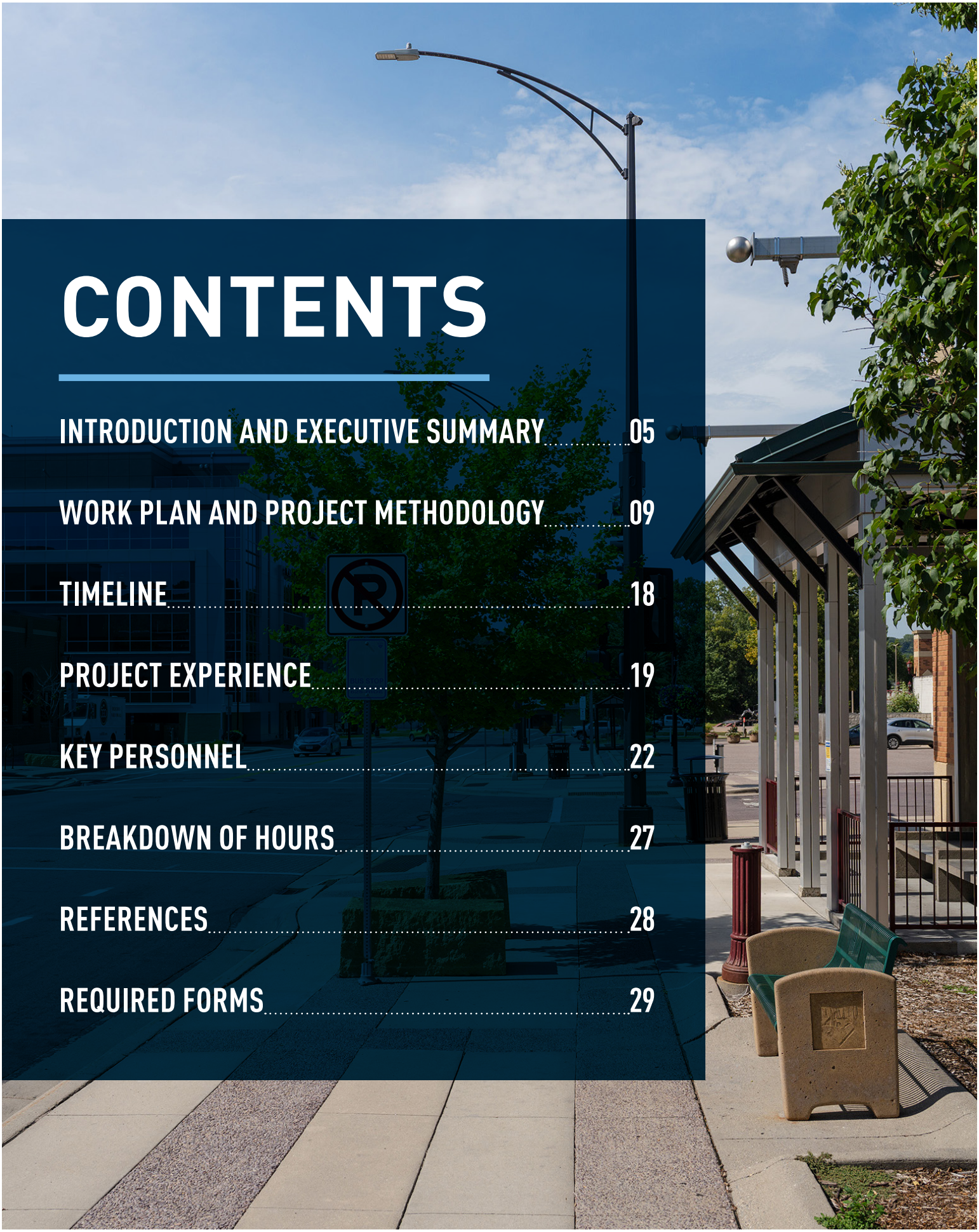


Aaron Bartling
Project Manager

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INTRODUCTION AND EXECUTIVE SUMMARY

INTRODUCTION

We believe all people should live in safe, sustainable, and beautiful communities and we take pride in our ability to make that happen. Our commitment to communities began in 1949, serving the needs of municipal clients in small towns. As we continue to grow in both numbers and experience, our dedication to building trust and ensuring a true partnership with our clients remains the same. Our goal is to help communities make progress by listening to what people want, finding the best solutions for their needs, and treating them right. Simply put, we're people helping people. Today, Bolton & Menk has more than 1,250 multiregional employees including a professional staff of more than 400 engineers, planners, landscape architects, and surveyors.

Our dedication to our clients shines through in the work we provide. We are committed to cultivating and delivering exceptional community infrastructure solutions. From advocating for our communities to designing their dreams to finding funding, we take pride in our work because we live here too. We believe in the power of face-to-face meetings, friendly conversations, and collaborative decision-making to keep your projects on schedule, within budget, and focused on real, workable solutions.

PROJECT MANAGER



AARON BARTLING

MAILING ADDRESS: 111 Washington Avenue South, Suite 650, Minneapolis, MN 55401

PHONE: 952-256-0976

Prior to joining Bolton & Menk, Aaron spent 10 years in regional governance, including both his time at the Des Moines Area MPO and Minnesota Valley Transit Authority (MVTA). As planning manager at MVTA, Aaron directed the implementation of planning and scheduling efforts for fixed route, flex-route, on-demand, and special event services in the southern Twin Cities. Service planning was a core function of Aaron's role that required a balance of performance monitoring and strategic planning to respond to changing ridership and industry demands. Aaron served as project manager and led development of the agency's first on-demand service, MVTA Connect, a service that continues to break ridership records six years into its operations.

As the project manager, Aaron will initiate the project with a broad lens, using his experience in executing complex projects. His expertise in regional coordination and transit system planning will provide the attention to detail and big-picture thinking needed for this project.



1960 Premier Drive, Mankato, MN 56001

We promise every client two things:

WE'LL WORK HARD FOR YOU AND WE'LL DO A GOOD JOB.

We take a personal interest in the work being done around us and do our part to build a better quality of life for all. At the end of the day, we're Real People offering Real Solutions.

EXECUTIVE SUMMARY

CREATING A PRACTICAL ROADMAP FOR THE FUTURE OF TRANSIT IN MANKATO

MTS is at an important point in its evolution. As the region continues to grow and travel patterns change, the system must respond to new opportunities, changing rider expectations, emerging technologies, and ongoing funding realities. The 2028-2033 TDP will provide a framework for these decisions by establishing a clear vision for the future while identifying practical actions that can be implemented over the next five years. The plan will evaluate existing services, engage residents and stakeholders, identify transportation needs, recommend improvements, and establish priorities that support long-term system success.

MTS is seeking more than a planning document. The TDP must serve as a strategic guide for decision-making, an implementation roadmap for future investments, and a communication tool that builds understanding among staff, elected officials, stakeholders, riders, and the public. Recommendations must be technically sound, financially realistic, and informed by meaningful community engagement. The plan must also provide flexibility by evaluating both a long-range vision for transit service and a fiscally constrained strategy focused on achievable, high-priority improvements.

Our team believes the success of this project depends on balancing three critical objectives:

1. Understanding how the current system performs and where improvements are needed
2. Developing clear, actionable recommendations that support MTS's long-term goals
3. Building community and stakeholder support through meaningful engagement and transparent decision-making

By connecting these objectives throughout the planning process, **the resulting TDP will provide MTS with a defensible strategy for future service investments, operational improvements, and funding decisions**.

1 UNDERSTANDING THE SYSTEM AND COMMUNITY IT SERVES

MTS serves a diverse mix of neighborhoods, employment centers, educational institutions, healthcare destinations, commercial areas, and community services throughout the urbanized area. Fixed-route services, demand-response operations, Kato Flex, and seasonal services each play an important role in connecting residents to opportunities. Understanding how these services work together, where gaps exist, and how travel needs are changing is essential to developing effective recommendations.

The project requires a comprehensive assessment of both operational performance and organizational practices. This includes evaluating fixed-route and demand-response services, hours of operation, ridership trends, stop infrastructure, fare policies, staffing resources, asset management practices, technology utilization, and agency performance measures. Rather than examining these elements independently, we will evaluate how they collectively support mobility needs, customer experience, and agency goals.

The study must also consider the broader forces shaping travel demand throughout the region. Population growth, university activity, employment concentrations, demographic trends, development patterns, and regional transportation initiatives all influence how transit is used and where future investments may provide the greatest value. By combining these factors with operational performance data, the TDP will identify opportunities to improve mobility, strengthen system performance, and support the community's long-term vision.



2 A DATA-DRIVEN AND COMMUNITY-INFORMED PLANNING PROCESS

Meaningful public engagement is central to the development of a successful TDP. Community participation ensures that recommendations reflect local priorities, address real-world mobility challenges, and build support for future implementation. The engagement process should reach riders, non-riders, businesses, community organizations, partner agencies, students, youth, transit staff, and elected officials through a variety of accessible and convenient outreach methods.

Close coordination with the City's Public Information and Community Engagement Department and the Every Voice Mankato platform will help ensure engagement activities are consistent with the City's established practices and reach a broad cross-section of the community. Our approach emphasizes meeting people where they are through a combination of online engagement, stakeholder discussions, rider outreach, public meetings, and targeted activities designed to engage traditionally underrepresented populations.

Effective engagement does more than collect comments. It provides opportunities for participants to identify challenges, validate findings, evaluate alternatives, and shape recommendations. Throughout the planning process, community input will be paired with a comprehensive technical analysis of existing transit conditions, including ridership patterns, on-time performance, travel demand, demographic and socioeconomic trends, land use, and service productivity. This data-driven assessment will help identify unmet needs, evaluate system performance, and quantify the potential benefits and trade-offs of alternative service strategies. Input gathered throughout the process will be integrated with these analytical findings to ensure recommendations are both community-informed and analytically sound.

3 DEVELOPING PRACTICAL RECOMMENDATIONS AND IMPLEMENTATION STRATEGIES

A successful TDP must move beyond identifying opportunities and provide a realistic strategy for implementation. The final plan should equip MTS with a clear framework for future decision-making, budgeting, grant applications, and capital and operational investments. Recommendations should establish priorities, document trade-offs, and provide a roadmap for advancing improvements over time.

To support this objective, the project will evaluate both an Illustrative Scenario and a Fiscally Constrained Scenario. The Illustrative Scenario will explore the full range of potential improvements that could be achieved through expanded resources, service innovations, new technologies, or additional investment. The Fiscally Constrained Scenario will focus on the highest-value recommendations that can be implemented within realistic financial limitations.

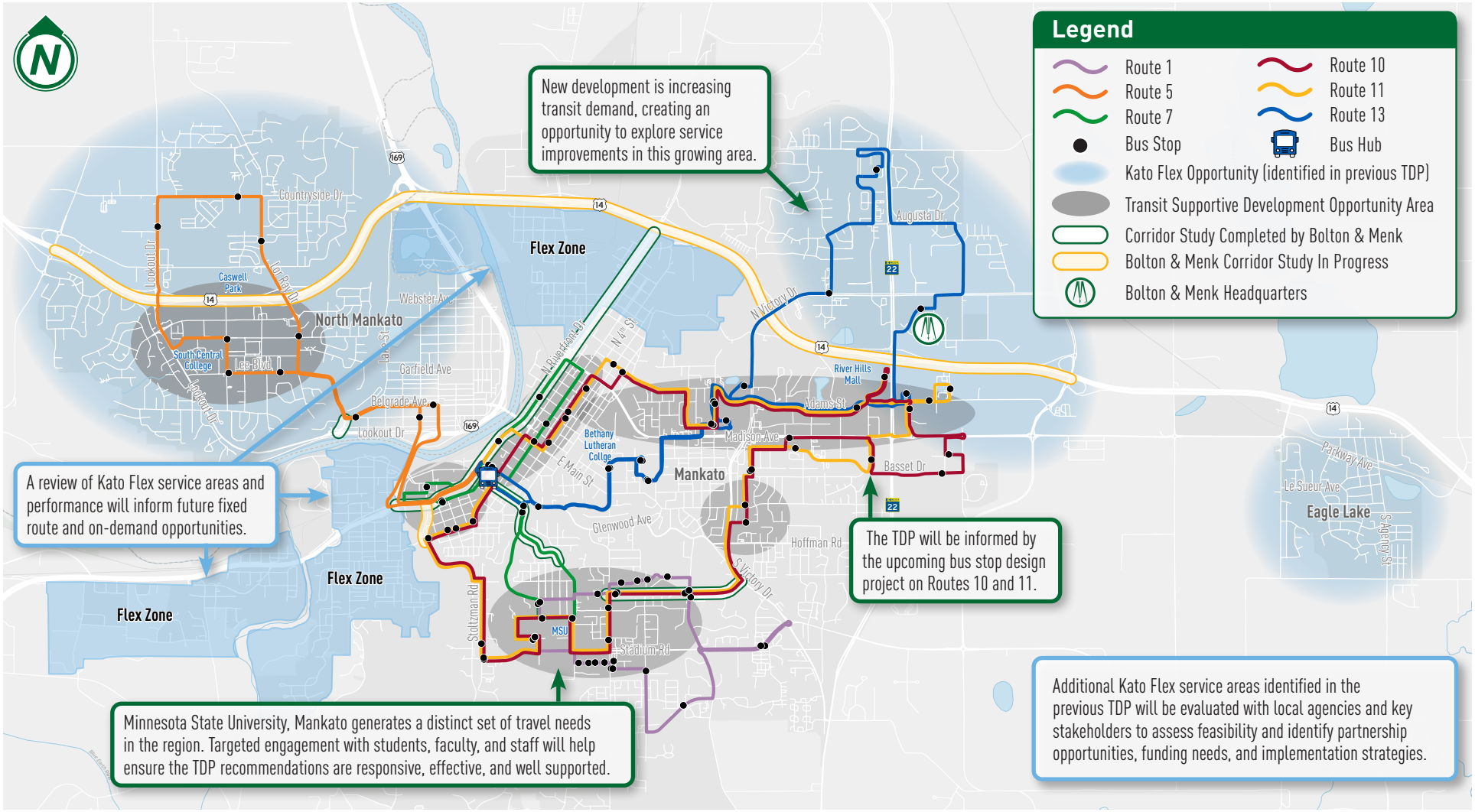
Each scenario will be evaluated using consistent performance measures to assess trade-offs related to service coverage, frequency, mobility benefits, operating costs, capital needs, and implementation complexity. This approach will help City leaders, staff, and stakeholders understand the implications of different investment strategies and identify priorities for implementation.

The final plan will also identify implementation sequencing, planning-level cost estimates, staffing implications, supporting technologies, and potential funding considerations. Recommendations should not simply answer what should be done; they should provide a clear understanding of how, when, and why improvements should be pursued.

OPPORTUNITY MAP

The opportunity map on the following page summarizes our understanding of the transit system, community context, and planning factors that will influence development of the 2028-2033 TDP. The map highlights existing transit service patterns, major destinations, activity centers, demographic considerations, and future growth areas that will help guide technical analysis, stakeholder discussions, and recommendation development. As both a communication and planning tool, it provides a visual foundation for identifying opportunities to improve mobility, access, connectivity, and overall system performance throughout the MTS service area.

OPPORTUNITY MAP



WORK PLAN AND PROJECT METHODOLOGY

PROJECT APPROACH AND METHODOLOGY

Our approach integrates innovative methodologies and creative solutions, emphasizing a data-driven process, stakeholder collaboration, and cutting-edge technology. Key elements include the following:

- **Data-Driven Analysis:** Comprehensive analysis of existing transit services, including performance, revenue, expenditures, demographics, land use patterns, and travel behavior
- **System Efficiencies:** Identifying operational models to improve accessibility and efficiency
- **Community Engagement:** Prioritizing inclusive planning and ensuring diverse voices are heard
- **Innovative Solutions:** Incorporating new technologies and tools like Bolton & Menk's interactive mapping tool, INPUTiD™, and Remix Planning Software
- **Implementation Focus:** Detailed implementation plan covering funding strategies, operational improvements, infrastructure investments, and policy recommendations

WORK PLAN

The Bolton & Menk team is prepared to support MTS with technical analysis, public and stakeholder engagement, and project management throughout the planning process. Our approach follows three general phases: Issues and Opportunities, Service Alternatives, and Implementation. This detailed work plan outlines tasks addressing all elements of the RFP. **Please see page 18 for our detailed schedule.**

TASK 1: PROJECT MANAGEMENT AND COORDINATION

Led by project manager, **Aaron Bartling**, our team will develop and follow a detailed schedule and plan for completing the project. This will include close coordination with MTS staff to understand the desired flow of the project, expectations of the project team, and when updates to elected officials and other committees may be most advantageous.

Proactive and effective project management is critical for successful study completion, resulting in an adopted TDP with strong public and stakeholder support. Our approach is to lead this study process through consistent communication, firm schedules, and established milestones while building consensus along the way.

Our team will perform all work necessary to effectively coordinate project development; maintain the project schedule, budget, invoicing, and progress reporting; and manage the project. We will meet regularly on a bi-weekly basis, including an initial kickoff meeting, with MTS's project manager to share progress, discuss options and approach, and make project schedule and scope decisions.

PROJECT MANAGEMENT TEAM

The project management team (PMT) will consist of representatives from the Cities of Mankato and North Mankato, Minnesota State University, and the Mankato-North Mankato Area Planning Organization (MAPO). Meetings will be held monthly to provide proactive oversight, ensuring the project is delivered on time, within budget, and aligned with plan goals and objectives. The PMT will also discuss upcoming tasks, milestones, and any other project-related questions and decisions.

TASK 1 DELIVERABLES:

- Project kickoff meeting within two weeks of notice to proceed
- Project management plan and schedule
- Bi-weekly check in meetings with essential staff
- Monthly PMT meetings (up to 12)
- Meeting notes from all PMT and stakeholder meetings
- Monthly invoicing and progress reports

TASK 2: PUBLIC AND INTERNAL ENGAGEMENT

Meaningful engagement is critical to developing a TDP that reflects both community priorities and operational realities. Our approach is centered on reaching a broad range of users and stakeholders through multiple engagement methods, providing opportunities for participation that are accessible, transparent, and responsive to community needs. Building on successful engagement approaches used for transit development plans in Mankato, Fargo-Moorhead, Bismarck-Mandan, and other communities, we will work closely with the City of Mankato's Public Information and Community Engagement Department to develop and implement a coordinated engagement program that informs decision-making throughout the study.

PUBLIC ENGAGEMENT PLAN

At project initiation, our team will prepare a public engagement plan that outlines project goals, key audiences, outreach strategies, engagement milestones, and performance measures. The plan will serve as a living document that is updated throughout the project to track participation, summarize feedback, and identify opportunities to reach underrepresented populations. All public engagement activities will be coordinated through Every Voice Mankato and the City's Public Information and Community Engagement Department to ensure consistency with established community outreach practices.

Bolton & Menk prioritizes a dynamic, adaptive approach to public engagement. Recognizing that public participation is continually evolving, we use a variety of tools to maximize engagement while also being mindful about the efficient use of taxpayer dollars. These tools allow us to be flexible and responsive, ensuring our public engagement is effective and progressive. We continually pilot, assess, and refine our methods, fostering a culture of participation where community input shapes impactful projects.

These tools, displayed below, will provide multiple opportunities for participants to identify existing challenges, discuss opportunities for improvement, and evaluate proposed recommendations as the plan develops.

IN-PERSON ACTIVITIES



Open House Meetings: Public meetings timed to coincide with project milestones are ideal. Open houses may be virtual or in a hybrid format to reach additional audiences. These meetings will be interactive and engaging, featuring hands-on activities and appealing, informative graphics.



Project Interviews: Personalized discussions with individual stakeholders to gain in-depth insights, ensuring diverse community perspectives are accurately captured and addressed.



Route Ride-Alongs: Riding various transit routes to highlight challenges and opportunities that face riders daily, allowing for one-on-one conversations with both operators and riders.



Community Pop-Ups: Informal gatherings designed to engage the community in relaxed and enjoyable settings, fostering open and genuine feedback.

VIRTUAL ACTIVITIES



Comment Mapping: Using INPUTiD™, an online public input application with customizable interface and tools to gather all comments in one place.



Project Website: A comprehensive website sharing project information, upcoming events, opportunities to get involved, invitations for public comment, meeting materials, and online surveys.

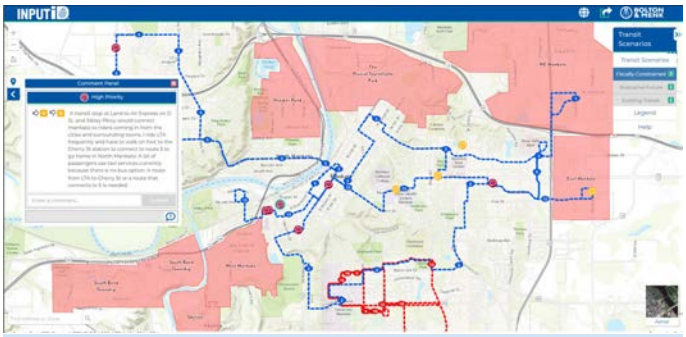


Online Surveys: Creating and promoting surveys on project web pages and social media. Survey results will be summarized and presented to the steering committee.



Social Media Campaign: Developing a campaign to promote outreach activities, educate stakeholders, and create excitement through challenges and contests. We will maintain regular updates, with at least two updates per month and weekly updates for at least two months.

Engagement activities will prioritize in-person participation opportunities throughout the study, complemented by virtual engagement methods where they can broaden reach, improve accessibility, or enhance convenience for participants. In-person events will be coordinated with key project milestones and, when appropriate, aligned with other community events to maximize participation and efficiently manage travel expenditures. Engagement results will be analyzed to identify key themes and inform subsequent recommendations.



INPUTiD™, an interactive mapping software, was used to collect feedback from transit riders in the Mankato region on the existing transit network. We can deploy this tool again for the 2028-2033 TDP.

CLICK HERE https://bit.ly/3UDiWd3

INTERNAL ENGAGEMENT PLAN

Transit system improvements must be informed by the people responsible for delivering service every day. Our internal engagement plan will focus on gathering insight from MTS staff, city staff, operators, dispatchers, supervisors, and leadership personnel. Through interviews, workshops, and focused discussions, we will identify operational challenges, opportunities for improvement, organizational priorities, and implementation considerations.

Internal engagement will occur throughout the study, with key touchpoints during the existing conditions assessment, alternatives development, and implementation planning phases. This approach ensures that recommendations are grounded in operational realities and can be successfully implemented over time.

WE SPEAK YOUR LANGUAGE.

We've sat in your seat. Our team includes professionals with direct transit agency experience, including experience in operations, planning, and technology. We understand the realities of running transit operations and can relate to the perspectives of internal stakeholders. That practical knowledge helps us ask the right questions and develop actionable solutions.

YOUTH ENGAGEMENT

Recognizing the importance of engaging future transit riders, our team will develop materials and outreach activities specifically tailored to youth audiences.





Working with local schools, Minnesota State University, Mankato, youth-serving organizations, and student groups, we will use interactive surveys, visual materials, and engagement activities designed to gather meaningful feedback regarding travel needs, barriers, and future transit expectations. These efforts will help ensure that younger riders are represented in the planning process and that future recommendations reflect their mobility needs.

ENGAGEMENT PHASES

Stakeholder and public engagement activities are structured around the following three phases that align with key project milestones, providing multiple opportunities for the public, stakeholders, and City leadership to help shape the plan's development. Formats and locations will be determined in consultation with City staff and the PMT.

PHASE 1: ISSUES AND OPPORTUNITIES

This phase establishes a clear understanding of existing conditions, community mobility needs, and opportunities for transit system improvements.

PUBLIC ENGAGEMENT

- **Open House #1:** Existing conditions and community needs (March)
- **Community Survey #1:** Gather input on current travel patterns, transit needs, service gaps, and improvement priorities
- **Interactive Comment Map:** Collect location-specific feedback on mobility challenges, destinations, and opportunities for transit enhancements

STAKEHOLDER AND AGENCY COORDINATION

- **Stakeholder Meeting #1:** Engage business, nonprofit, and community organizations to discuss workforce transportation, customer access, mobility needs, and partnership opportunities
- **City Council Presentation #1:** Present existing conditions findings, key themes from public engagement, and identified issues and opportunities (March)

PHASE 2: SERVICE ALTERNATIVES

This phase focuses on developing, evaluating, and refining potential service improvements based on technical analysis and Phase 1 engagement input.

PUBLIC ENGAGEMENT

- **Open House #2:** Service improvement opportunities and preliminary transit concepts (July)
- **Community Survey #2:** Solicit feedback on proposed service alternatives and investment priorities
- **Interactive Comment Map Update:** Gather input on route concepts, service enhancements, and geographic priorities

STAKEHOLDER AND AGENCY COORDINATION

- **Stakeholder Meeting #2:** Review service alternatives, discuss community impacts and implementation considerations, and identify opportunities for collaboration

PHASE 3: DRAFT PLAN

This phase culminates in the development of a recommended transit improvement strategy and implementation framework.

PUBLIC AND COMMUNITY ENGAGEMENT

- **Open House #3:** Draft recommendations and implementation plan (October)
- **Public Comment Period:** Provide an opportunity for community review and feedback on the draft TDP and recommended actions

STAKEHOLDER AND AGENCY COORDINATION

- **City Council Presentation #2:** Present the final recommendations and five-year implementation plan for review and consideration (November)

Public meetings will be supported with clear, visually engaging materials that simplify technical concepts and encourage participation. Activities may include interactive displays, mapping exercises, preference surveys, and facilitated discussions.

COMMUNICATION AND ENGAGEMENT MATERIALS

Our team will develop all materials necessary to support engagement activities, including

- Display boards
- Meeting presentations
- Surveys and questionnaires
- Sign-in sheets
- Project maps
- Comment forms
- Alternative and concept graphics
- Social media content
- Meeting summaries and engagement reports

All materials will be developed in coordination with the City's Public Information and Community Engagement Department and designed to communicate information in a clear, accessible, and visually engaging manner.

ENGAGEMENT DOCUMENTATION AND REPORTING

Throughout the project, engagement results will be documented and summarized to ensure transparency and accountability. Feedback collected through public meetings, surveys, stakeholder discussions, and online engagement activities will be incorporated into the



planning process and shared through regular project updates on Every Voice Mankato. Raw engagement data, key themes, participation metrics, and consultant responses will be maintained and provided to the City at project completion.

This engagement program will help ensure the TDP reflects the perspectives of riders, non-riders, staff, stakeholders, and decision-makers while building understanding and support for future transit investments and service improvements.

TASK 2 DELIVERABLES:

- Public engagement plan
- Internal engagement plan
- Project updates and engagement summaries for Every Voice Mankato
- Presentation and outreach materials, including youth-focused materials, display boards, surveys, sign-in sheets, maps, graphics, and meeting summaries
- Raw engagement data and executive summary of findings
- Open houses (3)
- Mankato City Council presentations (2)
- Business/nonprofit stakeholder meetings (2)

TASK 3: DATA COLLECTION OF EXISTING CONDITIONS

Understanding how MTS operates today is the foundation for developing practical and implementable recommendations for the future. Our team will conduct a comprehensive evaluation of existing transit services, organizational practices, assets, and performance to establish a clear understanding of current conditions and identify opportunities for improvement. This effort will combine operational data, agency documentation, staff input, field observations, and peer comparisons to assess how existing services support the City of Mankato's Strategic Plan and broader community mobility goals. Drawing on our experience completing transit development plans and system assessments in Mankato, Fargo-Moorhead, Bismarck-Mandan, and other similar communities, we will provide a data-driven assessment that serves as the basis for future recommendations.

OPERATIONAL ANALYSIS

Our team will complete a detailed operational review of MTS's fixed-route and demand response services. The analysis will document existing route structures, service spans, frequencies, stop locations, transfer opportunities, fare policies, and service coverage. We will evaluate individual routes as well as the network as a whole, identifying how services function together to



connect residents to employment, education, healthcare, shopping, and other key destinations. Particular attention will be given to ridership trends, productivity, on-time performance, passenger activity patterns, and service use by time of day and day of week.

For each fixed route, we will prepare a route profile summarizing

- Route alignment and service characteristics
- Major activity centers and travel markets served
- Span of service and frequency
- Ridership and productivity measures
- Demographic characteristics of the service area
- On-time performance and operational reliability
- Stop amenities and accessibility considerations
- Transfer activity and network connectivity
- Opportunities for service improvement

Demand response services, including Kato Flex, will be evaluated based on service characteristics, ridership trends, productivity, coverage, scheduling practices, and coordination with the fixed-route network. Where additional data is needed, our team will work collaboratively with city staff to identify available sources and develop supplemental analyses.



SYSTEM ANALYSIS

In addition to service operations, our team will complete a comprehensive review of agency policies, procedures, resources, and organizational practices. This assessment will examine existing agency goals, objectives, performance standards, and how they support implementation of the City's Strategic Plan. We will review current transit operations alongside adopted planning documents, capital improvement programming, and previous transit study recommendations to identify areas of alignment and opportunities for refinement.

Key elements of the system analysis will include

- Agency goals, objectives, and performance standards
- Capital Improvement Program and planned investments
- Staffing structure, utilization, and workforce practices
- Bid board and service assignment practices
- Technology used for scheduling, dispatching, passenger information, fare collection, and performance monitoring
- Advertising programs and revenue opportunities
- Transit Asset Management (TAM) inventory, condition, and replacement needs
- Fleet, facilities, passenger amenities, and supporting infrastructure

The review will include interviews and coordination with MTS and city staff to better understand day-to-day operations, organizational strengths, operational challenges, and opportunities for improvement. Peer agency practices may also be referenced to provide context for operational and management approaches.

TRANSIT TECHNOLOGY EXPERTISE

Transit technology is transforming how agencies manage service, engage riders, and improve organizational efficiency. The range of solutions and approaches is extremely wide, which makes navigating this diverse field challenging. Our team brings decades of hands-on experience from needs analysis to implementation. Whether it's fixed route, paratransit, or microtransit, we offer practical and in-depth expertise. From route planning and analysis to fleet management to traveler information or electronic fare systems, Bolton & Menk is dedicated to positioning MTS for future growth and innovation.

PEER COMPARISON

In coordination with MTS and City staff, we will identify peer agencies that are similar in size and geography to the Mankato region, with a goal of comparing operational practices and performance metrics to guide system improvements. Peer agencies will include a mix of Minnesota transit agencies and out-of-state agencies.

Performance will be examined using fixed-route data from FTA's National Transit Database (NTD), focusing on key objectives that include cost effectiveness, cost efficiency, service effectiveness, market penetration, and passenger revenue effectiveness. The peer review will analyze both current year metrics (2025 NTD data) and historical trends going back at least five years.

DATA COLLECTION APPROACH

Our analysis will use available operational, financial, asset management, ridership, and service data provided by MTS and the City. Data sources may include NTD reporting, Automatic Passenger Counter (APC) data, scheduling and dispatch records, TAM documentation, financial reports, and existing planning documents. Where data gaps are identified, our team will work with MTS staff to determine whether supplemental data collection, field verification, or additional data development is necessary to support the analysis.

This effort will provide MTS with a clear understanding of current system performance, organizational practices, and asset conditions, establishing a strong foundation for identifying future service, operational, and capital investment strategies.

TASK 3 DELIVERABLES:

- Existing conditions technical memorandum documenting all operational and system analysis findings, to be included in final TDP
- Executive summary highlighting key findings, opportunities, and challenges

TASK 4: TRANSIT DEVELOPMENT AND IMPLEMENTATION PLAN

Building on the existing conditions assessment, our team will develop a five-year Transit Development and Implementation Plan that provides MTS with a practical roadmap for improving mobility, strengthening system performance, and supporting the City's Strategic Plan. The plan will translate technical analysis, stakeholder input, and community priorities into a coordinated set of recommendations that balance long-term vision with implementation realities. Drawing on our experience developing transit plans and system redesigns in Mankato, Fargo-Moorhead, Bismarck-Mandan, and communities across the Midwest, our focus will be on producing a plan that is data-driven, actionable, and implementable.



SERVICE SCENARIOS AND FUTURE NETWORK PLANNING

Transit service can be delivered in many ways, and the most effective network balances community needs, system productivity, available resources, and long-term goals. Using findings from the existing conditions analysis, public engagement process, and coordination with City and MTS staff, we will develop two implementation scenarios that illustrate potential paths forward for the transit system. Throughout this process, we will evaluate key trade-offs associated with different investment strategies, such as coverage versus frequency, access versus productivity, and service enhancements versus available funding. Each scenario will be assessed using a consistent set of performance measures, allowing city staff and decision-makers to understand the benefits, costs, and impacts of various approaches before identifying a preferred implementation strategy.

Illustrative Scenario

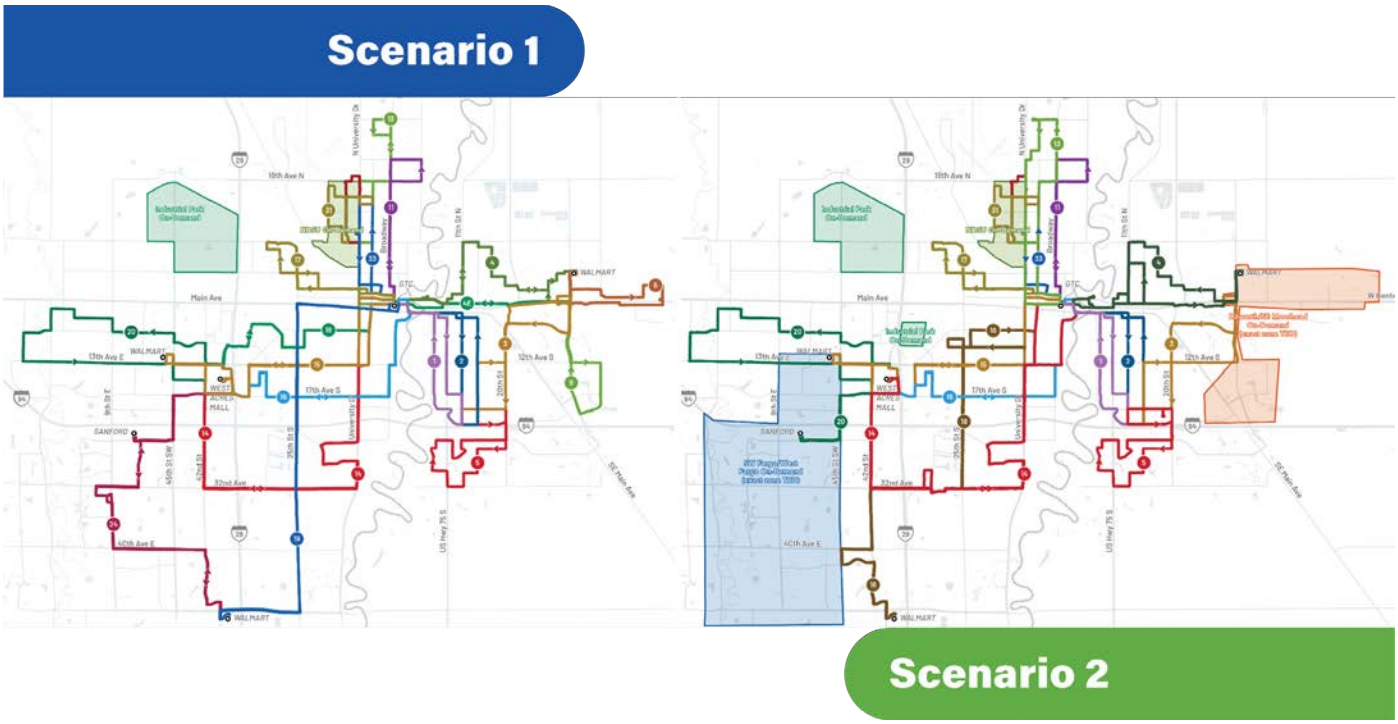
The Illustrative Scenario will establish a long-range vision for the future of MTS without financial constraints. This scenario will identify the full range of service, operational, capital, and policy improvements that would best position the transit system to meet future mobility needs and community goals. Recommendations may include

- Route realignments and network restructuring
- New routes or service extensions
- Enhanced service frequency and expanded service hours
- Demand response and flexible service enhancements
- New mobility options and emerging service models
- Transit-supportive infrastructure investments
- Passenger amenity improvements
- Technology modernization initiatives
- Organizational and staffing enhancements
- Marketing, advertising, and fare policy strategies

For each recommendation, we will document anticipated benefits, implementation considerations, and how individual improvements contribute to the broader transit network vision.

Fiscally Constrained Scenario

Recognizing the importance of financial sustainability, we will also develop a Fiscally Constrained Scenario that prioritizes the highest-value improvements achievable within anticipated funding limitations. This scenario will



To evaluate future service opportunities within the Fargo-Moorhead region, two conceptual service scenarios were developed to test potential route modifications, new connections, and expanded on-demand services. Public and stakeholder feedback on these concepts informed the development of the preferred service plan, which combined the most effective elements of each scenario.

focus on recommendations that maximize community benefit while remaining realistic regarding available operating and capital resources.

The analysis will clearly identify

- Priority improvements recommended for implementation
- Estimated operating and capital costs
- Funding considerations
- Trade-offs associated with deferred improvements
- Service, ridership, and operational impacts compared to the Illustrative Scenario
- Near-term and longer-term implementation opportunities

This approach provides decision-makers with a clear understanding of both the desired future state and the practical steps required to achieve meaningful progress within budgetary realities.

TRANSIT DEVELOPMENT RECOMMENDATIONS

The final plan will evaluate and recommend improvements across multiple areas of transit service delivery and agency operations. Recommendations may include

- Fixed-route service modifications and route optimization
- Demand response and mobility service enhancements
- Service span and frequency adjustments
- Fare structure modifications
- Transit stop and passenger facility improvements
- Fleet and technology investments
- Staff training and workforce development initiatives
- Operational policy updates
- Marketing, communications, and advertising strategies
- Transit-supportive land use and planning initiatives
- Performance monitoring and accountability measures

Recommendations will be developed collaboratively with MTS staff, stakeholders, and the public to ensure they reflect local priorities and operational realities.

IMPLEMENTATION STRATEGY

A key component of the plan will be translating recommendations into a practical implementation program. Rather than simply identifying desired improvements, we will establish a phased strategy for implementation over the five-year planning horizon.

The implementation strategy will include

- Recommended implementation phases
- Short-, medium-, and long-term priorities
- Order-of-magnitude operating and capital cost estimates
- Potential funding opportunities
- Technology and infrastructure needs
- Staffing and organizational considerations
- Performance measures and monitoring approaches
- Staff-specific responsibilities and implementation actions
- Key decision points and milestones

This phased framework will provide MTS and the City with a clear roadmap for advancing recommendations while maintaining flexibility to respond to changing financial, operational, and community conditions.

FINAL PLAN DEVELOPMENT

All technical analyses, engagement findings, scenario evaluations, and recommendations will be assembled into a comprehensive and user-friendly final report. The document will be written in clear language and supported with maps, graphics, tables, and implementation tools that facilitate understanding by decision-makers, stakeholders, and the public. Engagement findings and review comments will be incorporated throughout the process to ensure the final plan reflects community priorities and agency needs.

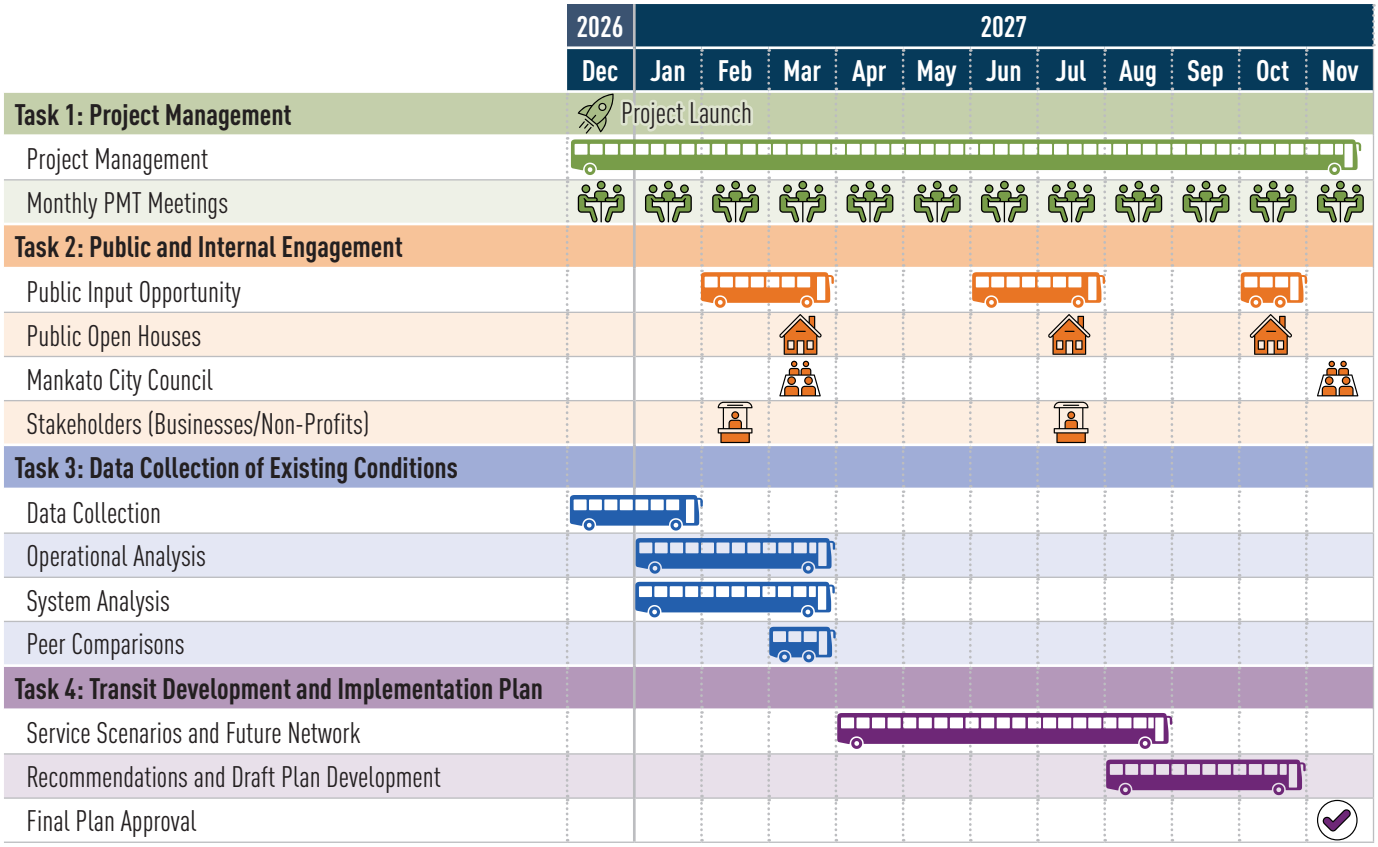
The result will be a practical, action-oriented five-year plan that provides MTS with both a long-term vision and a financially grounded path toward implementation.

TASK 4 DELIVERABLES:

- Executive summary of the five-year TDP
- Final five-year TDP
- Electronic copies of the final plan in PDF and Word formats
- Six hard copies of the executive summary and final plan
- Engagement results, including raw data and summary documentation

TIMELINE

We have developed a schedule detailing the anticipated work tasks, deliverable due dates, and completion dates. This schedule is based on our review of the project background, description, and scope of services included in the RFP and our experience on other similar projects. Upon selection, Bolton & Menk will work with city staff and other project partners to revise and update this schedule as needed to ensure successful delivery of this project.



PROJECT EXPERIENCE

Bolton & Menk has assembled an experienced and proven team to complete the project tasks required by the City of Mankato. Below are several examples of our recent work, highlighting the relevant experience of key team members.

TRANSIT DEVELOPMENT PLAN (2023)

CITY OF MANKATO, MINNESOTA

Like any organization, the Mankato Transit System benefits from the occasional step back from day-to-day activities to review its business and objectives from a long-range perspective. The TDP allows staff and stakeholders to reflect on changing needs, the impacts of the pandemic, and future goals. Ultimately, the plan was needed to create a clearer understanding for staff of how daily activities fit into the City's vision for transit service and a renewed focus on city priorities.

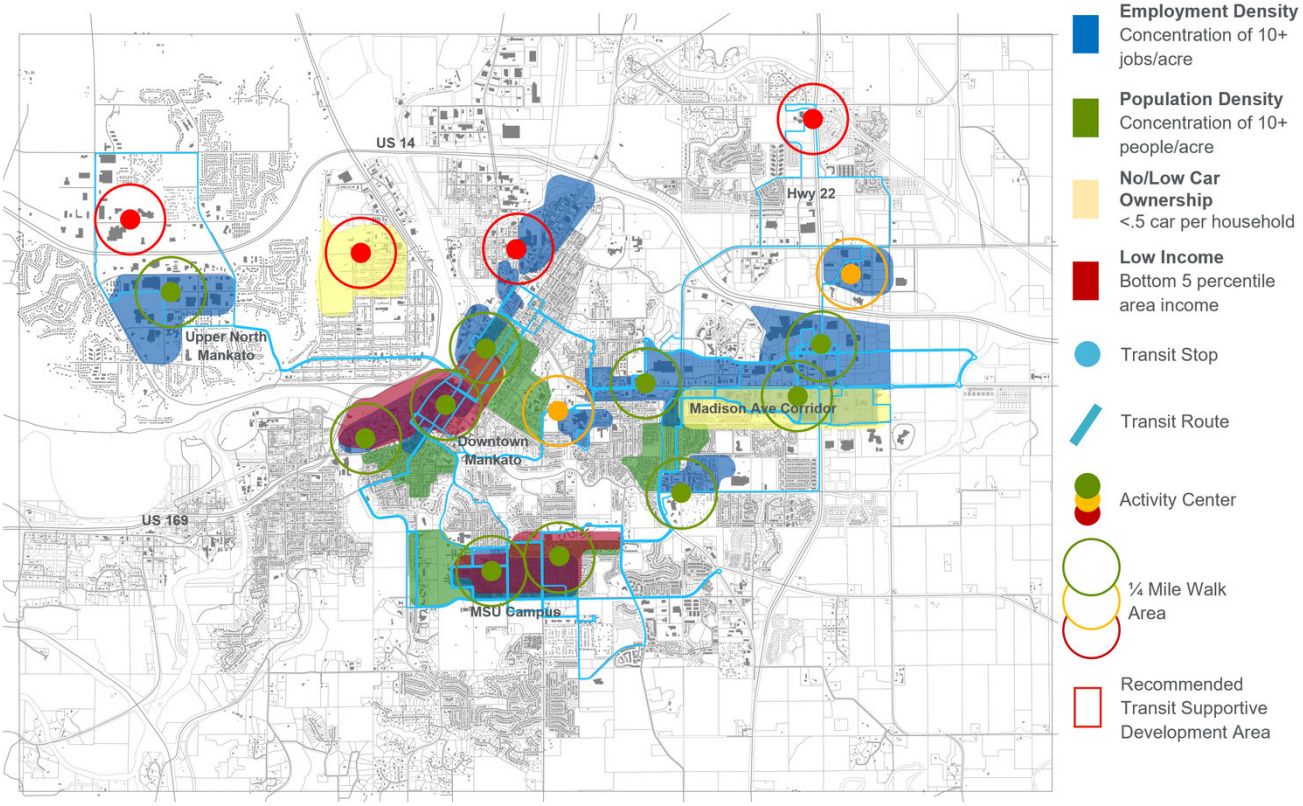
As part of a broader consultant team, Bolton & Menk led public and stakeholder engagement, developed guidance for local decision-makers to develop transit-supportive land uses, completed a service profile for their paratransit and flex route systems, and reviewed their organizational and staffing framework. Our solutions were built on extensive outreach using INPUTiD™ to gather feedback from community members through several rounds of engagement. Our staff also brought a unique perspective from direct experience working at a transit agency. This gave the City confidence in the recommendations being provided, particularly for their flex route services.

Through our efforts, the City of Mankato received a TDP that laid out a framework for the agency to move forward with over a five-year period.

KEY PERSONNEL INVOLVED:



Aaron Bartling, Robin Caufman, Rachel LeMire, David Sandberg



2026-2030 TRANSIT DEVELOPMENT PLAN
FARGO-MOORHEAD METROPOLITAN COUNCIL OF GOVERNMENTS (METRO COG)

The Fargo-Moorhead Metro COG developed the 2026-2030 TDP to guide MATBUS and the Cities of Fargo, Moorhead, West Fargo, and Dilworth in addressing shifting travel patterns, administrative transitions, post-COVID impacts, and the need for more efficient and equitable transit service.

As the lead consulting firm, Bolton & Menk developed a planning process included a comprehensive review of system performance, demographics, service design, ridership trends, and financial conditions, along with a three-phase engagement effort involving surveys, open houses, focus groups, and interactive online tools. Two conceptual service scenarios were developed to evaluate tradeoffs between coverage, directness, and operational efficiency, ultimately leading to a preferred service plan that simplifies the network, improves bidirectional routing, reduces unnecessary transfers, and maintains service for 99.6 percent of existing riders while improving access to jobs and households.

The final plan provides a clear roadmap for delivering reliable, cost-effective transit service and positions the region to better respond to growth, funding constraints, and evolving mobility needs.





KEY PERSONNEL INVOLVED:

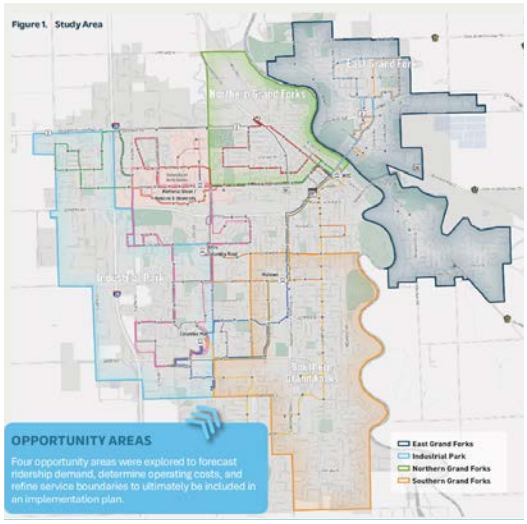


Aaron Bartling, David Sandberg, Eric Li

MICROTRANSIT FEASIBILITY, DESIGN, AND IMPLEMENTATION PLAN
GRAND FORKS-EAST GRAND FORKS METROPOLITAN PLANNING ORGANIZATION (MPO)

The Forks MPO wanted to replace certain fixed route services with on-demand microtransit to bolster efficiency, support increased ridership, and enhance quality of life in the communities of Grand Forks and East Grand Forks. Bolton & Menk built a team with strong microtransit planning experience to assist the MPO. Our team structured an engagement process centered around transit equity that was tailored to the needs of each analysis area across the region.

Our team evaluated existing conditions in four analysis zones, led a transit equity-focused engagement process tailored to each community, and worked with MPO and transit staff to assess the feasibility of future microtransit service. We led coordination on multiple service scenarios, assessing ridership and productivity forecasts that informed implementation priorities. We then prepared a phased implementation guide that outlined near-term actions and key decision points for local leadership.



KEY PERSONNEL INVOLVED:



Aaron Bartling

2026 TRANSIT DEVELOPMENT PLAN
BISMARCK-MANDAN MPO

The Bismarck-Mandan MPO and Bis-Man Transit initiated the 2026 TDP to establish a strategic vision for transit service in Bismarck, Mandan, and surrounding communities. The plan evaluates fixed-route, demand response, and paratransit services; assesses changing travel patterns and community needs; and identifies opportunities to improve mobility, accessibility, and operational efficiency.

Led by Bolton & Menk, the planning process includes a comprehensive review of system performance, ridership trends, transit-supportive land uses, demographic conditions, and financial considerations. Public and stakeholder input methods include surveys, focus groups, stakeholder interviews, public meetings, and online engagement tools. This feedback, combined with technical analysis, will inform the development and evaluation of service improvement scenarios and implementation strategies.

The final plan will provide a practical roadmap for enhancing transit service, prioritizing investments, and supporting Bis-Man Transit's ability to meet evolving mobility needs while strengthening regional connectivity and access to destinations throughout the service area.



KEY PERSONNEL INVOLVED:

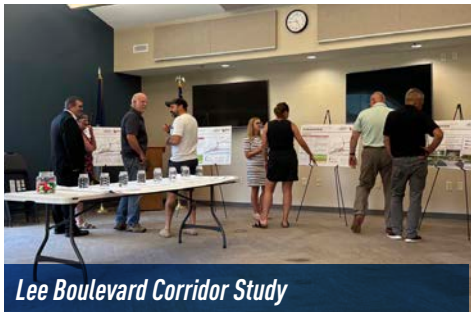


Aaron Bartling, David Sandberg, Eric Li

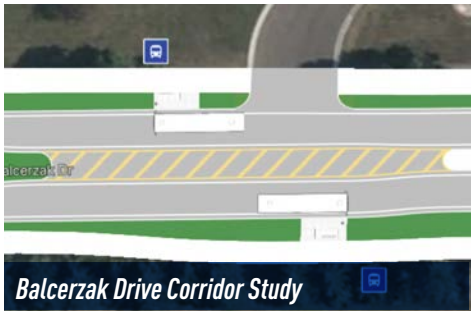
MANKATO/NORTH MANKATO CORRIDOR PLANNING EXPERIENCE

Bolton & Menk has extensive experience leading corridor planning studies throughout the Mankato region, helping communities, agencies, and stakeholders develop long-term transportation visions that balance mobility, safety, accessibility, and economic vitality. Working in partnership with MAPO, MnDOT, Blue Earth County, Nicollet County, Mankato, and North Mankato, our team has guided studies on key regional corridors including Highway 169, Highway 14, Lookout Drive, Warren Street, Balcerzak Drive, and Riverfront Drive. These efforts have addressed a wide range of transportation needs, from regional connectivity and access management to multimodal accommodations, transit accessibility, traffic operations, and safety improvements.

Our corridor planning approach combines technical analysis with extensive public and stakeholder engagement to build consensus around practical, implementable solutions. Through these studies, Bolton & Menk has evaluated how roadway, pedestrian, bicycle, and transit networks work together to serve residents, employees, students, and visitors. We have developed corridor visions, assessed transportation and transit access needs, evaluated improvement alternatives, identified phased implementation strategies, and helped agencies prioritize investments that support future growth, strengthen connections to key destinations, and improve access to transit throughout the greater Mankato area.



Lee Boulevard Corridor Study



Balcerzak Drive Corridor Study

KEY PERSONNEL INVOLVED:



Angie Bersaw, Rachel LeMire, David Sandberg, Aaron Bartling, Eric Li, Heather Mullenbach

KEY PERSONNEL

The Bolton & Menk team serves as an extension of city staff, maintaining close coordination between the City and project team. The proposed team provides the optimum combination of accessibility, community knowledge, and specialized expertise. Our project manager, Aaron Bartling, will be supported by key individuals and support staff. Bolton & Menk can draw upon more than 1,250 team members throughout our firm, as needed, to meet your needs. Project team member bios are included below. Full résumés are available upon request.

Project Management Team



Aaron Bartling
Project Manager



Angie Bersaw, AICP
Principal-in-Charge/Local Liaison

SERVICE PLANNING AND ANALYSIS



Aaron Bartling
Service Planning Lead



Eric Li
Service Planning Support



Rara Istifadah
Funding Specialist and Planning Support



David Sandberg, GISP
GIS Specialist



Mark Gallagher, AICP, PMP
Transit Technology Specialist

COMMUNITY ENGAGEMENT



Robin Caufman
Strategic Engagement Lead



Rachel LeMire
Communications and Graphics



Heather Mullenbach
Engagement Support



AARON BARTLING

Project Manager, Service Planning Lead

Aaron will oversee project delivery and lead the technical analysis, service planning, and development of an implementation-focused TDP that integrates data-driven decision-making with community and stakeholder input.

As a senior transit planner, Aaron has been providing right-sized solutions to transportation projects since 2013. He strongly believes that thoughtful urban planning helps create stronger, more equitable, more resilient, and more sustainable places. Aaron provides expertise across a range of transportation services, with a strong focus on transit, bicycle, and pedestrian planning, supported by extensive project management experience. By listening to community input, coordinating with project stakeholders, and using his industry experience, he aims to create an inviting and connected environment, enhance mobility and safety, and meet community objectives. As part of Bolton & Menk's active transportation and transit practice, he brings a passion for multimodal transportation to help communities create a stronger sense of place.

RELEVANT EXPERIENCE

- TDP Update, City of Mankato, MN
- 2026-2030 TDP, Fargo-Moorhead Metro COG
- Microtransit Feasibility, Design, and Implementation Study, Grand Forks-East Grand Forks MPO
- 2026 TDP, Bismarck-Mandan MPO
- TDP, Prairie Island Indian Community
- I-494 Airport Service Planning, SouthWest Transit
- Safe Routes to Services Plan, Bismarck-Mandan MPO
- MVTA/Southwest Transit Systemwide Study, MVTA
- MVTA Connect On-Demand Service, MVTA
- 2050 MTP, Central Dakota MPO



ANGIE BERSAW, AICP

Principal-in-Charge/Local Liaison

Angie will provide executive oversight, strategic guidance, and quality assurance throughout the project.

Angie began her planning career in 2003 and now serves as the transportation division leader at Bolton & Menk. Based in the Mankato area, she has spent more than two decades helping local agencies advance transportation investments and planning initiatives throughout south-central Minnesota. Angie has led more than 80 transportation and environmental projects, including more than 35 corridor studies, 30 transportation plans, and numerous regional planning efforts completed in partnership with MAPO, MnDOT, counties, and local communities. Through this work, she has developed strong relationships with regional stakeholders and a deep understanding of local transportation needs, growth trends, and community priorities. Angie also leads public involvement efforts for complex, multijurisdictional studies and is formally trained in the Systematic Development of Informed Consent (SDIC), helping agencies build consensus around practical, implementable solutions.

RELEVANT EXPERIENCE

- Highway 169 Corridor Study, MAPO
- Highway 14 Eagle Lake Corridor Study, MAPO and MnDOT District 7
- Warren Street Corridor Study, MAPO
- Riverfront Drive Corridor Study, MAPO
- 2045 Long Range Transportation Plan, MAPO
- 2018 ADA Transition Plan and Inventory, MAPO
- Public Works Center Master Plan, City of Mankato, MN
- Broadway Avenue Reconstruction Project, City of Rochester, MN



ROBIN CAUFMAN

Strategic Engagement Lead

Robin will provide senior transit planning expertise and strategic guidance to support project recommendations and stakeholder coordination.

Since beginning her career in 1994, Robin has filled multiple roles on regional infrastructure plans and projects. As a community planning project manager, her areas of expertise include community engagement, comprehensive planning, and land use analysis. Prior to joining Bolton & Menk, Robin spent 21 years between Metropolitan Council and Metro Transit where she was responsible for working with local governments and communities on comprehensive planning, regional infrastructure planning, and transit projects.

RELEVANT EXPERIENCE

- TDP Update, City of Mankato, MN
- Better Bus Route 3, Metro Transit
- Network Next Engagement, Metro Transit
- TH 371 Corridor Study, MnDOT District 3
- Highway 25 Area PEL Study, Wright and Sherburne Counties, MN
- Regional Future Arterials and Collectors Study, Saint Cloud APO



ERIC LI

Service Planning Support

Eric will support transit service analysis, identify service gaps, and help develop practical route and service recommendations for the five-year implementation plan.

Eric is an active transportation and transit planner with a passion for helping communities realize their vision through thoughtful and effective solutions that improve everyday lives. Previously, he gained practical industry experience working as a bus operator, while also supporting transit operations and leading improvement projects at the University of Michigan. Eric will leverage his operational experience and multidisciplinary training in analytics, policy, and service design to help deliver grounded recommendations that meet community needs.

RELEVANT EXPERIENCE

- 2026-2030 TDP, Fargo-Moorhead Metro COG
- Highway 14 Corridor Study, MAPO
- Balcerzak Drive Corridor Study, MAPO
- Safety Action Plan, City of Buffalo, MN
- Downtown Streets and Sidewalk Plan, City of Saint Paul, MN
- Highway 169 Multimodal Study, MnDOT Metro
- TH 252 and TH 94 Environmental Impact Statement, MnDOT Metro



RACHEL LEMIRE

Communications and Graphics

Rachel will lead project communications and develop graphics, maps, presentations, and public engagement materials.

Rachel is an engagement graphic design manager at Bolton & Menk who started her career in 2020. She enjoys using her creative and analytical skills to collaborate with others on writing and graphic design projects. She is responsible for print and online communication, and the development of project websites, handouts, social media content, maps, and newsletters.

RELEVANT EXPERIENCE

- TDP Update, City of Mankato, MN
- Lookout Drive Corridor Study, MAPO
- Riverfront Drive Demonstration Project, City of Mankato, MN
- Rice Street Visioning Study, Ramsey County, MN
- Safety Action Plan, City of Columbia Heights, MN
- TH 47 and TH 65 Planning and Environmental Linkages Study, MnDOT Metro
- I-94 and I-35E Saint Paul Communication, MnDOT
- Transportation Safety Action Plan, City of Columbia Heights, MN
- Pedestrian and Sidewalk Plan, City of Plainview, MN
- CSAH 2/40th Avenue Corridor Study in Columbia Heights, Anoka County, MN



RARA ISTIFADAH

Funding Specialist and Planning Support

Rara will support data-driven transportation planning, stakeholder engagement, transit and active transportation system analysis, implementation planning, and funding strategy development.

Rara began her career in 2023 and serves as a transportation planner with Bolton & Menk's Midwest Active Transportation Planning Group. She supports transportation and transit planning projects through stakeholder engagement, data collection and analysis, research, and development of implementation strategies. Previously, Rara worked with Metro Transit on shared mobility planning and its system management initiatives across the Metropolitan Council, supporting operational analysis, resource inventories, and cross-departmental coordination. She has also supported funding and implementation strategies, including planning-level cost considerations and fiscally constrained recommendations.

RELEVANT EXPERIENCE

- Transportation Safety Action Plan, City of Buffalo, MN
- West 94 Area Transportation Plan, Fargo-Moorhead Metro COG
- SS4A Comprehensive Safety Plan, St. Cloud APO
- Regional Comprehensive Safety Plan, La Crosse Area Planning Committee
- Highway System Harms Study, Metropolitan Council



HEATHER MULLENBACH

Engagement Support

Heather will support local outreach efforts, engagement coordination, and documentation of public and stakeholder feedback.

Heather is an environmental planner at Bolton & Menk who began her career in 2023. She assists with planning studies, public engagement activities, and environmental review documents. Heather has experience coordinating stakeholder input, organizing project communications, and documenting feedback to inform planning decisions. Her collaborative approach and commitment to sustainable, community-focused solutions help support transportation plans that reflect local needs and priorities.

RELEVANT EXPERIENCE

- Riverfront Drive Intersection Study, MAPO
- CSAH 16 (Stoltzman Road) Corridor Study, City of Mankato, MN
- Riverfront Drive Intersection Study and Demonstration, MAPO
- Comprehensive Land Use Plan Update, Le Sueur County, MN
- Rockwell RV and Adventure Park EAW, Lime Township, MN
- Lanesboro Flood Mitigation Study, City of Lanesboro, MN



DAVID SANDBERG, GISP

GIS Specialist

David will lead GIS analysis, mapping, and spatial data visualization to support project evaluation and decision-making.

David provides geospatial support for a wide range of projects, including data collection, database management, spatial analysis, and cartographic production. He has extensive experience designing and developing interactive web maps and GIS applications that improve data accessibility and support stakeholder engagement. Since beginning his career in 2016, David has leveraged emerging GIS technologies and evaluates products and software to deliver the most effective solutions for our teams and clients. He excels at creating map figures, performing spatial analysis, and developing interactive web maps and applications.

RELEVANT EXPERIENCE

- TDP Update, City of Mankato, MN
- 2026-2030 TDP, Fargo-Moorhead Metro COG
- Lookout Drive Corridor Study, MAPO
- Riverfront Drive Demonstration Project, City of Mankato, MN
- 2020 Transit System Plan, City of North Mankato, MN
- 2050 Metropolitan Transportation Plan (MTP) Update, MAPO
- 2026 TDP, Bismarck-Mandan MPO



MARK GALLAGHER, AICP, PMP

Transit Technology Specialist

Mark will support the evaluation of technology and operational strategies to enhance transit service and improve customer experience.

Mark is an ITS senior project manager who has extensive experience in technology integration and deployment, systems engineering, and software development management. Mark focuses on expanding Bolton & Menk's ITS group, finding ways to broaden the group's services by assisting clients with planning their deployments in fields ranging from transit management to sensor systems . His passion for his work stems from his love of problem-solving—he says, "Bringing together different tools and approaches lets you innovate and help clients realize their goals."

RELEVANT EXPERIENCE

- Transit Technology Plan, City of Greeley, CO
- Transit ITS Solutions Plan, City of Muskegon, MI
- Transit Technology Update, City of Wausau, WI
- Push Button Replacement, Metro Transit (Twin Cities, MN)
- Far-Moor SMART Traffic Signal System, City of Moorhead, MN
- Advanced Transportation Management System SMART Grant - Phase 1, SDDOT
- SMART Phase 2, Curb Management Technology Deployment, City of Minneapolis, MN

COMMUNITY CENTERED

Our commitment to being highly-accessible to our clients and communities is rooted in a service approach focused on building trust and enduring partnerships.



BREAKDOWN OF HOURS

The table below summarizes the anticipated level of effort for each key team member by major task area and their percentage of total project involvement. Bolton & Menk's approved indirect cost rate is 228.71%.

NAME	ROLE	OFFICE LOCATION	TASKS				TOTAL HOURS	% OF TOTAL
			Project Management and Coordination	Public and Internal Engagement	Data Collection of Existing Conditions	Transit Development and Implementation Plan		
			1	2	3	4		
Aaron Bartling	Project Manager, Service Planning Lead	Minneapolis, MN	110	66	50	160	**386**	25%
Angie Bersaw	Principal-in-Charge/ Local Liaison	Mankato, MN	18	12	-	12	**42**	3%
Robin Caufman	Strategic Engagement Lead	St. Cloud, MN	22	84	-	20	**126**	8%
Rachel LeMire	Communications and Graphics	Minneapolis, MN	-	120	-	40	**160**	11%
Heather Mullenbach	Engagement Support	Mankato, MN	-	48	-	-	**48**	3%
David Sandberg	GIS Specialist	Minneapolis, MN	-	48	36	4	**88**	6%
Eric Li	Service Planning Support	Minneapolis, MN	-	64	118	240	**422**	28%
Rara Istifadah	Funding Specialist and Planning Support	Minneapolis, MN	-	-	102	100	**202**	13%
Mark Gallagher	Transit Technology Specialist	Minneapolis, MN	-	-	20	28	**48**	3%
Total Hours:			**150**	**442**	**326**	**604**	**1,522**	100%
% of Total:			10%	29%	21%	40%	100%	

mankatomn.gov

REFERENCES

Client satisfaction through quality deliverables, cost-effective rates, and timely project delivery are top priorities for Bolton & Menk. Please contact the following references to evaluate our performance on similar projects.

FARGO-MOORHEAD METRO COG

Adam Altenburg, Community and Transportation Analyst

701-232-3242
altenburg@fmmetrocog.org

PROJECT: 2026-2030 Transit Development Plan

GRAND FORKS-EAST GRAND FORKS MPO

Teri Kouba, Senior Planner

701-746-2660
teri.kouba@theforksmpo.org

PROJECT: Microtransit Feasibility, Design, and Implementation Plan

BISMARCK-MANDAN MPO

Paulette Jacobsen, Transportation Planner

701-355-1473
pjacobsen@bismarcknd.gov

PROJECT: 2026 Transit Development Plan



GOVERNMENT-WIDE DEBARMENT AND SUSPENSION (NONPROCUREMENT)

Recipients, contractors, and subcontractors that enter into covered transactions are required to verify that the entity (as well as its principals and affiliates) with which they propose to contract or subcontract is not excluded or disqualified. This is done by: (a) checking the SAM exclusions; (b) collecting a certification from that person (found below); or (c) adding a clause or condition to the contract or subcontract.

Instructions for Certification: Signing below indicates the prospective lower tier participant is providing the signed certification.

(1) It will comply and facilitate compliance with U.S. DOT regulations, "Nonprocurement Suspension and Debarment," 2 CFR part 1200, which adopts and supplements the U.S. Office of Management and Budget (U.S. OMB) "Guidelines to Agencies on Governmentwide Debarment and Suspension (Nonprocurement)," 2 CFR part 180,

(2) To the best of its knowledge and belief, that its Principals and Subrecipients at the first tier:

a. Are eligible to participate in covered transactions of any Federal department or agency and are not presently:

1. Debarred,
2. Suspension,
3. Proposed for debarment,
4. Declared ineligible,
5. Voluntarily excluded, or
6. Disqualified

b. Its management has not within a three-year period preceding its latest application or proposal been convicted of or had a civil judgment rendered against any of them for:

1. Commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction, or contract under a public transaction,
2. Violation of any Federal or State antitrust statute, or,
3. Commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making any false statement, or receiving stolen property,

c. It is not presently indicted for, or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses listed in the preceding subsection 2.b of this Certification,

d. It has not had one or more public transactions (Federal, State, or local) terminated for cause or default within a three-year period preceding this Certification,

e. If, at a later time, it receives any information that contradicts the statements of subsections 2.a – 2.d above, it will promptly provide that information to FTA,

f. It will treat each lower tier contract or lower tier subcontract under its Project as a covered lower tier contract for purposes of 2 CFR part 1200 and 2 CFR part 180 if it:

1. Equals or exceeds $25,000,
2. Is for audit services, or,
3. Requires the consent of a Federal official, and

g. It will require that each covered lower tier contractor and subcontractor:

1. Comply and facilitate compliance with the Federal requirements of 2 CFR parts 180 and 1200, and
2. Assure that each lower tier participant in its Project is not presently declared by any Federal department or agency to be:
   a. Debarred from participation in its federally funded Project,
   b. Suspended from participation in its federally funded Project,
   c. Proposed for debarment from participation in its federally funded Project,
   d. Declared ineligible to participate in its federally funded Project,
   e. Voluntarily excluded from participation in its federally funded Project, or
   f. Disqualified from participation in its federally funded Project, and

(3) It will provide a written explanation as indicated on a page attached in FTA's TrAMS platform or the Signature Page if it or any of its principals, including any of its first tier Subrecipients or its Third-Party Participants at a lower tier, is unable to certify compliance with the preceding statements in this Certification Group.

Certification

Contractor: Bolton & Menk, Inc.

Signature of Authorized Official: Angela M. Bortsen Date 9 / 11 / 2026

Name and Title of Contractor's Authorized Official: Transportation Division Leader | Principal

Federal Certifications

CERTIFICATION AND RESTRICTIONS ON LOBBYING

I, Angie Bersaw, AICP, Transportation Division Leader | Principal hereby certify
(Name and title of official)

On behalf of Bolton & Menk, Inc. that:
(Name of Bidder/Company Name)

- No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, and officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

- If any funds other than federal appropriated funds have been paid or will be paid to any person influencing or attempting to influence an officer or employee of any agency, a Member of Congress, and officer or employee of Congress, or an employee of a Member of Congress in connection with the federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form – LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

- The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including sub-contracts, sub-grants and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 U.S.C. § 1352. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.,

Name of Bidder/Company Name: Bolton & Menk, Inc.

Type or print name: Angie Bersaw, AICP, Transportation Division Leader | Principal

Signature of authorized representative: Angela M. Bersaw Date 9 / 11 / 2026

TOOLE DESIGN

MANKATO TRANSIT SYSTEM

TRANSIT DEVELOPMENT PLAN 2028-2033

SEPTEMBER 11, 2026



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TOOLE DESIGN

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MINNEAPOLIS, MN 55401

612.584.4094
TOOLEDESIGN.COM

September 11, 2026

Mankato Transit System
Shawn Schloesser
Associate Director of Transportation Planning Services
10 Civic Center Plaza
Mankato, MN 56001

RE: Mankato Transit System—Transit Development Plan 2028-2033

Dear Shawn Schloesser and Members of the Evaluation Committee:

Toole Design Group is pleased to submit our proposal for the City of Mankato's Transit Development Plan 2028-2033. Since our last engagement with the City on its Transit Development Plan in 2023, the funding landscape for transit has shifted; MTS has continued its post-pandemic ridership recovery, carrying nearly 500,000 riders in 2025; and the City has adopted a new 2025–2029 Strategic Plan that ties transit directly to its housing, economic development, and infrastructure goals. Our team is excited to build on our past work together and look forward to deepening our connection with Minnesota State University and its student population, bringing current transportation demand management (TDM) and new mobility practices into the plan's recommendations, and helping MTS identify and pursue the range of funding sources available to support transit and transit-supportive infrastructure over the next five years.

Toole Design is known for delivering people-centered transportation solutions grounded in rigorous, data driven analysis. We bring deep experience leading transit service planning, feasibility studies, and system redesign efforts for mid-sized agencies across the country. Our team has recently supported counties and regions facing similar challenges across the Midwest, including work in Johnson County, KS; Wayne County, OH; and Bloomington, IN, where we have helped or are helping agencies evaluate expansion opportunities, funding strategies, and governance approaches. Additionally, our key personnel include individuals who have worked with transit agencies across North America, not just as consultants but as agency staff, giving us an understanding of the operational and institutional realities MTS faces.

Mitch Coffman, AICP will serve as Project Manager. He is a Principal Planner who leads active transportation, safety, subarea, and corridor plans focused on facilitating mobility and access for all people and all modes. **Doug Robinson** will serve as Deputy Project Manager, bringing experience in regional transit planning, service analysis, and safe, people-centered mobility. **Mitzi Alex, AICP**, who was project manager for the 2023 TDP, will serve as Principal-in-Charge and will be continually engaged throughout the project—not in a review-only capacity, but hands-on alongside Mitch, bringing institutional memory of what worked last time and what didn't. Toole Design's national transit practice lead **Andrea Ostrodka, AICP, LEED AP®**, will provide senior oversight and further continuity with the 2023 TDP.

Toole Design is ready to bring the same analytical rigor and creative engagement that made our 2023 partnership successful—this time paired with deeper Midwest transit experience and a fresh national perspective on funding strategy and mobility trends. If you have any questions, please reach out to Project Manager Mitch Coffman at 612.482.0656 or mcoffman@tooledesign.com. Thank you for considering our team.

Sincerely,

Ciara Schlichting, AICP
Director of Operations, Midwestern U.S.

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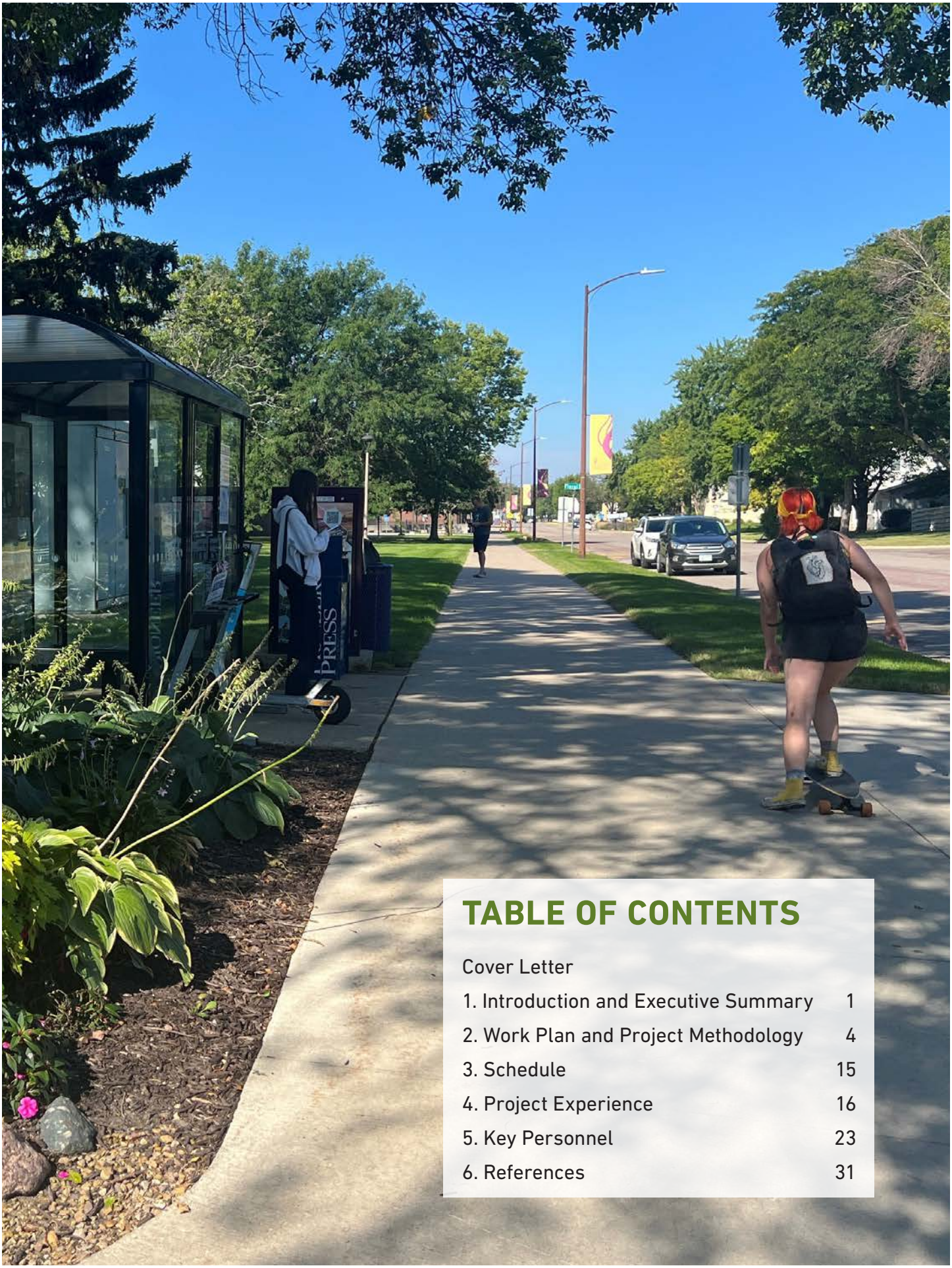


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1 INTRODUCTION AND EXECUTIVE SUMMARY

INTRODUCTION

Toole Design was founded on a commitment to creating safe, sustainable transportation systems and a belief that communities thrive when walking, biking, and transit options flourish. From the earliest planning stages to final implementation, we consider all modes of transportation to create inclusive, accessible, and safe places for all to move through intuitively and joyfully.

Toole Design's transit planning expertise is built on working for and with transit providers on both tactical improvements and large-scale systemic changes. Our planning and policy work spans long- and short-range systems planning, systems planning for new service areas, corridor studies, station area planning, and transit-supportive land use strategies that help catalyze transit-oriented development. We regularly support agencies through service design and operations work, including operational analysis, fixed-route and paratransit service alternatives and forecasting, route studies, service standards development, and the evaluation of microtransit, on-demand, and other flexible service models.



The new TDP should improve access to jobs, education, healthcare, shopping, and other daily destinations.

On the capital and facilities side, our team provides fleet management planning, capital facility and fleet assessments, park-and-ride facility analysis, station/stop circulation studies, and transit signal priority and other operational-efficiency treatments. We support agencies with the analytical backbone behind these decisions, too: expanded system performance analysis, cost modeling, ridership and market-demand forecasting (including post-pandemic recovery trends), transit asset management planning, and ADA/Title VI compliance analysis.

Our transit work draws on Toole Design's bicycle and pedestrian planning practice to strengthen access to transit. We are experienced in developing solutions for multimodal challenges common to transit corridors, such as bicycle and pedestrian crossings at transit corridors, first-/last-mile access and bicycle parking, the integration of transit and bike corridors (including shared bike/bus lanes), and co-locating bikeshare with transit. We have also supported BRT system planning across the country, ensuring that bicycle and pedestrian access and circulation are incorporated from the outset (and in turn leveraged as crucial tools for reaching ridership goals).

PROJECT UNDERSTANDING

Mankato Transit System (MTS) is entering this Transit Development Plan from a position of momentum. The 2028-2033 TDP is an opportunity to assess how the system and community have changed, measure progress since the 2023 TDP, and establish the next generation of investments needed to make transit a more useful, visible, and integral part of life in Greater Mankato.



MNSU remains one of the region's most important transit markets with more than 14,000 students.

The last TDP established a practical path toward a transit system that is more accessible and safe, legible and reliable, inclusive, cost-effective, and financially sustainable. Its immediate recommendations included restructuring routes and schedules to provide more consistent evening and weekend service, better integrating Kato Flex with fixed-route service, publishing real-time transit information, establishing a stronger physical presence through designated stops, and advancing phased bus stop improvements. Medium and longer-term recommendations anticipated increased frequency on core routes, weekend Kato Flex service, continued stop investment, new funding partnerships, and expansion into unserved portions of the community.

There is already evidence of meaningful progress. As noted in the 2050 MAPO Metropolitan Transportation Plan, MTS inspected 86 transit stops and used those findings to prioritize a multi-year accessibility improvement program, resulting in improvements at 34 stops. The MTP also reports that MTS has improved operations by extending service times and expanding its service area, and that ridership continued its post-pandemic recovery through early 2024. The current RFP provides an even more encouraging benchmark: MTS carried nearly 500,000 riders in 2025, including more than 463,000 fixed-route trips.

Our team understands the thinking behind current TDP's recommendations, the data and community input that shaped them, and the trade-offs considered in developing its fiscally constrained and illustrative scenarios. That familiarity is an asset, but we're approaching this update ready to critically re-examine our own prior work. We know that our processes can always be improved, and we will bring a refreshed perspective shaped by the evolving federal funding landscape and lessons learned on other transit projects since our last partnership with Mankato.

PLANNING FOR A CHANGING GREATER MANKATO

Greater Mankato's growth and change reinforce the importance of transit. Mankato and North Mankato continue to add residents, and the region's population is aging: approximately 20% of the metro area's population is now over age 60. Lower-income populations are concentrated in central and northern Mankato and around MNSU, and eight percent of area households do not have access to a personal vehicle. MNSU remains one of the region's most important transit markets, with more than 14,000 students. The new TDP should respond to these changing needs by improving access to jobs, education, healthcare, shopping, and other daily destinations while identifying the right mix of fixed-route, flexible, and demand-response service. The community has also made clear that transit matters: in MAPO's 2025 MTP engagement, transit service ranked as the top transportation priority.

Importantly, the TDP should be understood as more than a transit plan. It is an implementation tool for Mankato's broader community vision. The City's 2025–2029 Strategic Plan calls for prioritizing resources around measurable goals while responding to changes in population, development, technology, and diversity. Transit directly supports three of those goals:

- Housing: Mankato seeks to preserve affordable housing while expanding housing choices for seniors, people with disabilities, the workforce, first-time homebuyers, and households needing federally defined affordable housing. Housing Affordability and transportation affordability are closely connected. The TDP provides an opportunity to consider whether residents can reach jobs, education, healthcare, groceries, and other daily needs without being required to own a car and to coordinate transit planning with future housing and development decisions.
- Economy: The Strategic Plan seeks a thriving and growing business community, stronger economic-development partnerships, workforce development, and retention and growth of existing businesses. Reliable transit expands the effective labor pool available to employers, gives workers more ways to reach jobs, connects students with employment and internships, and helps families participate in the regional economy. This TDP will examine transit not only through the lens of ridership, but also through access to opportunity and economic vitality.
- Sustainable Infrastructure: The City's Strategic Plan identifies increased transit ridership as an outcome and specifically calls for more bus stops, reviewing service frequency, broadening the span of service, communicating the value of transit, improving community connectivity, and creating better and safer multimodal opportunities for all users. It also calls for a better, safer multimodal system and continued coordination of transportation planning and investment. The new TDP is the City's opportunity to translate those commitments into a prioritized, financially realistic program of service, infrastructure, technology, and organizational investments.

Reflecting on our work on the 2023 TDP, we see an opportunity to strengthen linkages between transit and the goals of the broader strategic plan.

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2 WORK PLAN

WORK PLAN AND PROJECT METHODOLOGY

PROJECT LEADERSHIP TEAM

Toole Design has structured the project leadership team to provide MTS with both day-to-day responsiveness and senior-level transit expertise.

Mitzi Alex, Principal-in-Charge, will provide oversight, quality assurance, and strategic guidance. She ensures that Mitch has insight from the last TDP, all of the necessary resources, and assigned staff are available and committed to the TDP.

Mitch Coffman, Project Manager, will be MTS's primary point of contact and will have overall responsibility for scope, schedule, budget, team coordination, and delivery of the TDP.

Doug Robinson, Deputy Project Manager, will support day-to-day management and technical coordination, helping maintain continuity across tasks and ensuring that analyses, engagement, and recommendations advance together.

Andrea Ostrodka will lead state/federal compliance and funding, helping ensure that recommendations are grounded in applicable requirements and positioned to take advantage of realistic federal, state, local, and partnership funding opportunities.

TASK 1: PROJECT MANAGEMENT AND COORDINATION

TASK 1.1: PROJECT MANAGEMENT PLAN AND SCHEDULE

Immediately following notice to proceed, Toole Design will prepare a concise project management plan (PMP) that establishes how our team and MTS will work together. The PMP will define team roles and responsibilities, communication and decision-making protocols, quality-control procedures, file management, deliverable review procedures, and processes for managing scope, schedule, and budget.

We will also develop a detailed project schedule identifying major activities, engagement events, decision points, deliverables, review periods, and dependencies among tasks. The schedule will serve as an active management tool and will be reviewed regularly with MTS and adjusted as needed to keep the project on track.

TASK 1.2: PROJECT KICKOFF MEETING

Toole Design will facilitate an in-person project kickoff meeting with MTS and the PMT shortly after notice to proceed. The meeting will confirm the project's goals, priorities, scope, schedule, roles, communication protocols, available data, and near-term activities. We will also use the kickoff to identify important decisions and emerging issues that should shape the planning process from the outset.

Importantly, the kickoff will provide an opportunity to discuss what has changed since the 2023 TDP, including implementation progress, changes in service and ridership, emerging community needs, and priorities that MTS and its partners want the new TDP to address. Toole Design will document key decisions, action items, responsibilities, and next steps.

TASK 1.3: ONGOING PROJECT COORDINATION

Mitch Coffman, Project Manager, will serve as MTS's primary point of contact and will maintain regular communication with MTS throughout the project. We have budgeted for 20 biweekly check-in meetings with essential MTS staff.

At key milestones (approximately monthly), Toole Design will also facilitate PMT meetings with representatives from the City of Mankato, Minnesota State University, City of North Mankato, and MAPO (8-10 total). These meetings will provide a forum for broader coordination and decision-making, including review of existing conditions, engagement findings, service concepts, priorities, and the illustrative and fiscally constrained implementation scenarios. Toole Design will prepare concise agendas and materials in advance and document decisions and action items following each meeting.

TASK 1.4: INVOICING AND PROGRESS REPORTING

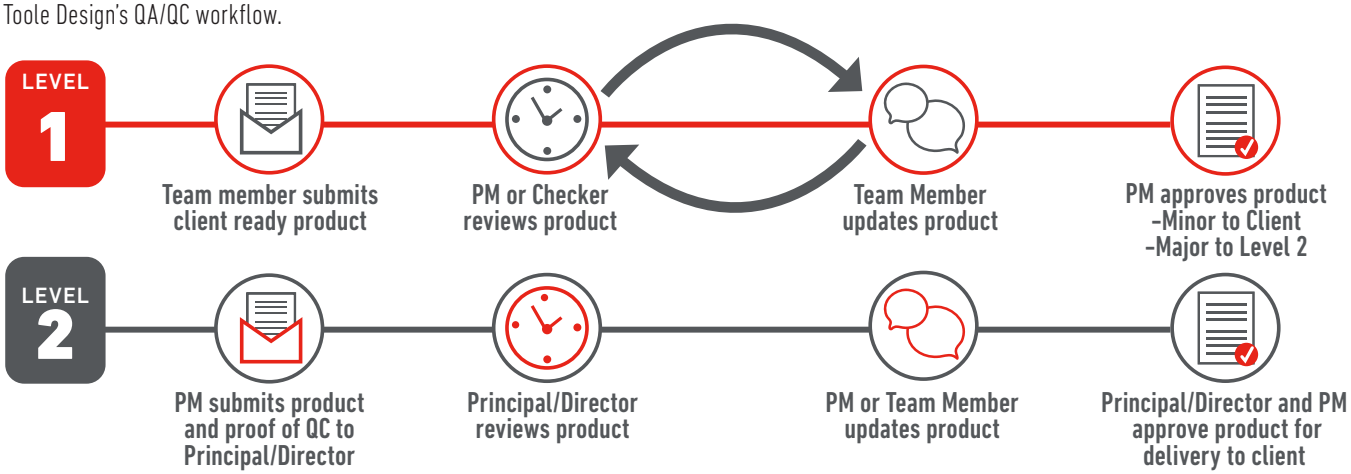
Toole Design will submit monthly invoices accompanied by a concise progress report documenting work completed during the billing period, work anticipated during the following month, budget status, schedule status, and outstanding decisions or action items.

TASK 1.5: QUALITY ASSURANCE AND QUALITY CONTROL PROCEDURES

Principal-in-Charge **Mitzi Alex** will oversee QA/QC for this project. Before work begins, Mitzi and Mitch will align with City staff on deliverable expectations, including audience, review process, format, level of detail, and any reference examples. Then core team members will then hold an internal kickoff meeting during which Mitzi and Mitch clearly define Level 1 and Level 2 deliverables, document the roles and responsibilities of all team members, and assign appropriate senior staff to conduct reviews at each level.

- **Level 1** reviews are applied to routine or interim deliverables and focus on technical accuracy, clarity, and consistency with the approved scope.
- **Level 2** reviews are applied to major deliverables and include a more comprehensive review by senior staff—often including the Principal-in-Charge—to confirm alignment with client guidance.

Toole Design's QA/QC workflow.



The quality of our work is further enhanced by our multi-disciplined and collaborative approach to all projects. Team members regularly validate assumptions, methods, and deliverables through peer collaboration and review. And because we document our review process internally, our clients always have confidence that our process can be demonstrated after the fact.

TASK 1 DELIVERABLES:

- Project Kickoff Meeting and Meeting Summary
- Draft and Final Project Work Plan
- Detailed Project Schedule
- Comprehensive Data Request
- Biweekly Progress Meetings, Agendas, and Meeting Summaries
- Monthly Progress Reports, including schedule, budget, completed activities, upcoming work, and action items

TASK 2: PUBLIC AND INTERNAL ENGAGEMENT

TASK 2.1: FINALIZE PUBLIC INVOLVEMENT PLAN AND INTERNAL ENGAGEMENT PLAN

At project initiation, Toole Design will work with MTS and the City's Public Information and Community Engagement Department to develop coordinated Public Engagement and Internal Engagement Plans that include the following elements:

- Engagement goals and decision points;
- Priority audiences;
- Outreach methods and locations;
- Multilingual and accessible strategies;
- Proposed interview and presentation schedules;
- Roles for City and consultant staff;
- Engagement materials;
- Participation tracking;
- Documentation procedures; and
- How community input will influence the technical work.

We will organize engagement around a simple progression: **Listen—Explore—Prioritize**. Early engagement will identify how people use MTS today, where barriers exist, and what needs are not being met. Mid-project engagement will test potential service and policy ideas. Later engagement will help









Interactive activities often produce unexpected insights. Well-publicized public workshops and smaller targeted outreach at senior centers ensure that it is easy for various populations to participate.

evaluate priorities and tradeoffs as the Illustrative and Fiscally Constrained scenarios take shape. This structure ensures engagement is a continuing source of information for the technical work.

We anticipate reviewing engagement materials from MAPO's 2025 MTP and the City of Mankato's 2025-2029 Strategic Plan to inform fine-tuning of the Public and Internal Engagement Plans and will work with City staff and stakeholders to finalize the best combination of tools for this study. Based on our familiarity with Mankato and professional experience, the following tasks meet the RFP's minimum engagement requirements while adding two approaches—MNSU student engagement and expanded employer outreach—that we believe will meaningfully broaden participation among university students and the growing employer base.

TASK 2.2: ENGAGING WITH THE PUBLIC

Open Houses
We propose to organize the three open houses around the following topics: assessment of existing conditions, formulation of alternative scenarios, and service change recommendations. Rather than relying primarily on presentation boards, each event will be structured as an interactive working session, giving participants multiple ways to contribute regardless of how much time they have available. These open houses will be held in-person and centrally located, with an option to record/livestream.

Intercept Engagement at Major Activity Centers
Toole Design will supplement the three open houses with **targeted, intercept-style engagement** at locations where current and potential riders already spend time. Potential locations could include the downtown transit hub, MNSU, South Central College, major employment and shopping destinations, community events, libraries, senior-serving organizations, and social-service providers.

These activities will be quick and approachable—a participant should be able to contribute meaningful information in a few minutes. Techniques may include interactive maps, preference exercises, short surveys, "where would you go?" destination mapping, and visual comparisons of service alternatives. Online engagement through Every Voice Mankato will extend these conversations to people unable or unlikely to participate in person.

TASK 2.3: MNSU TRANSIT SCAVENGER HUNT

With more than 14,000 students, including approximately 1,300 international students, MNSU represents an especially important market for MTS. Instead of asking students to attend another meeting, we propose a Transit Scavenger Hunt that turns engagement into an opportunity to experience the transit system firsthand.

Working with MNSU and MTS, Toole Design will develop a short series of transit-based challenges that students can complete individually or in teams. Participants might be asked to use trip-planning information to find a bus, locate and evaluate a stop,

ENGAGING IMMIGRANT COMMUNITIES

Mankato is home to a growing immigrant population, and food-processing and manufacturing employers across the broader south-central Minnesota region employ immigrant and refugee workers. Many of these residents and workers rely on transit to get to work. We recognize that the current climate in Minnesota may make some residents understandably cautious about engaging with government-affiliated outreach, even when the subject is unrelated to immigration status. We will work directly with MTS and the City to identify trusted community partners (employers, faith organizations, cultural associations, or service providers already connected to these communities) who can help extend engagement in a way that feels safe and low-risk to participate in. We will not collect or request immigration-status information as part of any engagement activity, and will make that clear in our materials and messaging.

ride to a destination off campus, make a transfer, identify something confusing about the rider experience, or photograph an improvement they would make. QR codes can connect each stop in the scavenger hunt to short questions or activities.

The exercise will generate useful qualitative information about wayfinding, trip planning, stop accessibility, service awareness, ease of use, and barriers encountered by inexperienced riders. It also creates an opportunity to reach students who do not currently ride MTS—a particularly valuable perspective when considering how transit could become more useful for off-campus employment, shopping, recreation, and other everyday trips. Small incentives or prize drawings could be used to encourage participation, subject to coordination with MTS and MNSU.

TASK 2.4: FOCUS GROUPS WITH EMPLOYERS, INSTITUTIONS, AND ADVOCACY ORGANIZATIONS

We will also facilitate two virtual focus group meetings with business and nonprofit stakeholders. These discussions will explore issues that may be less visible through general public engagement, including employee transportation, access to jobs and services, transportation barriers faced by clients, shift schedules, workforce recruitment and retention issues, and opportunities for institutional or employer partnerships. Taylor Corporation, Mayo, MNSU, and other large employers, institutions, and organizations will be invited to participate.

TASK 2.5: INTERNAL ENGAGEMENT WITH OPERATORS, MECHANICS, AND STAFF

In 2022, we prioritized direct interface with MTS operators and mechanics. Frontline staff bring observations that reveal operational challenges, recurring rider questions, difficult transfers, schedule reliability issues, and opportunities for improvement that are not always evident in quantitative data. Their perspectives and insights made had a big impact on the final plan. We intend to build on that relationship during this update through focus groups and one-on-one conversations with transit operators and mechanics.



A series of stakeholder workshops led by Toole Design used maps, trace paper, and interactive prompts with dozens of stakeholders to identify key origins and destinations, safety and access barriers, and priority locations for bus stops.

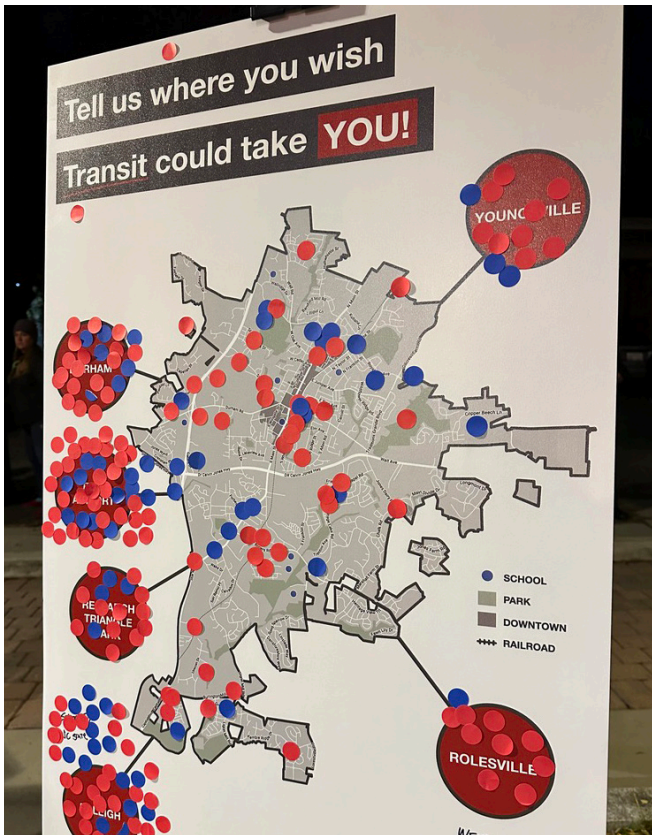
TASK 2.6: CLOSING THE LOOP

Toole Design will systematically document comments and identify recurring themes, geographic patterns, differences among participant groups, and areas of consensus or disagreement. We will maintain engagement results and raw data and prepare the required executive summary.

Findings will be carried directly into the existing conditions assessment and evaluation of service alternatives. We will also support two City Council presentations—one focused on existing conditions and community findings and the second presenting study conclusions and the future implementation plan. Toole Design will prepare PowerPoint slides and talking points and will be prepared to give the presentation or support MTS staff in doing so.

TASK 2 DELIVERABLES:

- Public Engagement Plan
- Internal Engagement Plan
- Project updates published through Every Voice Mankato
- Engagement materials, including display boards, surveys, sign-in sheets, event summaries, project maps, and graphics of alternatives/concepts
- Engagement Summary
- Three public open houses
- Two business and nonprofit stakeholder meetings
- Two Mankato City Council presentations



Public engagement at a tree lighting event for the Wake Forest Public Transit Plan.

TASK 3: DATA COLLECTION, EXISTING CONDITIONS, AND EVALUATION OF OPERATIONS

Task 3 will establish the analytical foundation for the 2028–2033 TDP through a comprehensive service assessment and unmet needs analysis. Consistent with the RFP and the State of Minnesota's approach to five-year transit planning, we will evaluate MTS's current services, performance, assets, organizational capacity, transit markets, and geographic service gaps to understand both how the system performs today and where mobility needs remain unmet. The evaluation will include fixed-route and demand-response services, the overall network, hours, stops, fares, ridership, staffing and bid-board practices, technology, advertising, capital improvements, and transit assets.

Because Toole Design developed the 2023 TDP, we will build from that analytical foundation rather than recreate it. Our focus will be on answering three questions:

- What has changed since 2023?
- What has MTS accomplished?
- What needs should shape the next five-year plan?

TASK 3.1: ESTABLISH THE BASELINE AND MEASURE PROGRESS SINCE 2023

We will begin by conducting a structured review of the 2023 TDP and developing an implementation scorecard that documents the status of its immediate-, medium-, and long-term recommendations. The scorecard will identify actions that have been completed, are underway, remain outstanding, or warrant reconsideration based on changing conditions.

At kickoff, we will also provide MTS with a data request identifying each dataset and desired format. This allows us to maximize existing MTS, City, MNSU, MAPO, MnDOT, Census, and NTD resources while identifying early whether targeted supplemental data collection is necessary.

TASK 3.2: CONDUCT THE SERVICE ASSESSMENT

We will develop a current picture of how MTS's fixed-route and demand-response services perform individually and as an integrated mobility system. MTS will be the primary source for GTFS and schedules; route and stop GIS; ridership; APC and AVL data, where available; farebox data; operating statistics; fleet information; and Kato Flex, paratransit, and Kato Go Play trip records. We will supplement these with NTD and MnDOT data as appropriate.

For fixed-route service, we will evaluate ridership and productivity, frequency and span, reliability and running times, route directness, stop activity and coverage, transfers and network connectivity, service miles and hours, and vehicle requirements. Where data permits, performance will be evaluated by route, stop, trip, time of day, and day of week.

For Kato Flex, paratransit, and Kato Go Play, we will evaluate ridership, productivity, service span, on-time performance, cancellations/no-shows, origins and destinations where available, and the role each service plays in complementing the fixed-route network. These measures build directly from the 2023 TDP's analysis of demand-response productivity, reliability, cancellations, and scheduling practices.

Using comparable measures wherever possible will create a 2023-to-today performance trend.

TASK 3.3: ASSESS SYSTEM RESOURCES, TECHNOLOGY, AND ASSETS

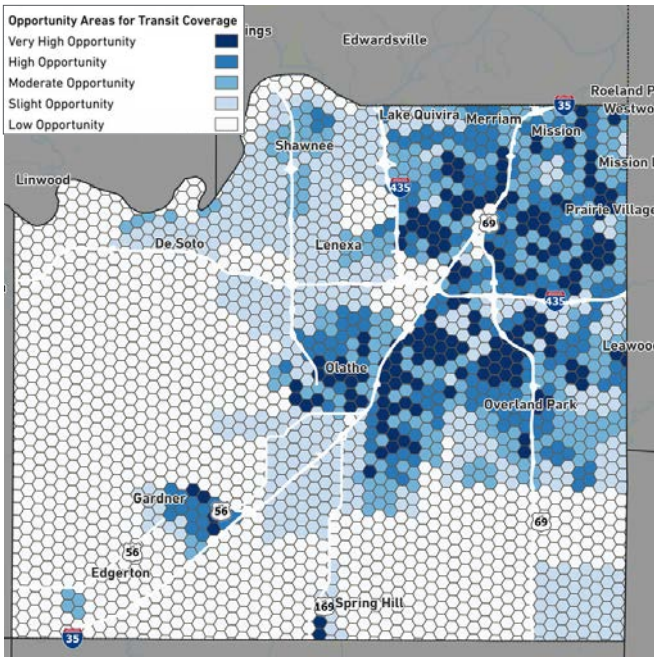
We will assess whether MTS has the organizational, financial, technological, and capital resources needed to sustain existing service and implement future improvements. Working with MTS and City staff, we will evaluate staffing and operator utilization, bid-board practices, operating and capital budgets, fleet size and vehicles available for maximum service, fleet condition and replacement needs, facilities, stops and passenger amenities, technology, advertising, and communications.

The Transit Asset Management inventory, fleet replacement plan, and City CIP will provide the foundation for assessing fleet and capital needs. The 2023 TDP documented a fleet replacement program extending through 2027; this TDP will update that baseline and identify fleet requirements through 2033.

Technology assessment will include AVL, APC, GTFS/GTFS-Realtime, fare collection, dispatch and scheduling, passenger information, and other systems supporting operations and customer experience. Together, these analyses will identify whether future service improvements require additional operators, vehicles, technology, facilities, or other supporting investments.

TASK 3.4: UPDATE THE TRANSIT MARKET AND CONDUCT THE UNMET NEEDS ANALYSIS

We will update the 2023 TDP's transit market analysis and conduct a Unmet Needs Analysis to identify where, when, and for whom existing transportation options do not adequately meet mobility needs.



Toole Design analyzed large demographics and travel flow data sets for Johnson County, KS to identify areas with opportunity to expand transit coverage.

We will combine quantitative analysis with Task 2 engagement findings. U.S. Census and ACS data will identify older adults, people with disabilities, lower-income and zero-vehicle households, youth, and other populations likely to rely on transit. LEHD/LODES data will identify employment and commute markets; MNSU will provide enrollment and campus-related information; and City of Mankato, North Mankato, and MAPO land-use and development information will identify emerging housing, employment, and commercial destinations. The 2050 MTP will provide an important source for recently updated regional demographic, land-use, transportation, and growth information.

We will map these needs against existing fixed-route and demand-response service to identify geographic gaps, time-of-day and day-of-week gaps, and gaps in connections to employment, education, healthcare, groceries, housing, and other essential destinations. We will give particular attention to older adults, people with disabilities, lower-income and zero-vehicle households, students, and residents of lower-density or peripheral areas.

This emphasis is consistent with current statewide planning findings, which identify service availability, frequency, evening/weekend service, reliability, information, and connections between communities as recurring Greater Minnesota mobility challenges.

NEW DATA TOOLS

For this update, we propose incorporating Replica to support the Task 3 market analysis and Task 4 scenario development, specifically for origin-destination patterns and comparing ridership/productivity implications across service alternatives. This complements MTS's own ridership and operations data with a broader view of travel behavior across Greater Mankato, including trips not currently served by MTS.

TASK 3.5: VALIDATE FINDINGS IN THE FIELD

Our team will ride the system and conduct targeted field observations to understand conditions that cannot be fully explained through datasets. We will focus observations on routes, transfer locations, stops, and operating conditions where technical analysis indicates potential issues.

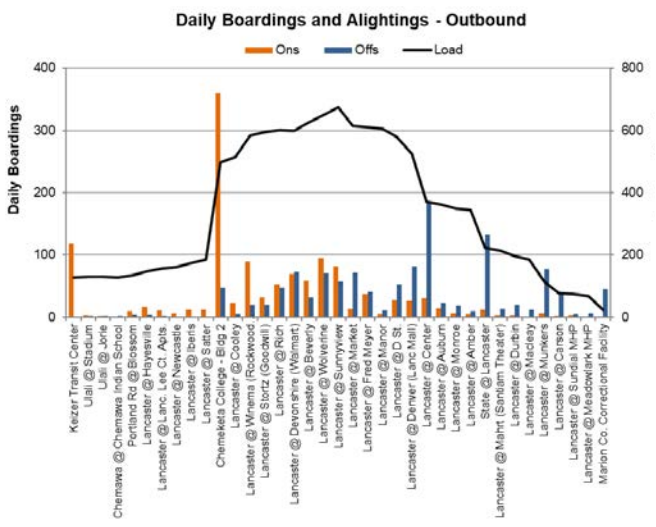
This approach proved valuable during the 2023 TDP, when system riding and conversations with operators helped explain technical findings and identify practical operating issues. We will again engage MTS operators and staff to understand schedule achievability, transfers, stop conditions, accessibility, passenger information, operational bottlenecks, and other day-to-day considerations.

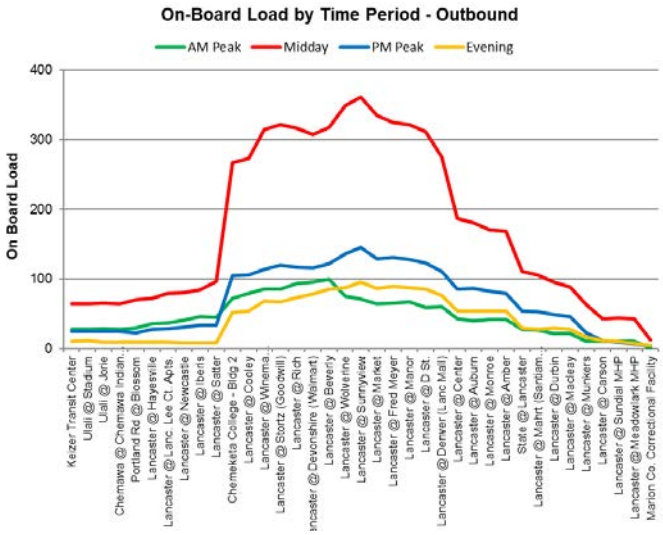
If meaningful information gaps remain, we will identify targeted supplemental data collection.

TASK 3.6: DEFINE NEEDS AND OPPORTUNITIES

We will synthesize the analysis into a concise assessment of system strengths, performance challenges, unmet mobility needs, and opportunities for improvement. Findings will be organized around the decisions MTS will need to make in Task 4.

The Task 3 executive summary and report will establish where MTS was in 2023, what has changed and been accomplished, how the system performs today, where mobility needs remain unmet, and which issues should drive development of the 2028–2033 service and investment program.





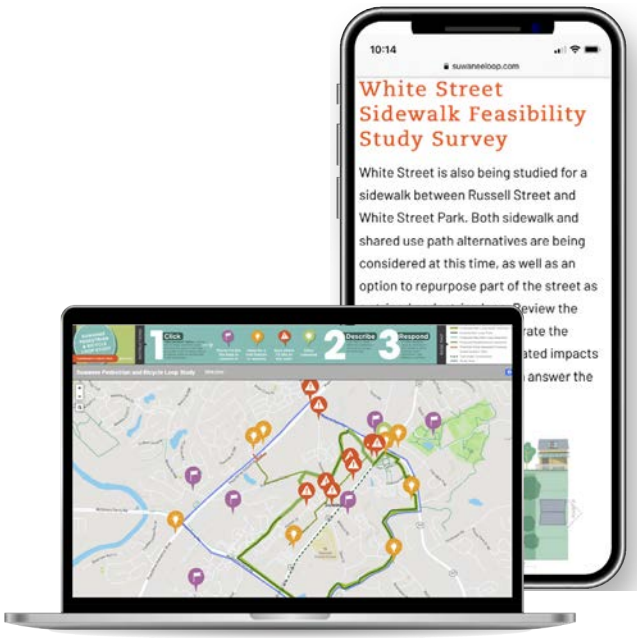
Sample charts created for Salem-Keizer Transit to analyze their existing transit service.

TASK 4: TRANSIT DEVELOPMENT AND IMPLEMENTATION PLAN

Task 4 will translate the service assessment, unmet needs analysis, and community priorities into a phased and financially grounded five-year operations, capital, and implementation strategy. Consistent with the RFP, we will address service, policy, technology, fares, advertising, staffing and training, and capital needs and organize recommendations into both an Illustrative Scenario and a Fiscally Constrained Scenario. The implementation strategy will identify phasing, estimated costs, supporting technologies, and staff-specific objectives.

TASK 4.1: CONFIRM GOALS, SERVICE STANDARDS, AND EVALUATION FRAMEWORK

We will begin by revisiting the service goals established in the 2023 TDP: Accessibility and Safety, Legibility and Reliability, Equity and Inclusion, Cost Effectiveness, and Financial Sustainability—and update them based on Task 3 findings, Task 2 engagement, the City's Strategic Plan, and current statewide and regional planning direction.



Online surveys and interactive maps allow students, university stakeholders, and community members—regardless of their personal schedule—to participate in the engagement process and have their voices heard.

We will similarly review and refine standards for frequency, span, coverage, productivity, on-time performance, stop spacing, vehicle requirements, and other measures. These will provide objective criteria for evaluating potential investments and measurable benchmarks that MTS can continue to track after the TDP is complete.

TASK 4.2: DEVELOP AND EVALUATE SERVICE AND SYSTEM IMPROVEMENTS

Building directly from the needs identified in Task 3, we will develop a focused set of potential improvements. The 2023 implementation scorecard will allow us to distinguish between recommendations that should advance to their next phase, recommendations that warrant modification based on experience, and new needs that have emerged since 2023.

We will specifically revisit medium- and long-term recommendations from 2023—including additional bus stop improvements, fare and payment changes, increased frequency on core routes, weekend Kato Flex service, funding partnerships, and fixed-route expansion—to determine whether current performance, unmet needs, community priorities, and available resources support advancing them during 2028–2033.

TASK 4.3: DEVELOP ILLUSTRATIVE AND FISCALLY CONSTRAINED SCENARIOS

We will organize preferred improvements into the two scenarios.

The **Illustrative Scenario** will define the transit system Mankato should work toward if additional resources become available. It will establish a pipeline of service, capital, technology, staffing, and policy investments that responds to identified unmet needs and positions MTS to take advantage of future funding and partnership opportunities.

The **Fiscally Constrained Scenario** will become the core five-year operations strategy. We will identify the highest-value improvements achievable within reasonably anticipated resources and explicitly

document tradeoffs, deferred initiatives, and differences in anticipated outcomes compared with the Illustrative Scenario.

For major service changes, the scenarios will identify the anticipated route or service model, frequency, span and days of service, service hours and miles, vehicle requirements, operator implications, and estimated operating cost.

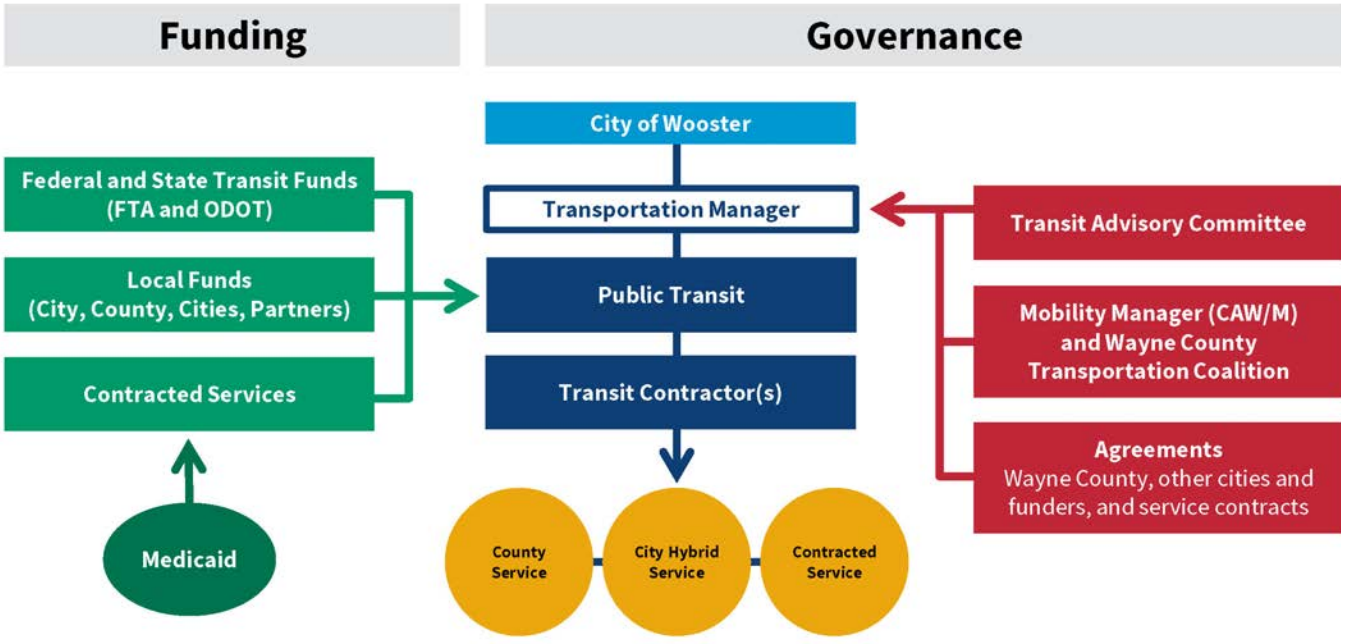
TASK 4.4: TEST AND REFINE THE PREFERRED DIRECTION

We will develop an adaptable five-year financial plan connecting proposed service and capital investments with anticipated resources. The financial plan will identify annual or phased operating and capital costs; anticipated federal, state, and local revenues; fare and contract revenues; MNSU and other partnership contributions; applicable local match requirements; and remaining funding gaps.

We will coordinate the financial assumptions with MTS, the City, MnDOT, and other appropriate partners and distinguish between committed/reasonably anticipated resources and potential funding opportunities. Where recommendations depend on new resources, we will identify appropriate state, federal, local, partnership, or grant funding strategies.

TASK 4.6: PREPARE THE FIVE-YEAR IMPLEMENTATION ROADMAP

The final step will convert the preferred recommendations into a 2028–2033 implementation roadmap. For each major recommendation, the roadmap will identify implementation year or phase, responsible department/staff positions, partner roles, planning-level, operating and capital cost, anticipated funding source and local match where applicable, fleet and operator requirements, supporting technology or infrastructure, prerequisite actions, and measurable performance indicators. Recommendations will be sequenced to account for dependencies—for example, acquiring vehicles, hiring operators, upgrading technology, or completing stop improvements before expanding service.



In Wayne County, OH, we worked with the City of Wooster, Wayne County, and regional partners to develop a sustainable governance and funding model for expanding transit beyond a city-based system.

The roadmap will also identify decision points and adaptable strategies, allowing MTS to accelerate Illustrative Scenario investments if additional funding becomes available or adjust implementation if revenues, ridership, staffing, development patterns, or community needs change.

The final TDP will therefore provide more than a list of recommendations. It will create a clear line from community input and data—documented unmet needs—evaluated alternatives—fiscally responsible investments—measurable five-year implementation, while carrying forward the strongest elements of the 2023 TDP into MTS's next generation of service.

TASK 4 DELIVERABLES:

- Illustrative Scenario and Fiscally Constrained Scenario, with documented tradeoffs and deferred initiatives
- Five-year implementation roadmap, including phasing, costs, funding sources, and performance indicators



Transit access, no matter if it's in an urban, suburban, or rural area, allows for critical freedom of movement for elderly and disabled residents who do not have the ability to drive.

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3 SCHEDULE

Toole Design is ready and available to launch and execute this project. The table below demonstrates our proposed timeline for completion of the Transit Development Plan. ● Open House ◆ Pop Up ❖ PMT

Tasks	2026 D	2027 J	F	M	A	M	J	J	A	S	O	N	D
1: PROJECT MANAGEMENT AND COORDINATION													
1.1: Project Management Plan and Schedule													
1.2: Project Kickoff Meeting													
1.3: Ongoing Project Coordination—PMT*		❖	❖	❖	❖	❖	❖	❖	❖	❖	❖		
1.4: Invoicing and Progress Reporting													
1.5: Quality Assurance and Quality Control Procedures													
2: PUBLIC AND INTERNAL ENGAGEMENT													
2.1: Finalize Public Involvement Plan and Internal Engagement Plan													
2.2: Engaging with the Public			● ◆	◆		● ◆			◆		●		
2.3: MNSU Transit Scavenger Hunt													
2.4: Engaging with Employers, Institutions, and Advocacy Organizations													
2.5: Internal Engagement													
2.6: Closing the Loop													
3: DATA COLLECTION, EXISTING CONDITIONS, AND EVALUATION OF OPERATIONS													
3.1: Establish the Baseline and Measure Progress Since 2023													
3.2: Conduct the Service Assessment													
3.3: Assess System Resources, Technology, and Assets													
3.4: Update the Transit Market and Conduct the Unmet Needs Analysis													
3.5: Validate Findings in the Field													
3.6: Define Needs and Opportunities													
4: TRANSIT DEVELOPMENT AND IMPLEMENTATION PLAN													
4.1: Confirm Goals, Service Standards, and Evaluation Framework													
4.2: Develop and Evaluate Service and System Improvements													
4.3: Develop Illustrative and Fiscally Constrained Scenarios													
4.4: Test and Refine the Preferred Direction													
4.5: Develop 5-Year Financial Plan													
4.6: Prepare 5-Year Implementation Roadmap													
4.7: Prepare Draft and Final Plan													

**PMT meets approximately monthly (8-10 meetings total)*

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4 PROJECT EXPERIENCE

Toole Design has had the privilege to be part of many projects that have direct, relevant application to this project. The following is a partial listing of the relevant projects on which we have worked.

MANKATO TRANSIT DEVELOPMENT PLAN

MANKATO, MN

Toole Design completed a transit development plan update for the Cities of Mankato and North Mankato in central Minnesota. The purpose of the update is to re-assess the direction of the previous TDP in light of market changes accelerated by the COVID-19 pandemic and reimagine and redesign the system's route network structure to provide a more attractive and usable service to the community, bring back ridership to the system, and restore its financial sustainability.

Toole Design took an inclusive and collaborative approach with MTS and the Minnesota State University (MSU-Mankato) community, that followed a comprehensive analysis of transit markets, origin-destination travel patterns and urban development, and a clear set of transit service design principles.

Toole Design's recommendations included reducing reliance on the pulse system downtown and creating cross-town services that can more effectively reach employment and retail destinations in the fringes of the service area, while reducing travel time for passengers.

Toole Design proposed and developed a cost-neutral service restructure that will maintain frequency of service but extend service hours into the evening and on weekends to provide better service to retail, service, health, and manufacturing workers. The project also includes a capital needs assessment and specific design guidelines to improve bus stop facilities and access to corridors.



Having developed the 2023 Transit Development Plan, Toole Design understands the thinking behind its recommendations. We look forward to building upon that knowledge.





For the Johnson County Transit Strategic Plan, Toole Design employed a comprehensive stakeholder-driven approach. By engaging stakeholders including the Board of County Commissioners, JCT staff, and regional partners, Toole Design facilitated the creation of a unified vision for transit in the county and a clear link between transit investment and social and economic goals.

A key aspect of the system redesign is establishing service standards for different types of service and using a multi-tiered structure to provide service to all areas of the city, as well as developing a sustainable funding plan to grow service incrementally along with increases in ridership and revenue.

JOHNSON COUNTY TRANSIT STRATEGIC PLAN

JOHNSON COUNTY, KS

In response to significant shifts in travel and work patterns since 2020, Johnson County Transit (JCT) is proactively reassessing its operations and objectives. Commuting patterns, shared funding agreements, and technology have evolved dramatically since the last plan was created in 2019. Additionally, Johnson County and its municipal partners have invested heavily in safety infrastructure. The 2025 Transit Strategic Plan includes new funding strategies, staff training, streamlined and higher quality transit service offerings, and a compelling assessment on transit's return on investment.

Employing a comprehensive stakeholder-driven approach, Toole Design developed a plan specifically tailored to Johnson County's needs and aspirations.

By engaging stakeholders including the Board of County Commissioners, JCT staff, and regional partners, Toole Design facilitated the creation of a unified vision for transit in the county and a clear link between transit investment and social and economic goals. Through a series of community meetings, surveys, workshops, and robust data analysis of current and projected land use and socioeconomic demographics, the team developed and evaluated alternative transit service scenarios and tested how well each delivered desired results. Criteria included access to jobs, connecting key origins and destinations, serving vulnerable populations, meeting local as well as regional travel needs, and long-term financial sustainability.

This collaborative effort culminated in a comprehensive plan outlining recommendations for service improvements, organizational enhancements, and funding strategies. This plan serves as a foundation from which JCT can establish a sustainable and impactful course for the future of transit in Johnson County. Our goal is to ensure that JCT's services remain effective, efficient, and responsive to the evolving mobility needs of its residents, workers, and visitors, positioning the transit system as a vital asset for the County's continued growth and prosperity.

BRONZE LINE BRT TOD ADVANCED STATION AREA PLANNING

SAINT PAUL, MN

Toole Design recently completed transit-oriented station area planning for the 10-mile Bronze Line* Bus Rapid Transit (BRT) project. The Bronze Line BRT will connect Union Depot in Downtown Saint Paul to three suburban communities on the east side of Ramsey County. The team prepared a corridor wide vision for equitable transit oriented development, real estate market and housing gap analysis, affordable housing and anti-displacement strategies, first- and last-mile multimodal access improvements, public realm improvements, development concepts, and implementation plans with visualizations that are documented in eight unique station area plans.

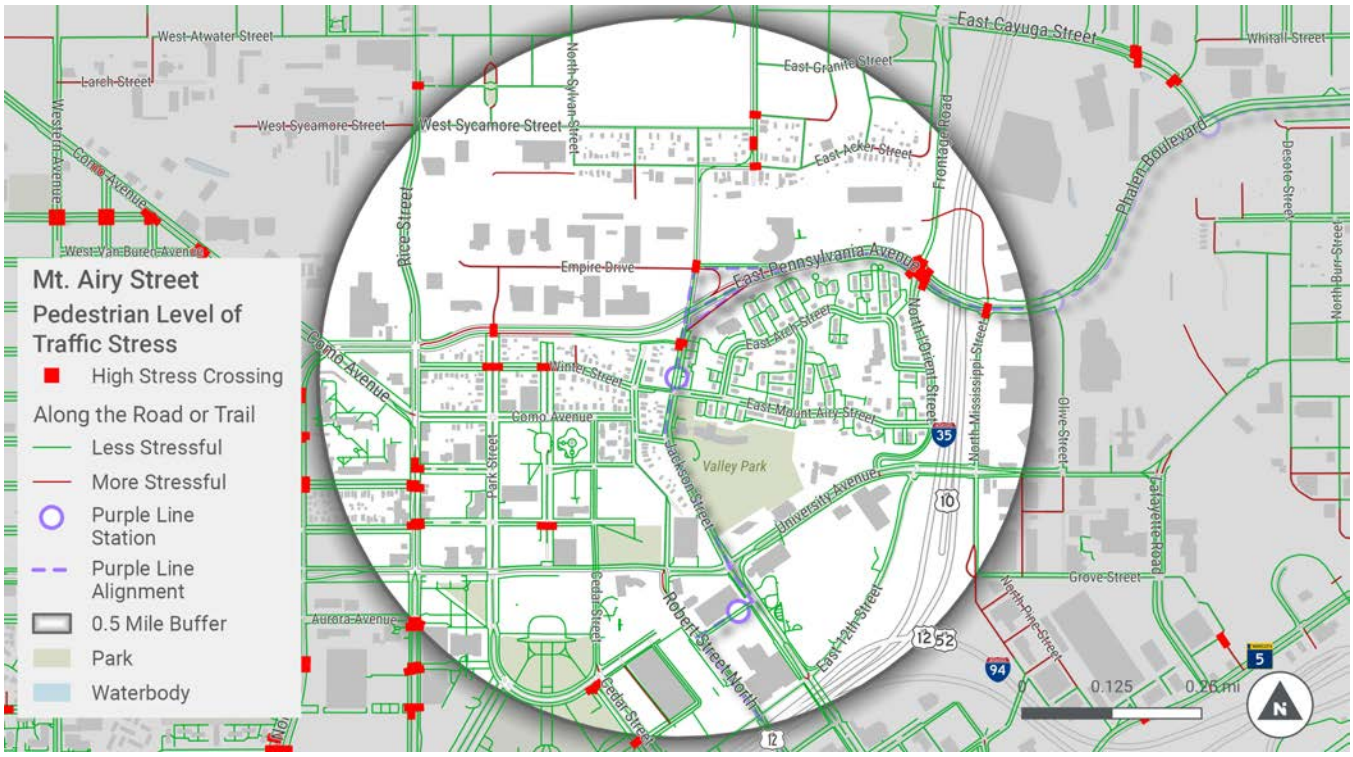
Toole Design is overseeing this complex project, delivering it on time and on budget amidst evolving politics and federal requirements. Our team is skilled at addressing the many project changes that can occur with TOD projects. For example, during the first month of the project, one of the cities voted to remove themselves from the BRT line. Our team quickly mobilized to help the client with a Route Modification Study to find a new end point for the BRT line by looking at pedestrian and bicycle connectivity, land use and development potential amongst other key evaluation criteria.

**This BRT line was rebranded to the Bronze Line in December 2025.*

COLUMBUS NW CORRIDOR MOBILITY PLAN

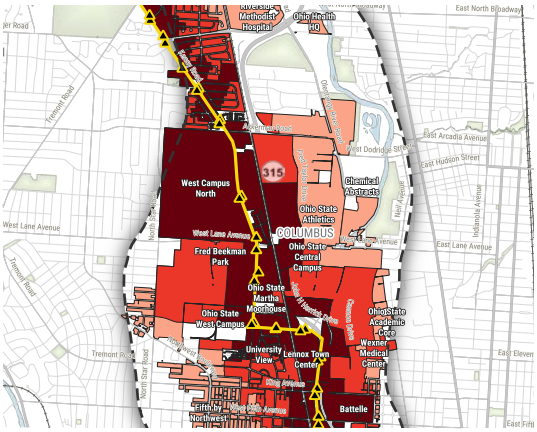
COLUMBUS, OH

The Northwest Corridor is one of Columbus's most critical transportation connections, linking major institutional and employment centers including The Ohio State University, the Ohio Health hospital campus, Grandview Yard, and numerous emerging development areas. The corridor is accessible by State Route 315, paralleling Olentangy River Road and providing commuter connections from northwest communities to Downtown.



Map of pedestrian level of traffic stress for the Bronze Line BRT project.





Building upon the existing conditions analysis of the Northwest Corridor in Columbus, OH, Toole Design developed a connectivity plan necessary to improve safety and mobility.

The Northwest Corridor is one of the most physically complex of the corridors studied in the LinkUS Corridor Concepts. It includes two major interchange areas (the "Knots") that present significant challenges to north-south through movement, and is physically constrained by the Olentangy River, the CSX railroad, and the highway. The corridor has experienced substantial new development in recent years, with new office space and residential units creating increased demand on mobility needs in the area. With the right combination of infrastructure improvements and development patterns, there is an opportunity for the Northwest Corridor to enhance the region's economic potential, access to jobs and quality of life.

Today, the Olentangy Trail provides a highly traveled parallel active transportation facility to Olentangy River Road. However, access points to the Olentangy Trail itself limit its ability to serve as a connection throughout the corridor. There are few low-stress connections into the trail. Long distances between access points in some areas, especially in the southern and northern portions, create a feeling of isolation and limit its usefulness for transportation at all hours of the day.

Toole Design worked with the City of Columbus and Central Ohio Transit Authority to develop a connectivity strategy for bicycles and pedestrians within the study area. The goal was to develop a safe, convenient, and interconnected network along, within, and to other key destinations in the study area. This future network will include the area's greenways, trails, on-street facilities, and natural corridors. This includes an existing conditions analysis, including the identification of existing and planned barriers to mobility, Level of Stress analysis, the accessibility of key social, cultural, and economic destinations, potential bicycle and pedestrian safety risk areas, and safety hotspots based on up to 10 years of fatal and serious injury crash data. Building upon the existing conditions analysis we developed a preferred connectivity plan and any desired crossing/regulatory features and technologies that are necessary to improve safety and mobility or improve interaction with other proposed improvements. This included assisting the consultant team with design concepts and cross-sections for the corridor.

MINNESOTA DOT DYNAMIC TRANSPORTATION OPTIONS STUDY

The Minnesota Legislature mandated a study to analyze existing transit conditions in greater Minnesota and develop recommendations for a pilot program to better meet transportation needs across the state.

Toole Design supported the Minnesota Office of Transit and Active Transportation in completing a Dynamic Transportation Options study. Our team completed a literature review and participated in a stakeholder summit to identify transit microtransit, and private service gaps and potential pilot program ideas. This study brought stakeholders together from across the state, including nonfixed route

transit providers, private transportation, and elderly and disabled users of dynamic transportation.

Results from the study identified pilot program opportunities to better meet the transportation needs for people in greater Minnesota, to improve access to goods and services, including education, employment and medical care.

BLOOMINGTON MULTIMODAL TRANSPORTATION PLAN

BLOOMINGTON, IN

Bloomington, home to Indiana University, has a burgeoning and vibrant downtown with a small town feel. Toole Design led the development of a multimodal transportation plan and recommended transportation projects based network analysis, a context-sensitive street classification, project prioritization, and, most importantly, the community's aspirations.

In-depth community engagement is a cornerstone of this project. Toole Design organized two week-long charrettes to meet with multiple stakeholders one-on-one and solicit feedback on initial recommendations. The first charrette was conducted toward the beginning of the project and resulted in preliminary recommendations, while the second charrette was conducted towards the end of the project. Unlike traditional transportation plans that solicit public engagement after making recommendations, this project included a charrette process that allowed the public to direct the process and also the recommendations.

Toole Design used a modified Bicycle Network Analysis tool to identify areas in the low-stress street network with missing connectivity. We also developed a health index to identify areas that are under-performing in terms of health outcomes. These tools allowed us to identify areas in Bloomington that would benefit from improved multimodal connectivity and to support Bloomington's comprehensive plan goal of reducing dependency on automobile.





The MnDOT Dynamic Transportation Options Study brought stakeholders together from across the state, including non-fixed route transit providers and elderly and disabled users of dynamic transportation.

USDOT MOBILITY, ACCESS, AND TRANSPORTATION INSECURITY (MATI) TECHNICAL SUPPORT

One in four Americans is unable to access reliable transportation on a regular basis to meet daily needs like grocery shopping, attending school, or reaching healthcare. Transportation insecurity is a significant factor in persistent poverty, and if adequately addressed, could lead to dramatically improved social, health, and employment outcomes in communities across the country.



For the Bloomington Multimodal Transportation Plan, Toole Design organized two week-long charrettes to meet with multiple stakeholders one-on-one and solicit feedback on initial recommendations.

In 2023, Toole Design, in collaboration with the University of Minnesota Center for Transportation Studies and the Center for Neighborhood Technology, was awarded $6M by the Federal Transit Administration to design and lead a new Mobility, Access, And Transportation Insecurity: Creating Links to Opportunity Program (MATI). After a competitive application process, eight communities across the country were selected to receive planning grants to develop strategies and programs to address transportation insecurity in their communities.

Toole Design is providing technical expertise and directly supporting six of these communities on plans for demonstration projects that will improve transit access and find solutions for caregivers, low-income families, second-and third-shift workers, older adults, and women.

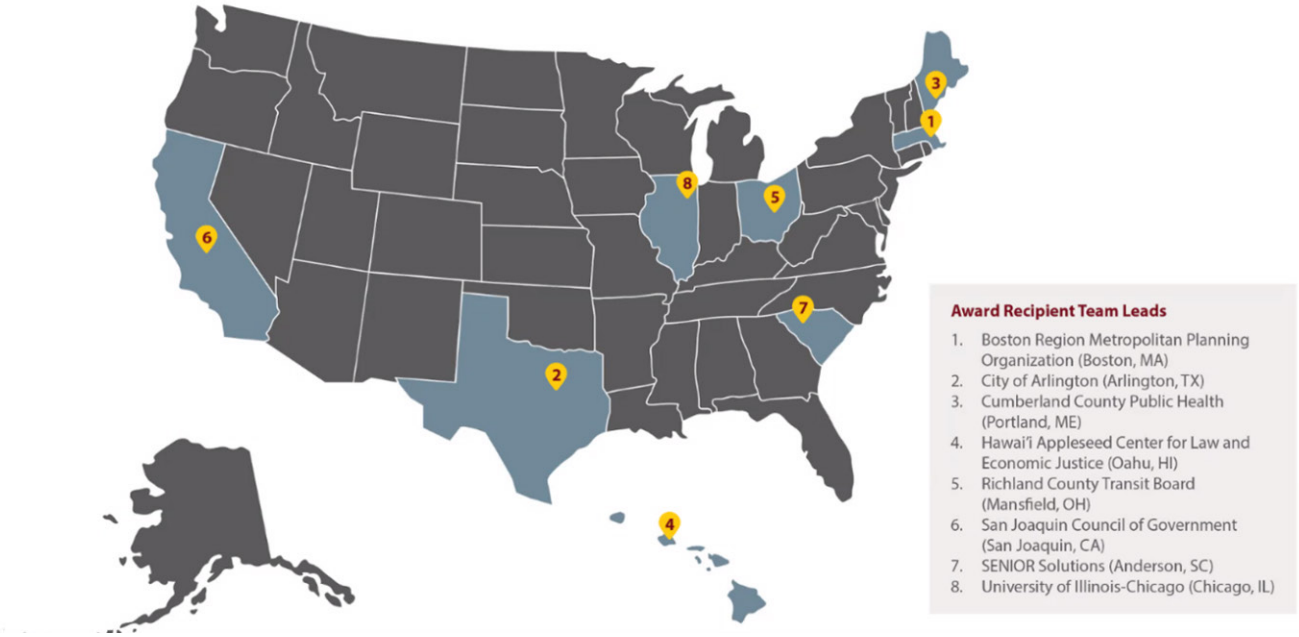
WAYNE COUNTY TRANSIT GOVERNANCE AND FUNDING STUDY

WAYNE COUNTY, OH

Wayne County is a rural county in northeast Ohio. Wooster is the County Seat, home to Wooster College and the major center of activity. Since 2020, Wayne County had piloted a demand-response transit service to enable mobility and access to services for residents around the county. Wooster had its own small, independent fixed-route transportation system supported entirely by local funding. Both services were operated by outside providers and managed with the help of the county's Community Action agency. At the start of the project, both services were facing funding gaps, and residents throughout the county had grown frustrated with frequent changes to service.

Toole Design was tasked to bring together partners from across the county to chart a way forward for a logical and sustainable system for Wooster and Wayne County.

Toole Design met individually and hosted a series of group workshops with all the local partners to build understanding and consensus around a model of governance, leadership, funding, and cooperation. The process led to a decision for the City of Wooster to start a new federalized transit system, and Toole Design helped coach the City through the initial steps needed to take on this challenge. Toole Design also analyzed population, employment, and demand-response trip patterns to propose a new transit operations model for Wooster, which would be a hybrid fixed-route and microtransit system. The final plan will include a framework for gradually restoring service to county destinations, a governance structure to allow continued coordination between partners, and a discussion of how contracted trips, Medicaid, and local dollars can be leveraged to provide the required local funding to support the system.



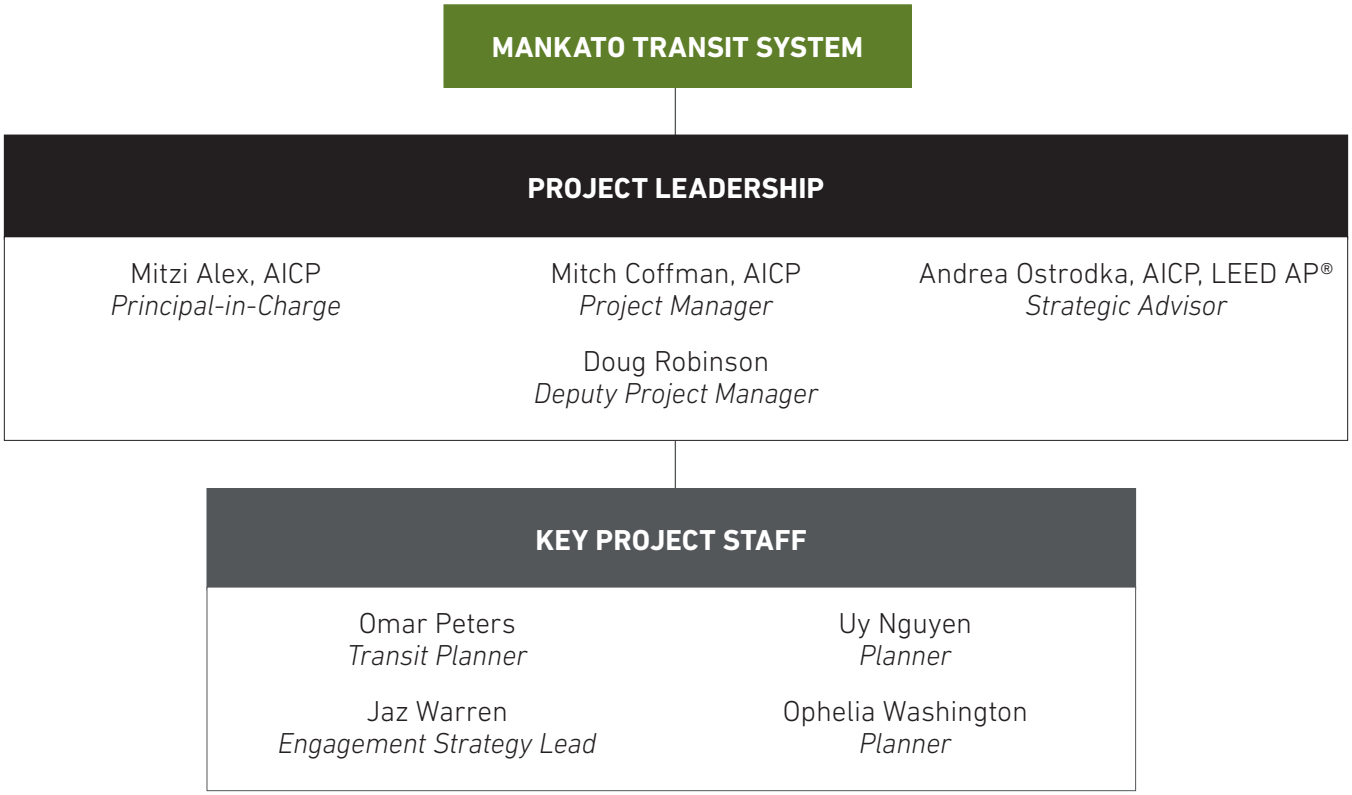
In collaboration with the University of Minnesota Center for Transportation Studies and the Center for Neighborhood Technology, Toole Design designed and led a new Mobility, Access, And Transportation Insecurity: Creating Links to Opportunity Program (MATI).

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5 KEY PERSONNEL

ORGANIZATIONAL CHART

Toole Design has selected a team of highly experienced planners, designers, and engagement experts for the 2028-2033 Mankato Transit Development Plan. Resumes of key project staff who will be involved with this project on a daily basis are included on the following pages.





MITCH COFFMAN, AICP | PROJECT MANAGER

Years of Experience: 20 | Bachelor of Science, Land Use Planning, University of Wisconsin-River Falls | Mini Masters of Public Administration, Wichita State University | American Institute of Certified Planners

Mitch has two decades of experience in transportation, community development, and land use planning. At Toole Design, Mitch serves as a project manager, task lead, and advisor on planning and conceptual design projects focused on his passion - holistic planning that facilitates all people to thrive. He leads active transportation, safety, subarea, and corridor plans focused on facilitating mobility and access for all people and all modes. He has worked at all scales and understands organizational structures and inter-agency relationships. Prior to Toole Design, Mitch worked at an MPO leading cooperative transportation planning and funding projects, building trusting relationships, and facilitating consensus. Mitch is inquisitive and looks to solve complex challenges, including recent work on youth e-bike safety.

Youth E-Bike Safety Study, Minnesota
Mitch served as the Project Manager for this safety study, which defines the benefits and challenges of e-bike devices by people under the age of 18. Mitch reviewed studies from across the world, as well as Minnesota Department of Health hospital records, stakeholder interviews, and other state and local agency laws and practices to develop recommendations for state law revisions, education and outreach practices and materials, and e-bike infrastructure.

Tuscon Equitable Transit Oriented Development Corridor Study, Tuscon, AZ
Mitch provided quality control and advisory services for a Transit Oriented Development corridor study for a proposed Bus Rapid Transit corridor.

Minnesota DOT Active Transportation Facility Maintenance Study
Mitch served as the Project Manager for the MnDOT study that identified current practices and costs for active transportation facility maintenance. The study will help the State identify opportunities to improve how maintenance is carried out, enhance inter-agency coordination, revise agreement language, and identify the need and opportunity for potential funding.

River Falls Safety Action Plan, River Falls, WI
Mitch served as the Project Manager to create a cohesive strategy to improve transportation safety throughout River Falls. This includes addressing the unique characteristics and travel needs for college students and areas around the college campus where travel and crash patterns are different and require different interventions.

42nd Street Pedestrian Safety Improvements, Minneapolis, MN
As Project Manager, Mitch led the development of 15% concept designs and associated cost opinions for the reconstruction of six intersection enhancements along the 42nd Street corridor. This project included the development of an all ages and abilities bikeway concept along 42nd Street to support intersections designed to accommodate a future two-way separated bike lane, pedestrian access, and transit access. Mitch coordinated various projects along, crossing, or adjacent to the 42nd Street corridor including a MnDOT project, two Hennepin County bikeway projects, and three other city projects.

Safe and Equitable Mobility Action Plan, Edina, MN
Mitch led the systemic safety analysis to inform the community conversations around traffic safety. He also led the prioritization process, systemic and targeted infrastructure recommendations, and concept development. He also provided strategic direction to improve systemic safety and secure external funding.

Additional relevant experience: OCTA E-Bike Buyer's Guide, Orange County, CA; Norfolk Multimodal Transportation Action Plan, Norfolk, NE; Des Moines Bikeway Design Guide, Des Moines, IA; Shakopee Safety Action Plan, Shakopee, MN



MITZI ALEX, AICP | PRINCIPAL-IN-CHARGE

Years of Experience: 32 | Master of Public Affairs, Public and Non-Profit Leadership and Management, University of Minnesota | Bachelor of Arts, Urban and Regional Studies, University of Minnesota | American Institute of Certified Planners

Mitzi is a Senior Planner with both public and private experience leading land use and multimodal transportation planning, implementation strategies, public policy and community design. Specialties include managing complex planning and policy initiatives, healthy and active communities, sustainable growth, policy and planning analysis and implementation strategies. She values cross-sector collaboration and creative approaches, and has a passion for improving places for people and the planet.

Mankato Transit Development Plan Update, Mankato, MN
Mitzi served as Project Manager for an update to the City's Transit Development Plan. This initiative provided the transit agency with a strategy to improve the system through guiding route changes and operational and capital investments for the next five years. Her role included managing client relations, project coordination, meeting with and presenting materials to the project management team, aligning engagement activities with work progress, and coordinating team deliverables.

Bronze Line BRT TOD Station Area Planning, Ramsey County, MN
Mitzi served as Deputy Project Manager for BRT Advanced Station Area Planning and as Project Manager for a Route Modification Study. She participated in project team meetings, led planning tasks, and coordinated task timelines and deliverables. Mitzi completed document review QA/QC for the project and contributed to project recommendations.

Additional relevant experience: Mankato Transit Development Plan, Mankato, MN; Ramsey County Pedestrian and Bicycle Performance Measures and Metrics, Ramsey County, MN; Minnesota DOT E-Bicycle Study; Minnesota DOT Planning for Active Transportation Maintenance



DOUG ROBINSON | DEPUTY PROJECT MANAGER

Years of Experience: 23 | Master of Arts, Urban and Regional Planning, University of Florida | Bachelor of Science, Exercise and Sport Sciences, University of Florida

Doug is a planner specializing in transit and multimodal system development. He has worked at public transit agencies across Florida leading and managing a variety of plans and contracts, evaluating transportation needs, developing feasible alternatives, and advancing projects through planning and implementation stages. Doug's experience includes feasibility and corridor studies, service planning, and network redesigns. He works across a range of transit modes, including bus rapid transit, commuter rail, and local and regional bus systems. His work often involves defining project purpose and need, developing and evaluating alternatives, and coordinating and conducting public engagement. Doug takes a systems approach to transit planning, addressing service design, passenger experience, and system performance to help agencies deliver a range of reliable and accessible transit services.

USDOT: Mobility, Access and Transportation Insecurity (MATI)
Doug supports the Federal Transit Administration and the University of Minnesota on the Mobility, Access, and Transportation Insecurity (MATI) Program, which helps communities identify and address the factors contributing to transportation insecurity. His work involves providing technical planning assistance, conducting transit planning and data analysis, and supporting agencies, organizations, and transit providers across the country as they develop, implement, and evaluate strategies to improve transportation access and equity.

Additional relevant experience: Minnesota Valley Transit Authority (MVTA) and Southwest Transit (SWT) Systemwide Study, Minneapolis, MN; Bloomington Transit Strategic Plan Update, Bloomington, IN; Vergennes-South Ferrisburgh Transit Oriented Development Plan, Vergennes, VT; H-GAC Regional Transit Information Study, Houston, TX



ANDREA OSTRODKA, AICP, LEED AP® | STRATEGIC ADVISOR

Years of Experience: 25 | Master of Urban and Regional Planning, University of North Carolina at Chapel Hill | Bachelor of Arts, History and Environmental Studies, Emory University | American Institute of Certified Planners | LEED Accredited Professional

Andrea is a collaborative and solutions-oriented transportation planner who serves as Toole Design's Transit Practice Lead. She has a unique collection of experience with transit and land use planning in both the public and private sectors, having served as the Director of Planning and Engineering for a regional transportation authority, the project manager for a wide variety of Bus Rapid Transit and rail efforts, and a local government liaison for transportation issues. Andrea has seen a broad range of transportation initiatives through to implementation, proving her value on both project- and enterprise-level planning efforts.

Mankato Transit Development Plan, Mankato, MN
Andrea oversaw the all technical analyses and local leadership coordination associated with the development of this 10-year needs based plan. These included bus and paratransit operations; regional and local service; an equity analysis; a peer review; policy review; and development of performance metrics for transit operations and capital infrastructure.

Bronze Line BRT Advanced TOD and Station Area Planning, Saint Paul, MN
Andrea crafted a custom approach to station to transit-oriented design tailored to each neighborhood that includes strategies for affordable and diverse housing types, commercial development, access to transit, safety, and fiscal and environmental sustainability. This project has required a nuanced approach to stakeholders with varying interests, consideration of election cycles, understanding of federal funding requirements, and expertise in anti-displacement to support long-term residents while encouraging growth.

Additional relevant experience: Johnson County Transit Strategic Plan, Johnson County, KS; USDOT Mobility, Access, and Transportation Insecurity (MATI) Program; Wayne County Transit TDP/Governance and Funding Study, Wayne County, OH; Meigs County Transit Development Plan (TDP), Meigs County, OH



OMAR PETERS, AICP, RSP$_1$ | SENIOR TRANSIT PLANNER

Years of Experience: 15 | Master of Regional Planning, University of Albany, State University of New York | Bachelor of Arts, Geography, University of Delaware | American Institute of Certified Planners | Road Safety Professional

Omar is a transportation planner with professional experience in planning regional multimodal transportation systems. He is highly experienced in light rail, streetcar, and bus transit planning, along with regional roadway, bicycle, and pedestrian safety planning. Omar combines his experience to deliver excellence in multimodal planning projects such as Transit Development Plans, route analyses, and safety plans, that ensure a safe and accessible transit system. Prior to joining Toole Design, Omar worked within regional government agencies to plan and deliver on long-term goals that provide safe multimodal options for communities.

Johnson County Transit Strategic Plan, Johnson County, KS
Omar was part of a leadership team that developed a strategic plan for future transit services and organizational improvements at Johnson County Transit. He led the evaluation of current routes and transit markets to pinpoint potential future needs. Additionally, Omar oversaw the development of transit service scenarios aimed at establishing a multimodal transit system that caters to the evolving needs of county residents and employees. The resulting plan furnishes the County with a strong foundation for implementing improvements to both current and forthcoming services.

Wayne County Transit TDP/Governance and Funding Study, Wooster, OH
Omar supported the development of transit service concepts, including microtransit zones and fixed-route loops, to improve mobility in Wooster, Ohio and the greater Wayne County area. He analyzed existing ridership data to inform service design, drafted proposed microtransit service areas and routing options, and prepared planning-level operating cost estimates. Omar also contributed to outlining key steps for securing federal transit funding for ongoing operations.

Additional relevant experience: Canby Area Transit Plan, Canby, OR; Fuquay-Varina Transit Study, Fuquay-Varina, NC; Wake Forest Public Transit Plan, Wake Forest, NC; Rio Metro Short-Range Transit Plan, Albuquerque, NM



JAZ WARREN | ENGAGEMENT LEAD

Years of Experience: 11 | Master of Urban Design, University of North Carolina - Charlotte | Bachelor of Design, Architecture; Minor, Sustainability Studies & Urban Studies, University of Minnesota

Jaz is a Minneapolis-based urban designer and planner with a focus on climate resilience, equity, and engagement. Jaz strives to elevate historically excluded voices of the community, not only by facilitating engaging and inclusive activities and events, but also by employing equity analyses and developing participant analyses to understand gaps in planning practices and outreach. She is intentional about how to conduct engagement with the public and stakeholders, incorporate feedback into various phases of the project, and developing community-informed design. Jaz is passionate about creating a vibrant, resilient, people-centered public realm that serves the needs of the community.

Bronze Line BRT Station Area Planning, Ramsey County, MN
Jaz developed bicycle and pedestrian strategies by station for the Metro Transit Bronze Line. Jaz provided technical expertise for various tasks, including the plan review, existing conditions assessment, and recommendations for pedestrian and bicycle planning. For the plan review phase, she created a template that categorized applicable topics and utilized graphics to condense information into a manageable format. Jaz utilized findings from the existing conditions and planned improvement review to develop a bicycle and pedestrian assessment summary and recommendations for each station. Jaz also provided a pedestrian and bicycle access evaluation for a route modification study. She created an analysis of existing and proposed connectivity, network, stress, and crossing conditions to compare each potential route end point. This was used to help inform the proposed end point for the project route.

Additional relevant experience: Metro Transit Bicycle Parking Plan, Hennepin County, MN; Wichita Bicycle Plan Update, Wichita, KS; Ames Bicycle and Pedestrian Master Plan, Ames, IA; Viroqua Bicycle and Pedestrian Plan, Viroqua, WI; Canal Connector Gap Feasibility Study, Bureau Junction, DePue, Spring Valley, Peru, IL



UY NGUYEN | PLANNER

Years of Experience: 3 | Bachelor of Arts, Geography with a concentration in Urban Studies, minor in Statistics, Macalester College

Uy is a Planner in Toole Design's Minneapolis office. During his internship at Toole Design, Uy has used his experience to assist with projects such as the Golden Valley Downtown Streetscape and Wayfinding Project, where he worked to plan website content, and assisted with virtual and in-person community engagement efforts. His experience includes Station Area Planning field observation work for Metro Transit's Bronze Line BRT Project, and early outline planning for a Comprehensive Safety Action Plan for the Des Moines, IA area.

Bronze Line BRT and Advanced TOD Station Area Planning, Ramsey County, MN, Uy served as a Planner on this project to establish a corridor wide vision for equitable transit and housing access along the Bronze Line BRT. As part of developing eight unique station area plans, Uy supported existing conditions assessments, station-specific countermeasures to address intersection and crossing safety, along with production work on the final station area plans.

Minnesota DOT Dynamic Transportation Options
Uy served as a Planner on this project that evaluated existing transit options in rural Minnesota and identifying opportunities for improvement. Uy supported facilitating meetings with stakeholders and key transit users, reviewed existing rural transit coordination plans, and developed the final report. Uy was also responsible for ensuring that the final report meets digital accessibility standards.

Additional relevant experience: Hopkins End-of-Trip Facilities Plan, Hopkins, MN; Norfolk Multimodal Transportation Action Plan, Norfolk, NE; Hennepin County End-of-Trip Facilities Guidebook, Hennepin County, MN; Edina Safe and Equitable Mobility Plan, Edina, MN



OPHELIA WASHINGTON | PLANNER

Years of Experience: 1 | Bachelor of Science, Architectural Design Stanford University

Ophelia brings an interdisciplinary background in architectural design and civil and environmental engineering and works as a planner in Toole Design's Minneapolis office. Her multimodal planning experience includes supporting BRT station-area planning and inclusive community engagement. She is committed to equitable and safe transportation solutions that support thriving communities.

Edina Safe and Equitable Mobility Plan, Edina, MN
Ophelia is aiding in the safety analysis for the Edina Safe and Equitable Mobility Plan, a comprehensive plan to reduce fatal and serious injury crashes in the City of Edina. Her role also includes developing the prioritization network and developing a set of public-facing infographics explaining potential safety interventions.

Minnesota DOT Minnesota Go Vision Update
As a planner, Ophelia supported the MnDOT GO Vision Update, project centered around engaging stakeholders across Minnesota to drive the process of a revision to MnDOT's overarching vision and principles. Ophelia led pop-up event coordination, working with event hosts from across the state to secure a tabling spot for the team to engage with a broad range of residents and stakeholders. Additionally, she assisted in the development of public facing materials by ensuring they were accessible to all.

Additional relevant experience: OCTA E-Bike Buyers Guide, Orange County, CA; South Dakota DOT Active Transportation Plan; Bloomington College Walnut Corridor Study, Bloomington, IN; River Falls Safety Action Plan, River Falls, WI

HOURS AND RATES

The following table shows Toole Design's proposed level of effort for each major task area. The hours represent our initial estimate of the necessary level of effort. However, we are flexible and anticipate refining the approach in collaboration with Mankato Transit System. Our firm's indirect rate is 173.947%. A listing of our category rates is included on the following page.

TASK	Mitzi Alex	Mitch Coffman	Doug Robinson	Andrea Ostrodka	Omar Peters	Jaz Warren	Uy Nguyen	Ophelia Washington
1: Project Management and Coordination	4	69	0	26	62	4	4	0
2: Public and Internal Engagement	4	109	13	15	47	121	121	113
3: Data Collection and Existing Conditions	8	60	24	4	76	72	24	0
4: Transit Development and Implementation Plan	12	98	26	28	182	118	42	86

TASK	Estimated Staff Hours	% of Project Hours	Estimated Fee	% of Proposed Project Fee
1: Project Management and Coordination	169	10.6	$35,621	12.4
2: Public and Internal Engagement	543	34.1	$82,188	28.5
3: Data Collection and Existing Conditions	268	16.8	$48,924	17.0
4: Transit Development and Implementation Plan	614	38.5	$107,960	37.5
Direct Expenses*			$13,520	4.6
TOTAL	1,594	100	$288,213	100

*Direct Expenses includes engagement and meeting materials, and travel-related expenses

Category	Year 1: 2026-27	Year 2: 2027-28	Year 3: 2028-29	Year 4: 2029-30	Year 4: 2030-31	Year 5: 2031-32	Year 6: 2032-33
Principal-In-Charge	440	462	486	512	538	566	596
Principal	406	428	450	474	498	524	552
Engineering Lead III	322	340	358	376	396	416	438
Engineering Lead II	270	284	300	316	332	350	368
Engineering Lead I	242	256	270	284	300	316	332
Senior Engineer	214	226	238	250	264	278	292
Project Engineer II	194	204	216	228	240	252	266
Project Engineer	178	188	198	208	220	232	244
Engineer III	154	162	172	182	192	202	214
Engineer II	140	148	156	164	174	184	194
Engineer	124	132	140	148	156	164	174
Technician Manager	188	198	208	220	232	244	258
Technician	114	120	126	134	142	150	158
Planning Lead III	306	322	340	358	376	396	416
Planning Lead II	256	270	284	300	316	332	350
Planning Lead	232	244	258	272	286	302	318
Senior Planner	204	216	228	240	252	266	280
Project Planner II	192	202	214	226	238	250	264
Project Planner	174	184	194	204	216	228	240
Planner III	156	164	174	184	194	204	216
Planner II	140	148	156	164	174	184	194
Planner	110	116	122	130	138	146	154
Senior Designer	230	242	256	270	284	300	316
Designer II	176	186	196	206	218	230	242
Designer	106	112	118	124	132	140	148
GIS Specialist	180	190	200	210	222	234	246
GIS Analyst	148	156	164	174	184	194	204
Graphic Designer	128	136	144	152	160	168	178
Graphic Designer II	168	178	188	198	208	220	232
Intern	82	88	94	100	106	112	118
Landscape Architect Lead	254	268	282	298	314	330	348
Senior Landscape Architect	192	202	214	226	238	250	264
Landscape Architect	172	182	192	202	214	226	238
Admin	122	130	138	146	154	162	172

NOTES

1. Each year runs December through November
2. Rates escalate around April each year
3. Rates do not include reimbursable expenses
4. Employees may change category during the contract period
5. Additional employees may be added

6 REFERENCES

We are confident in our ability to commit our staff and resources for the duration of this project, and we encourage the selection committee to contact our current and former clients to inquire about the quality of our work.

JOHNSON COUNTY TRANSIT DIVISION

Lisa Womack, Senior Manager Mobility and Innovation
913.715.8352
lisa.womack@jocogov.org
Project: Johnson County Transit Strategic Plan

RAMSEY COUNTY PUBLIC WORKS

Stephen Smith, Transit Project Manager
651.266.2773
stephen.smith@co.ramsey.mn.us
Project: Bronze Line BRT TOD Advanced Station Area Planning

MINNESOTA DEPARTMENT OF TRANSPORTATION

Caroline Miller, AICP, Assistant Office Director
651.627.2189
caroline.miller@state.mn.us
Project: MnDOT Dynamic Transportation Options Study

UNIVERSITY OF MINNESOTA CENTER FOR TRANSPORTATION STUDIES

Kyle Shelton, Director
612.626.4061
shelt169@umn.edu
Project: USDOT Mobility, Access, and Transportation Insecurity (MATI) Technical Support



The 2025 Johnson County Transit Strategic Plan, completed by Toole Design, includes new funding strategies, staff training, streamlined and higher quality transit service offerings, and a compelling assessment on transit's return on investment.

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Mankato Transit System
Transit Development Plan 2028-2033

City of Mankato

September 11, 2026



Proposal submitted by:

JARRETT WALKER + ASSOCIATES

Let's think about transit

In partnership with:

LovelyCity CONSULTING

JARRETT WALKER + ASSOCIATES

Let's think about transit

Letter of Transmittal

Subject: Mankato Transit System Transit Development Plan

September 11, 2026

Shawn Schloesser, Associate Director of Transportation Planning

Dear Mr. Schloesser,

On behalf of Jarrett Walker + Associates, LLC (JWA), I am pleased to submit this proposal in response to the City of Mankato's RFP for the 5-year Transit Development Plan 2028-2033.

Since 2011, we have helped many cities and transit agencies with the question you pose in this RFP: how to optimize and improve service while working within financial constrains. Throughout, we have developed powerful analytical approaches to understand the current state, and perfected a collaborative design process between staff and consultant that is the cornerstone of our approach to transit network design.

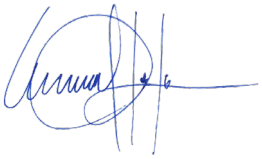
Jarrett Walker + Associates (JWA) works nationwide helping communities reimagine their transit service. A JWA-led planning process integrates advanced technical analyses with robust community engagement to build ideas in conversation rather than in the solitary work of consultants. From that process, our plans lead to durable and confident decisions. We have developed successful network plans in Des Moines IA, Knoxville TN, Williamsburg VA, El Centro CA, and many more cities.

Our experienced and knowledgeable staff are complemented by **The Lovely City**, a woman-owned firm based in Dubuque, IA with 15 years of experience engaging with local communities and organization. Together, our team will provide:

- **A distinct and proven approach.** We make collaborative plans guided by public engagement. We specialize in educating stakeholders, elected officials, and the public about transit goals and priorities.
- **Insights that incorporate local experience.** Wherever we work, we rely on the local expertise of our clients, their partners, and riders.
- **Expertise on transit and land use.** Our team recognizes the importance that transit and land use together play in creating more sustainable places. We will strive to create a network that helps you meet your development goals.

We are proposing **Manuel Soto** as the project manager for this study. Manuel was lead transit planner on the last TDP and has thorough experience in transit and multimodal planning. We are confident that he will help the City of Mankato get the most out of this work. We look forward to having clear conversations about transit with your community that lead to confident decisions for the next five years.

Respectfully yours,



Manuel Soto, AICP
Principal Associate
(503) 564-8007
manuel@jarrettwalker.com

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Profile of Consultant

Jarrett Walker + Associates

Jarrett Walker + Associates (JWA) was founded in 2011 by Jarrett Walker, the author of the book Human Transit, who has been a consulting expert in public transit planning and policy since 1993. Today, JWA is a leader in transit network planning, policy development, stakeholder involvement, and expert advice. The firm is based in Portland, Oregon with an office in Arlington, Virginia, but we work worldwide, with experience across the US, Canada, Europe, Australia, and New Zealand.

JWA's mission is to foster clear conversations about transit, leading to confident planning decisions. JWA specializes in helping communities understand transit choices and their consequences. A full JWA-led planning process integrates technical transit planning with many types of engagement and builds ideas in conversation rather than in the solitary work of experts.

Since its founding in 2011, JWA has:

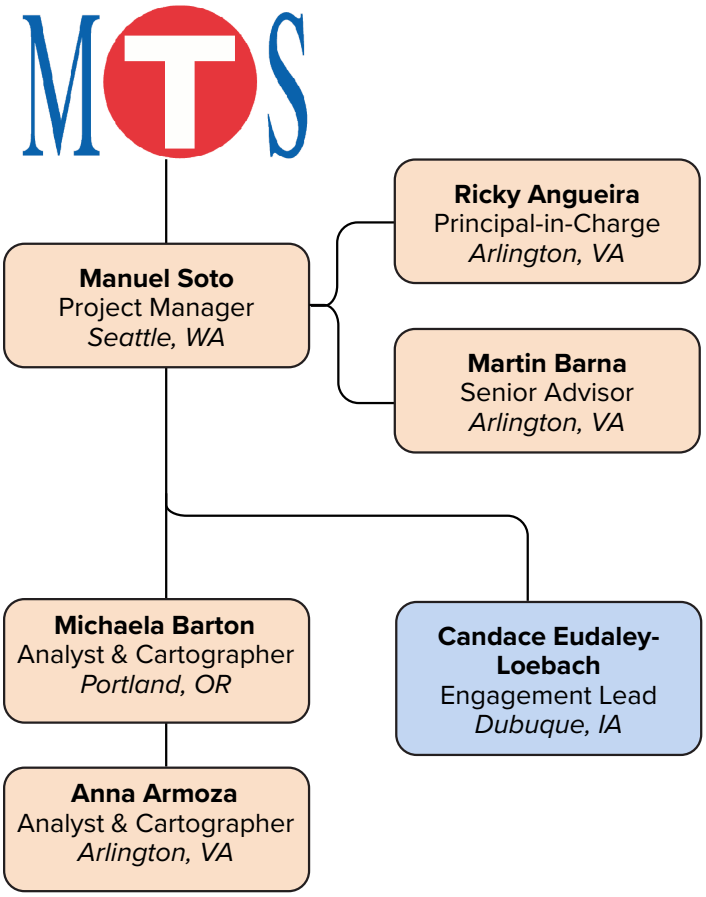
- Led transit network design studies for transit agencies in more than 50 cities and towns throughout North America, Europe and Oceania.
- Led the development of long range transit planning that inspired new funding measures, for example in Louisville, Indianapolis and Raleigh.
- Facilitated transit conversations at the regional scale using innovative stakeholder workshops, most recently in Des Moines and Pace Bus in suburban Chicago.
- Advised numerous transit agencies on service branding, including in San Francisco, Oakland, San Jose, and Vancouver BC.

Jarrett Walker + Associates is a Limited Liability Corporation (C Corp) incorporated in Oregon in December 2011. The firm is jointly owned by 8 senior staff, including our proposed Principal-in-Charge, Ricky Angueira.

The Lovely City

Lovely City Consulting is a woman-owned, Iowa-based DBE firm providing over 15 years of experience in management, research, analysis and innovative solutions for communities and organizations. From community engagement to board member interviews; a deep dive into on- and off-street parking fees and policies, or a street level review of walkability; our favorite places are on the ground and in the weeds, helping to solve whatever problem you're facing with fresh eyes and well-researched ideas. We help clients plan for the future and craft policies and programs to meet their goals. We believe every community is unique and our solutions should be, too.

Organizational Chart



Project Team Qualifications

Manuel Soto, AICP

Project Manager • Seattle, WA



Manuel is a transit operations and mobility specialist with 25 years of experience in design of transit networks, operations analysis, and strategic planning. He has assisted public transit agencies across the country with planning and implementation of bus rapid transit, commuter express bus, arterial fixed-route, and demand response services.

Manuel has wide ranging expertise managing service planning projects, evaluating service delivery models, and benchmarking performance and impact-benefit of service changes. He translates strategic thinking into actions and plans that deliver ridership and improvements in service.

Aside from transit, Manuel has conducted successful transportation demand management (TDM) programs with large employers, including Fortune 500 corporations, federal agencies, medical centers and universities; promoting use of alternative transportation modes, effecting changes in travel behavior, and reducing parking demand and vehicle miles travelled (VMT).

Ricky Angueira

Principal-in Charge • Arlington, VA



Ricky Angueira is a principal and leads JWA's Arlington, VA office. In this transit study, Ricky Angueira will oversee the project as principal-in-charge and provide useful insights from similar projects.

As a transit planner, he has led major transit projects for JWA, including bus network redesigns in Des Moines IA (Launching 2026), St Petersburg FL (Launched 2025), Knoxville TN (Launched 2024), and Asheville NC (Ongoing).

Ricky focuses on facilitating conversations about public transit by clearly communicating choices and navigating the local politics of each community. Ricky has a wide range of skills across project management, transit network planning, multimodal planning, land use and transit policy, and cartography.

In 2024, Ricky was recognized in Mass Transit Magazine's 2024 40 Under 40.

Martin Barna

Senior Advisor • Arlington, VA



Martin is a seasoned transit planner based out of Washington, DC with a focus on operations planning and network redesign implementation projects. Martin is an effective project manager who understands the importance of public transit in building stronger communities and improving overall quality of life.

Before joining JWA, Martin worked as the Director of Planning & Marketing for DASH where he led the Alexandia Transit Vision (ATV) Plan and the New DASH Network implementation. Martin has held similar roles with the Fairfax Connector and the Santa Clara Valley Transportation Authority (VTA). Martin studied Urban & Environmental Planning at the University of Virginia, and earned a master's degree in Transportation Management from the Mineta Transportation Institute in San Jose, CA. In 2023, Martin was selected by Mass Transit Magazine as one of their annual "40 Under 40" honorees.

Project Team Qualifications

Michaela Barton

Analyst & Cartographer • *Portland, OR*



Michaela Barton is a data analyst, cartographer, and transit planner based in JWA's Portland, Oregon office. She conducts transit and geospatial data analysis, creates maps and visualizations, and develops analytical tools and interactive applications for planning projects.

She uses programming languages and diverse data sources in her work at JWA, building on prior experience at Oregon Metro and TriMet. She recently contributed to the data analyst and network planning JWA did in Des Moines IA.

Anna Armoza

Analyst & Cartographer • *Arlington, VA*



Anna Armoza is a transit planner and data analyst at Jarrett Walker & Associates based in the Arlington, Virginia office. She offers a range of skills to clients, including cartography, data analysis, and service planning.

Through her background in GIS, she brings experience in working within spatial datasets, graphic design, and mapped based communication as a whole. Anna created transit network maps for JWA's recent work in Des Moines IA.

Candace Eudaley-Loebach

Public Engagement Lead • Dubuque, IA



Candace has worked in community development and transportation for over 15 years, designing community and employee engagement processes related to placemaking and equitable transportation access to community amenities. Candace will lead our public engagement efforts.

Recent projects include managing engagement for three of Dubuque's neighborhood parks and a demographic analysis and transportation access study for the City of Dyersville that included targeted outreach to at-risk road users to inform transportation infrastructure plans.

Before starting LovelyCity Consulting, she worked for the City of Dubuque as Director of Transportation Services, managing the planning, communications, engagement and implementation of a major route redesign as well as overseeing the design, construction, and federal regulatory compliance of the Jule Operations and Training Center. Those projects engaged with passengers and bus drivers to ensure that facilities and operational decisions were made with their input and daily experience in mind. She brings this same focus on the end-user to her client's projects.

Statement of Capacity & Workload

The team we propose has availability to complete this work within the proposed 12-month schedule, so we will have no problem integrating this project into our current and forecasted workload. Manuel Soto, the proposed project manager, will have 30% availability in Q1 2027 and beyond. The rest of the team has similar availability through 2027.

Metro Transit Network Redesign

Madison, WI

As the City of Madison planned a Bus Rapid Transit (BRT) system in 2019, it became clear that much of its existing bus network would change. To address this, the City hired Jarrett Walker + Associates (JWA) to lead the Metro Transit Network Redesign project.

JWA analyzed existing service and its ability to provide access to opportunity within reasonable travel times. We found that access was limited by low frequencies, circuitous one-way routings, and many multi-transfer trips. The consequences were most severe for outlying neighborhoods, where many low-income people of color live.

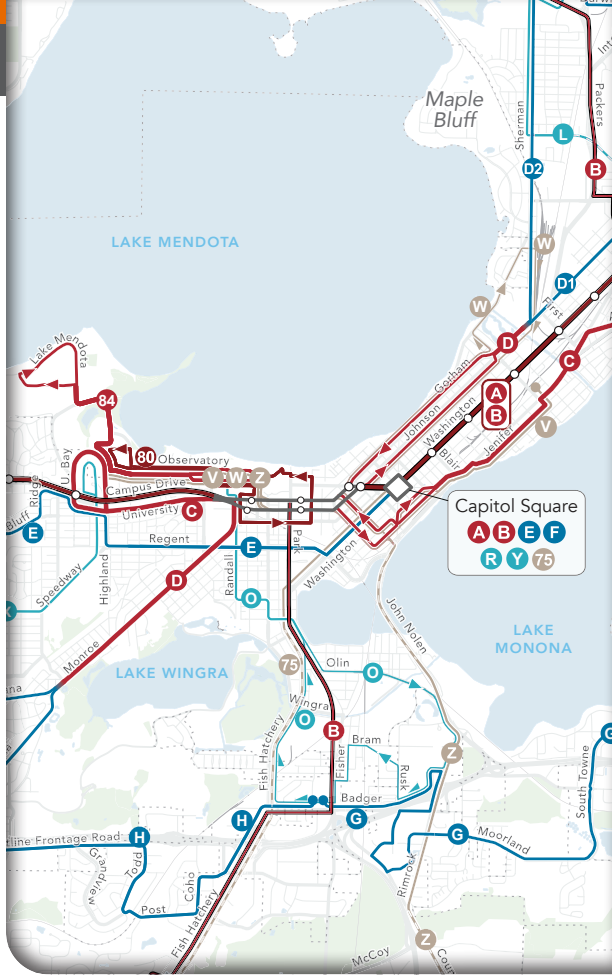
JWA organized the planning process around three phases of public outreach, which were implemented by a local community engagement firm and Metro Transit staff. Outreach included dozens of virtual and in-person meetings, traditional and social media, and three online surveys that each received around 3,000 responses.

JWA and Metro Transit collaborated on the design of alternatives to show different ways the benefits of BRT could be shared widely through the bus system. Both alternatives were designed to reduce the number of transfers required for many trips.

Public input suggested that most people in Madison wanted increases in frequency and directness, and were willing to walk farther to a bus stop with more frequent service. JWA and Metro staff engaged the City's Transportation Planning and Policy Board, which directed the team to draft the plan with improvements in frequency and directness at the expense of coverage loss in a few areas.

The Draft Plan was released in January 2022 for a period of rolling consultation and modifications. In this process, many adjustments were proposed and once the Policy Board concurred the City Council adopted the Final Plan. The City Council action included a commitment to increase Metro Transit's future operating budget by $1 million per year.

JWA performed a Title VI Service Equity Study on the Final Plan, including BRT. Because equity had been a standard part of the analyses of the networks developed through the process, the results were not surprising, and showed overall positive impacts for low-income residents and people of color.



Status

Complete. Plan implemented in June 2023.

Cost

$436,135

Dates

October 2020–November 2022

Key Staff

Jarrett Walker, *Lead Planner*
Daniel Costantino, *Project Manager*

Reference

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Department of Transportation
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(608) 261-9283
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DART Service Study and Redesign

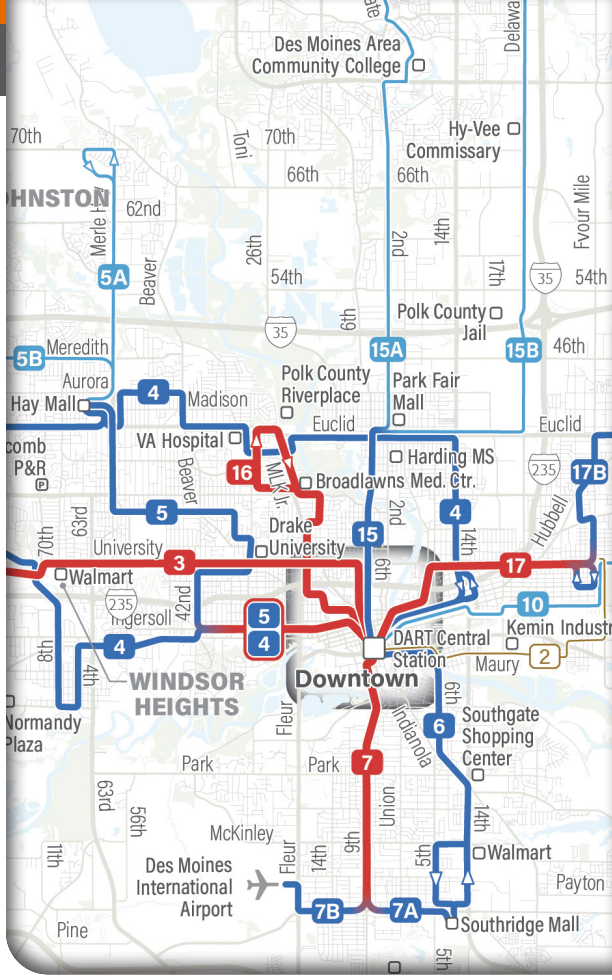
Des Moines, Iowa

Travel patterns have been changing for decades, which has motivated Des Moines Area Regional Transit (DART) to undertake a holistic view of their transit network. DART is also facing financial challenges while some local partners are considering changing their investments in service.

In November 2024 DART hired JWA and Transpo Group to develop a plan for the future of DART. So far, the project has included:

- An existing conditions analysis which reviewed the current network and laid out key choices that the community needs consider for the future about fixed route, microtransit, and paratransit.
- The design of two conceptual networks that illustrate the trade-offs associated with future transit choices, and a robust public engagement phase to understand the community's values and goals for transit.
- The design of the Draft Network, and an engagement process to understand what changes need to be explored before finalizing the plan.
- Multiple presentations and discussions about transit goals with the DART's governing Commission, elected officials, City Councils, stakeholders, staff and community groups.

JWA and Transpo worked together through this process to consider all parts of the transit network. The Commission to approved the plan in December 2025, and DART implemented the new network in June 2026.



Status

Ongoing (JWA role complete)

Cost

$819,000 (total budget)
$494,000 (JWA role)

Dates

2024–present

Key Staff

Ricky Angueira, *Project Manager*
Jarrett Walker, *Lead Network Planner*
Shreya Jain, *Lead Analyst*

Reference

Erin Hockman
Chief Strategy Officer
DART
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ICTC Comprehensive Operations Analysis

Imperial County, California

The Imperial County Transportation Commission (ICTC) had been working on consolidating its transit services, especially on-demand services, into a single administration and brand – Imperial Valley Transit (IVT). However, the route network had not been reviewed in more than 10 years and needed an overhaul to adjust to changes in development patterns, and changes in level of funding and cost structure of services.

Recognizing the need to adapt, ICTC launched Driving Transit Forward in early 2025, and engaged Jarrett Walker + Associates (JWA) as the lead consultant to reimagine its network.

JWA conducted a comprehensive technical analysis of existing transit services, travel demand, and demographic and land-use conditions in the Imperial Valley, that we complemented with extensive community engagement on the ground, in English and Spanish. Our efforts included mobile pop-ups and tabling events, workshops with stakeholders, community surveys, and a ridership census or ridecheck.

The outcome of these efforts was a complete understanding of current demand patterns on the system, and of community values around transit and priorities to address unmet transit needs.

JWA and ICTC staff then collaborated in the development of two network concepts: one emphasizing *Ridership* (concentrating service into frequent service corridors to increase access to jobs and destinations), and another emphasizing *Coverage* (spreading service through the valley to bring service close to all). We engaged with the community again to present these concepts, through additional pop-ups and tabling events and a second online survey, and asked them to what degree they preferred one or the other.

We then used the community's feedback to develop a preferred network concept that combines elements of ridership and coverage, and together with ICTC staff, developed a *Draft Plan* that will be presented to the community and Board of Commissioners in March 2026 for final review and approval.

The Draft Plan extends hours of service on weekday and provides new service on Saturday and Sunday. It also increases frequency on key high demand corridors, and integrates on-demand services with fixed routes at transit hubs to deliver service more efficiently and effectively to individual communities.



Status

Ongoing. Expected Completion date in March 2026.

Cost

$485,790

Dates

December 2024 – March 2026

Key Staff

Manuel Soto, Project Manager
Alvaro Caviedes, Deputy PM
Liz Marchalonis, Lead Analyst

Reference

Gustavo Gomez
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Imperial County Transportation Commission
(760) 592-4494
gustavogomez@imperialctc.org

JARRETT WALKER + ASSOCIATES
Let's think about transit

SolTrans Comprehensive Operational Analysis

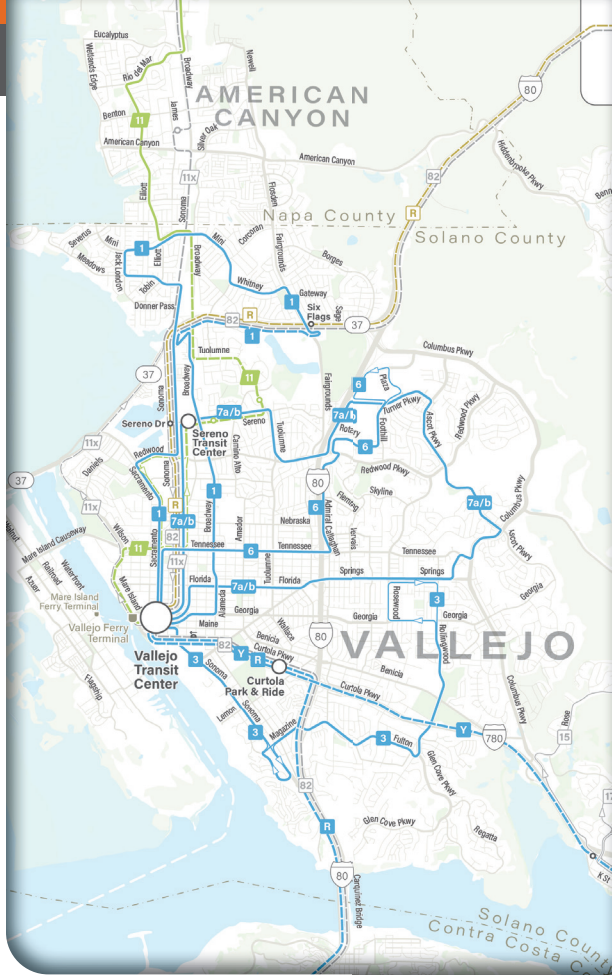
Solano County, California

In Spring 2024, the transit operator for Solano County, SolTrans, hired JWA to lead a Comprehensive Operational Analysis and develop recommendations to improve its network, seeking to "optimally allocate resources to provide the highest quality of service to the community in order to maximize ridership". Like most transit agencies, SolTrans' ridership had declined during the pandemic. During the intervening years, the agency made important improvements to its internal operations; introduced a pilot (later permanent) free Youth Pass, and assumed operation of the countywide SolanoExpress system. The COA would complement these operational changes by examining the network to determine whether changes to its structure could make transit a more attractive option for more people.

During this project, JWA:

- Developed an existing conditions analysis examining current transit performance, market factors, travel time and job access. This existing conditions report also included an in-depth analysis of Replica travel data to better understand current movements within the study area.
- Conducted three rounds of engagemnet with stakeholders, partner agencies, riders and the public to confirm the goals of the overall project and get feedback on the draft and final plans.
- Developed a Final Plan report included an extensive analysis of the impacts of the project of job and destination access and residents proximity to service.

The Final Plan developed by this project was approved by the SolTrans Board in Fall 2025, with implementation scheduled for August 2026. It will increase frequency on SolTrans' busiest local and express routes, and create a more consistently daily schedule for trips on the express lines serving the northern portions of Solano County. During implementation planning, JWA assisted in the development of route timetables and blocking, and developed a comparative trip planner to help riders better understand the impact of the service changes on their trips.



Status

Complete

Cost

$342,000

Dates

May 2024–ongoing.

Key Staff

Jarrett Walker, *Lead Planner*
Evan Landman, *Project Manager*
Manuel Soto, *Planner*
Shreya Jain, *Lead Analyst*

Reference

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LINCOLN ELEMENTARY

2021-2024

OUTDOOR WELLNESS PROJECT

Lincoln Elementary is a PK-5 Title 1 neighborhood elementary school in Dubuque Iowa. Lovely City Consulting offered its services to assist with engagement, grant writing and initial site layout for its Outdoor Wellness Project.

During the school's annual family event, stakeholders looked at how the site was currently used and how it could be used differently. Activities for adults, individuals with unique sensory needs, and mobility differences were incorporated into the design through the engagement process. To date, over $600,000 in grants have been awarded for the project.



Consultant time for this project was donated as match for CDBG funding.

CONTACTS

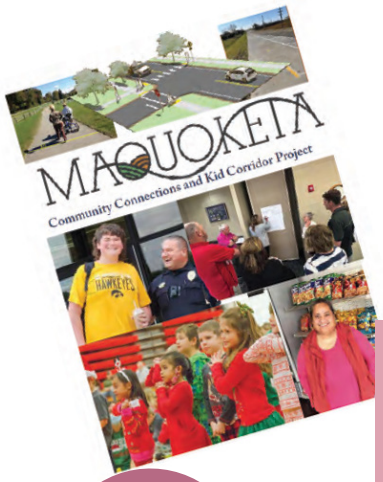
Megan Elsinger, Lincoln Principal | 563-552-4050
melsinger@dbqschools.org

Maddy Haverland, City of Dubuque | 563-690-6102
mhaverla@cityofdubuque.org

CITY OF MAQUOKETA

2023

DEMOGRAPHIC ANALYSIS + KID CORRIDOR PROJECT



Lovely City Consulting was hired to conduct a demographic analysis to identify concentrations of vulnerable populations. This analysis led to advising on engagement strategies for outreach and roadway planning to serve these groups as well as submission of a USDOT Safe Streets for All grant request.

Lovely City worked with the City Manager to develop the Community Connections and Kid Corridor Project which emphasizes mode separation and improvements to roadways connecting youth and senior residents to community amenities.

CONTACT

Josh Boldt, City Manager | 563-652-2484
manager@maquoketaia.com

CITY OF DUBUQUE

Oct 2023-Jan 2026

LEISURE SERVICES PARKS COMMUNICATIONS + ENGAGEMENT



Lovely City Consulting was hired to design and conduct neighborhood and community communications and engagement for the development of four new neighborhood parks and the redesign of four existing playground areas.

622 neighborhood residents and 252 members of the community participated in the online survey; one household participated by mail; and 689 residents participated at the in-person events. Events for newly developed parks were held at the future park sites and targeted outreach was conducted with children at neighborhood schools when one was present.

CONTACT

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List of References

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Project Goals & Introduction

The RFP asks for a Transit Development Plan (TDP) that will serve as both, a strategic vision and implementation road map for the community, for the next five years. To that end, the Mankato Transit System (MTS) wants to assess current transit services, engage with the public and stakeholders, identify transportation needs, set goals and priorities, and recommend service and capital improvements.

At Jarrett Walker + Associates, we have a unique approach to transit planning that highlights transit choices. Using this approach, in collaboration with MTS and the City of Mankato, we can design a transit network that is right for your community.

We collaborate with staff.

Transit agency and municipal staffs have a wealth of knowledge about the current transit system and its context. In designing transit services and networks, we work with local staff as much as they would like. It is important to us that we share ownership and understanding every step of the way, so that staff and stakeholders can explain and implement new plans with confidence. We would rather not give you a direct "consultant's recommendation." We would rather work with you to create your plan, a plan that you like and that you have the tools to advocate.

We distinguish between technical analyses and value judgments.

Our job is not to make you share our values, but to give you the tools to clarify yours. We are planners, but we are also facilitators, analysts, illuminators, synthesizers, and presenters. In those roles, we ask questions about your community's values and priorities, but we do not answer them. We know the difference between our technical expertise and your community's desires for its future. We don't confuse the two, but we integrate them into a plan that is technically rigorous and clear about its priorities.

We make the trade-offs clear.

Transit planning is not just a technical task. It brings up questions of values and priorities that your community, and leaders, need to think about. We want stakeholders and elected leaders to think about these choices, so that they arrive at decisions whose consequences they understand. This approach has grown out of JWA's years of experience observing and identifying conceptual barriers to clear thinking about transit. We continue to refine these techniques in planning processes all over the country.

We listen and educate at the same time.

We take every meeting with the public or stakeholders as an opportunity to engage them deeply in transit planning, and this works best if they share an intuitive sense of how transit works and what trade-offs it presents. Our public and stakeholder involvement processes don't just generate competing "wish lists" from constituent groups that we, or you, have to reconcile. Instead, they generate thoughtful public input on the real, hard choices that transit agencies must make.

We are always sharpening our explaining tools.

Most people don't understand the fundamentals of transit's geometry and costs, or how a network design expands or reduces people's liberty, so the explanation is as important as the plan. We have a long track record as explainers, through our popular courses, presentations and workshops; and through many successful plans. We are always pioneering new ways to make transit choices and outcomes clear, because we want everyone to understand.

JWA brings extensive experience in both short- and long-range transit planning, supporting agencies as they update network designs, align service with evolving demand, and develop strategic blueprints for future growth. Our work ranges from near-term service redesigns—such as the Des Moines Redesign and the Imperial Valley Comprehensive Operations Analysis. In each case, we emphasize data-driven analysis, clear public communication, and scenario planning to help agencies evaluate trade-offs and make informed decisions grounded in rider needs, equity goals, and financial realities.

Contrasting Alternatives

You should expect stakeholders and the public to have debates about transit service planning, the kinds of debates we specialize in facilitating and bringing to resolution.

For that reason, we have proposed more detailed network alternatives than you may have envisioned in the RFP. We use a contrasting alternatives approach in most network planning processes, to illustrate difficult trade-offs.

The trade-offs may be difficult in that people don't know they exist – some people may think there is an obvious way to provide transit, and they don't understand why the transit agency doesn't just do it "better."

Or the trade-offs may be difficult because they require balancing important goals that cannot be pursued with the same dollars.

For example, some of your community leaders may be interested in high-frequency fixed-route service. Others might want to spread service out to cover more streets and more areas, which means it can't be concentrated into frequent routes. These two actions can't both be taken within a limited budget – it's mathematically impossible.

These two type of networks provide very different outcomes for the community, so it's important to have a conversation with stakeholders and the community about goals and priorities.

When we lead an alternatives process, we make the alternatives realistic – but they are not imminent proposals. Instead, they help people understand conflicting transit goals, and imagine how different their transit system could be. This ensures that we are asking the public for actionable input on the real choices transit agencies need to make.

How do we gather this input? We facilitate the conversation differently for two different groups of people:

Key External Stakeholders. We invite key stakeholders to have closer access to the planning process in return for representing the process back to their own communities. As laid out in the RFP, they may represent area businesses, non-profit organizations, neighborhood association groups, transit action groups, or schools.

The Public. Having worked on many projects like this one, we know that stakeholders and elected officials need a certain amount of public input to feel confident about transit decisions. We therefore propose meaningful public engagement within our core approach.

> **At JWA, our approach to transit planning fuses ideas of access to opportunity with community engagement and collaborative service planning to achieve transformational results for our clients.**

Back it up with top quality analysis, maps and visualization

At JWA we are constantly developing tools that help people see transit more clearly. A technological revolution has made it possible to show more transit data than ever before, and we use these tools to create visual displays that reward people's curiosity without overwhelming them. Without clear maps, it is hard to understand how a transit network works. Our maps are grounded in cartographic best practices to support clear conversations about the plan.



Figure 1: A section of the Final Network Map of our transit plan for PSTA in St Petersburg FL, depicting corridors based on frequency. This Network was implemented in October 2025.

Task 1. Project Management

1.1. Project Kickoff

Our first step in this project would be to hold a virtual kickoff meeting to review the scope, discuss the public engagement plan, identify needed data, and plan a kickoff trip or site visit.

We are proposing a 12-month schedule to develop the project. For the purposes of our schedule, we assume a Notice to Proceed in late November of 2026, a virtual kickoff meeting the first week of December 2026 (starting on Monday, November 30), and the kickoff trip the second week of January 2027 to coincide with a City Council Meeting.

The kickoff trip will give our team a chance to meet with staff from MTS and the City and other key partners like Minnesota State University, Mankato. With staff's help, and ahead of the trip, we would schedule a day of meetings to refine the work plan, affirm dates and deliverables, and brainstorm important stakeholders and community contacts. The kickoff trip will be attended by Ricky Angueira, the Principal-In-Charge, Manuel Soto, the project manager, and Candace Eudaley-Loebach, the public engagement lead.

1.2. Management Plan & Schedule

JWA will summarize the discussion and agreements during the virtual kickoff meeting and develop a Project Management Plan (PMP) including with milestones and deliverables for MTS' review and approval. The PMP plan will be refined during kickoff and updated throughout the project if changes are needed.

Project Charter

JWA will also develop a Project Charter in collaboration with the client's project manager and/or project steering committee. The goal of the charter is to lay out key elements of the project and its process, such as:

- ☐ Impetus and rationale for the project, why the project, why now?
- ☐ Definition of success for the project?
- ☐ What services that the agency provides are inside or outside of the scope?
- ☐ What risk factors have been identified that could impact schedule, engagement, and decision making?
- ☐ Who are the key stakeholders and decision-makers, and other people likely to play a role in the project beyond core staff and consultant team?

1.3. Bi-Weekly Coordination Meetings

As part of the project process, we propose bi-weekly coordination calls with consultant team leaders and key MTS and City staff. Manuel would lead most calls, and Ricky Angueira, the Principal-in-Charge, will participate as needed. Candace would participate in most as we implement engagement throughout the planning process. We have budgeted a total of 21 project coordination meetings over 12 months.

We can also coordinate key sessions to involve a larger Steering Committee as needed. These coordination sessions would be at key review milestones, such as review of the Choices Report at the end of Task 3 and review of Network Concepts or Alternatives during Task 4. We have budgeted up to 3 meetings for this purpose.

1.4. Monthly Invoice & Progress Reports

JWA will provide monthly invoices and progress reports tracking spent budget, remaining budget, description of work performed, percent task completion, and work planned for the next month.

Task 2. Public Engagement

2.1. Public Engagement Plan

Following the kickoff meeting, Lovely City will produce a final Public Engagmenent Plan. This document will outline all planned outreach and engagement methods, providing details on each activity, its schedule, priority groups, purpose, and public participation goals.

The plan will be developed in consultation with the City's Public Information and Community Engagement department to align with established engagement and communication protocols.

The Public Engagement Plan will follow a two-round process that seeks to integrate engagement in meaningful ways at key project milestones. Each round will have an outreach objective that integrates all proposed activities.

2.2. Meetings with City Staff

In most plans we have worked on, internal alignment around needs and priorities for redesign is as important as engagement with the public and stakeholders. A successful new plan for transit must build on the lived experience and expertise of MTS and City staff, and enact the policy direction of City Council members.

During the Kickoff Trip, we will seek to conduct interviews with MTS and staff knowledgeable about the major areas of focus of this study. This could include staff representing planning, bus operators, and demand-response program managers, and also customer information/ marketing, and capital projects.

It is also our recommendation that at least one key person from these groups (and any other major agency staffing divisions deemed relevant by MTS) participate in network design workshops, scenario revision, and review of key documents.

2.3. Stakeholder Engagement

We have had great success working with stakeholder groups on planning efforts like this one. Stakeholder groups can be advisory to staff and our team, or it can have a more formal—but temporary—advisory relationship with decision-makers. While all members of the public must have an opportunity to comment on transit changes, a Stakeholder Committee can provide a valuable forum for key community leaders to be deeply active in guiding the TDP. We suggest forming a committee that consists of recognized leaders in existing organizations or communities, representing a wide diversity of positions and interests, including area businesses, non-profit organizations, neighborhood association groups, transit action groups, and/or school representatives.

We propose to engage this group in an initial half-day workshop (to be conducted during the kickoff trip). We would ask for this commitment in time and attention to allow for an interactive process of learning and listening, rather than simply taking a survey or dropping into an event.

Why engage stakeholders as a single group, rather than one-on-one, or in small groups? **Because engagement isn't just about City staff or consultants hearing what stakeholders say. It is essential that stakeholders hear one another and have the experience of thinking together about a challenge. They establish "trust," mutual understanding and shared values.**

We typically begin this stakeholder workshop with a simple "planning game" in which participants can play with the basic building blocks of transit.



Figure 2: A Stakeholder Workshop in Des Moines, Iowa where participants play a game to understand transit geometry and trade-offs.

We use pieces of colored waxed string to represent routes and frequencies. Each group is given a finite quantity of string, representing a limited budget, so they discover for themselves how far this resource will go. This forces them to make choices that reveal their priorities. They discover some basic facts and trade-offs, so that when they assess real-world transit, they can grasp why certain choices had to be made.

These stakeholder workshops have been incredibly effective at building understanding and trust throughout the process and were key to developing the recommendations in our projects in Des Moines IA, Knoxville TN, Williamsburg VA, and many other places.

Potential City Council Presentation

During the same kickoff trip, our team could lead a presentation to City Council. This initial presentation would include a introduction to the project but also some key lessons about transit planning and tradeoffs. While many planning conversations dive straight into recommendations and get lost in the details. With this first presentation, we will discuss what transit can do for the community and set expectations for the rest of the project.

2.4. Engagement Round 1 - Network Concepts

Using the contrasting alternatives as a starting point, our team will develop a survey for use online and in-person to gather input on needs, priorities, and preferences. Lovely City and JWA will coordinate on developing survey questions in collaboration with MTS and City staff. The alternatives are important to be able to receive actionable input. People react differently to abstract ideas than to concrete service options.

For the engagement process, we also plan to prepare:

- ☐ Web survey and paper survey to solicit feedback from riders and the general public.
- ☐ Website content for a webpage, hosted by the City or MTS.
- ☐ Summary handouts that can be distributed throughout engagement activities.
- ☐ Draft social media posts about alternatives.
- ☐ Six (6) community events to targeted audiences. These can be a combination of pop-up/tabling events and open house meetings.
- ☐ A Stakeholder Committee meeting (virtual).
- ☐ Summary of public engagement and survey responses.

Transit goals and changes can be complex, and require clear, easy-to-understand materials when they are communicated to the public.

Many people depend on transit services for their everyday mobility. Major investments in transit require thoughtful and careful explanation, especially to communities and stakeholders who may not use transit today.

When JWA is asked to explain changes to transit service to the public, we put consideration on how those ideas and issues are conveyed so that they are easy to understand.

We suggest a six-week public engagement period in this first phase. In the survey, we will present the two alternatives with their corresponding outcomes and impacts on residents. Then we will ask which one they prefer and what they like/dislike about each one. This gives us clear input on the community's goals and priorities for transit to help design the Fiscally Constrained Scenario in the Draft Plan.

Stakeholder Meeting (virtual)

During this engagement phase, we will also hold another Stakeholder Meeting—this time virtual. We will present the refined alternatives and their analysis, facilitate discussion and debate, and



Figure 3: A well-attended public meeting in Knoxville TN where we presented contrasting network alternatives.

then poll the stakeholders on their reactions to the alternatives. We will also ask the stakeholders to help promote public involvement among their own communities over the coming weeks.

Potential City Council Presentation

Similarly, we suggest a presentation to City Council early in the engagement process. This presentation would inform elected officials about the ongoing engagement process. Depending on how we approach the design of the Draft Plan, we may come back to City Council at the end of the engagement phase to ask them for direction on how to design the Draft Plan between the two alternatives.

2.5. Engagement Round 2 - Draft Service Scenarios

We propose a second phase of public engagement. This time to ask, “Do we have the network right? In this round of engagement, we ask the public, stakeholders, and City Council to comment on specific details of the draft plan. Feedback from this engagement would inform changes and adjustments to the Fiscally Constrained and illustrative Scenarios in the Draft Plan to achieve a well-supported plan that the City can confidently implement.

This phase of engagement would include the same elements as the first, including,

- ☐ The second survey, handout, website content, and other materials.
- ☐ Draft social media posts about draft service scenarios.
- ☐ Six (6) community events to targeted audiences. These can be a combination of pop-up/tabling events and open house meetings.
- ☐ A Stakeholder Committee Meeting (virtual).
- ☐ Summary of public engagement and survey responses.

Within the 6 community events in each engagement phase, we can potentially include those contact for survey distribution or targeted engagement, including higher education institutions, neoighborhood associations, social service agencies, chamber of commerce, etc.

Potential City Council Presentation

Similarly, we suggest a presentation to City Council late in the second engagement process. This presentation would inform elected officials about preliminary feedback to the second round of engagement, and ask them for direction on how to implement the Final TDP.

2.6. City Council Presentations

We are proposing to present in person to City Council four (4) times. These presentations will coincide with four planned site visits.

- ☐ **Kick-off Trip:** Present study approach and transit trade-offs.
- ☐ **Network Design Workshop #1:** Present findings of Existing Conditions analysis and discuss Choices to guide development of Network Concepts.
- ☐ **Round 1 of Engagement:** Present Network Concepts and obtain policy direction for development of Fiscally Constrained Scenario.
- ☐ **Round 2 of Engagement:** Present proposed Service Scenarios in the Draft Plan, and obtain feeback to finalize TDP.

Task 3: Existing Conditions Review

3.1. Data Collection

As soon as possible after the Notice to Proceed, we would start gathering data and reviewing data. We will coordinate with the City to gather the necessary data from agency staff and from vendors including, but not limited to:

- ☐ Previous planning efforts, including the previous TDP, asset management plans, capital plan, and City zoning, housing, and community development plans.
- ☐ Ridership, stop-level boardings and alightings, as available.
- ☐ Paratransit ridership, origins and destinations.
- ☐ Runtime and on-time performance.
- ☐ Land-use and demographic data, if local TAZ data is preferred over ACS and LEHD.
- ☐ Bus stop inventory (shelters, ADA pads, etc).
- ☐ Financial data, operating expenses and revenues.
- ☐ Equipment and planning technology.
- ☐ MTS staffing and organization chart.

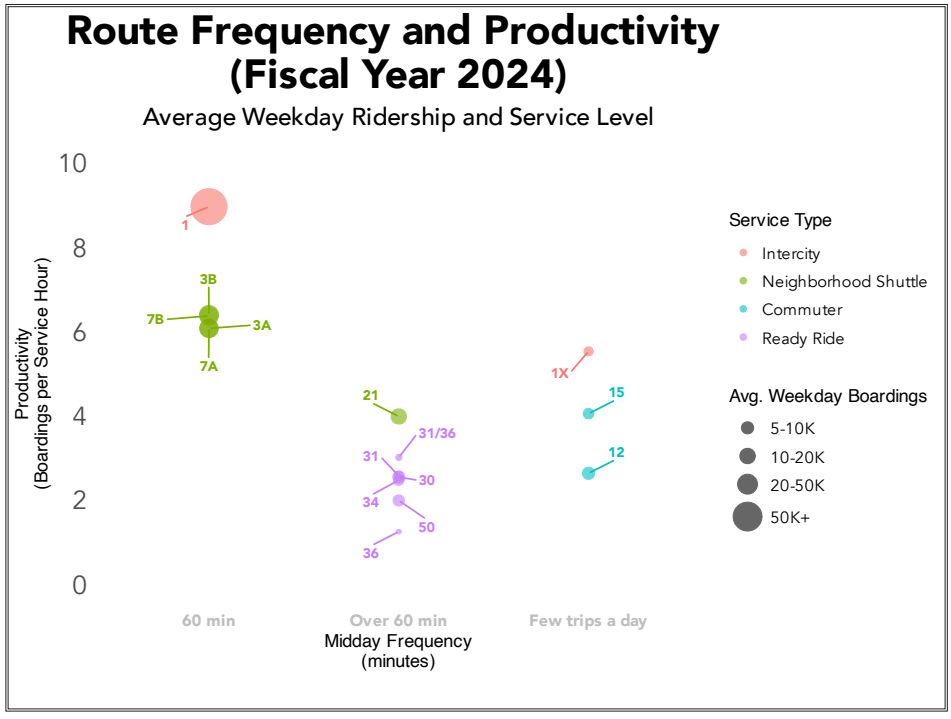
In addition to the above, we will conduct a field review of the service area during our Kickoff Trip. During that field observation and later review from our desktops, we will complete a qualitative inventory of various aspects of the service area, such as major traffic generators, route-specific characteristics, street network characteristics, major barriers and challenges, and other critical features affecting transit service.

3.2. Transit Service Analysis

Building on the data provided, we will begin mapping and evaluating the existing system, including service and infrastructure. This assessment will include individual route analysis of route productivity, on-time performance, frequency, span, and other characteristics.

After reviewing the existing transit network, we will provide a detailed assessment of the operational aspects of the system. Where are the system's operational resources invested most heavily? What possible sources of inefficiency exist in the network?

In our reports, we produce maps and charts that help people easily grasp existing operational, demographic, economic, and geographic data.



This analysis will also look at the system-wide performance level on ridership and productivity, cost, and other factors, working from APC, revenue hour, and other provided data.

Figure 4: Chart for Basin Transit system in California, showing productivity per route by frequency of service and type of service.

We will assess stop level ridership and, most importantly, put that ridership in context. We should expect that stops in a low density and low walkability area would get low ridership. That does not mean the route is failing to meet its goal if the goal is to provide coverage to people who would otherwise have no mobility.

Paratransit

The design of a fixed-route network, affects the federal requirements for paratransit service. If a completely new corridor gets transit service, or if hours of service are expanded, the new area will also be required to have paratransit service. Alternatively, if a route segment is removed, the city would no longer be required to run paratransit service. This raises options for what service MTS provides, so it is important to be transparent about the impacts to paratransit. We will review paratransit data early in the project to keep these potential impacts in mind.

The analysis will pursue two main lines of inquiry including:

- ☐ Analysis of operational experience in terms of where and when the service operates, how riders access the service and vehicles and drivers are deployed to provide trips;
- ☐ Review of service policies, both as they relate to ADA requirements and in terms of who is eligible for each service, under what terms and where trips can be provided.

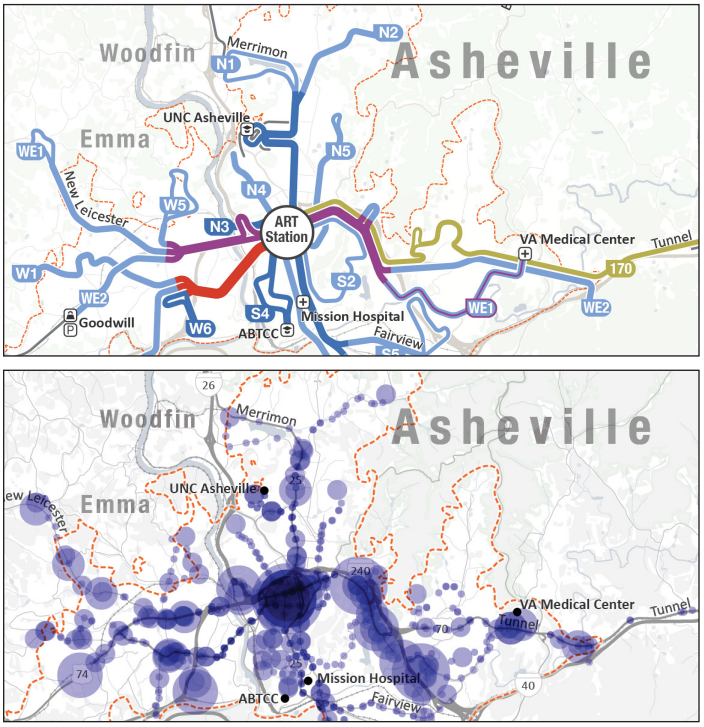


Figure 5: Maps for Asheville, NC. The top map shows the transit network, and the bottom map shows ridership by stop. Together these maps show where transit is being used the most.

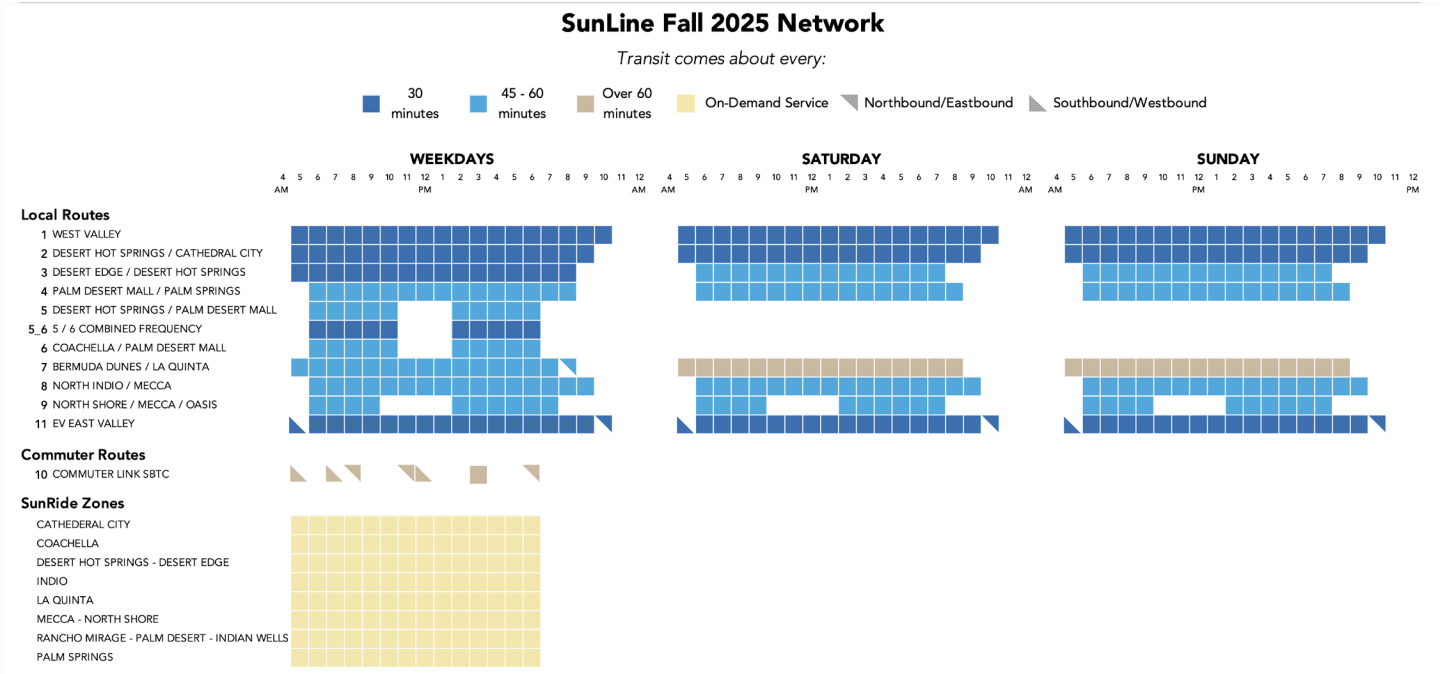


Figure 6: Frequency and Span of Service chart for SunLine Transit Agency in California. This chart shows the hours and days when service is available and the frequency of service, for each route and service type in the system.

3.3. System Analysis

JWA will gather and anlyze information related to the system administration, staffing, capital and operational expense plans, assett management, and organizational structure. These will include:

- ☐ Goals, objectives and standards,
- ☐ Capital improvement plan,
- ☐ Financial plan,
- ☐ Staffing and organization,
- ☐ Technology tools,
- ☐ Advertising strastegy, and
- ☐ Asset management.

This goal of this analysis will be to conduct a cursory review of existing plans and identify any needs for management and operation of service in the future, including new service types, new vehicles and technologies, and/or a bus stop improvement and signage plan.

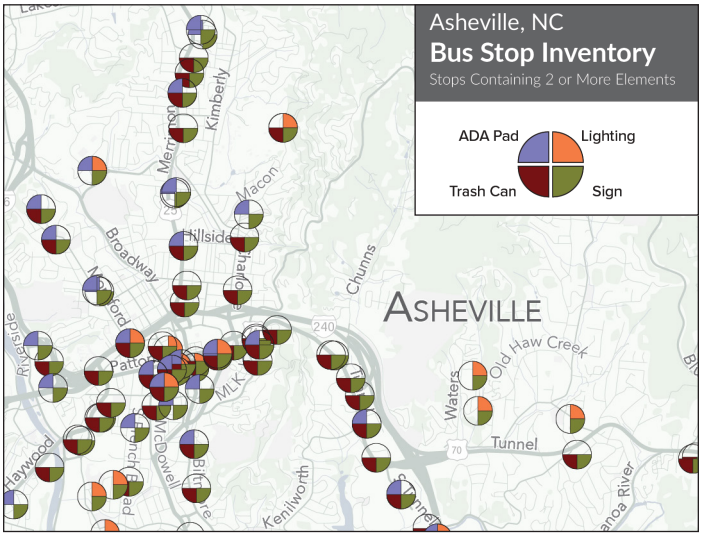


Figure 7: Map showing bus stop inventory in Asheville. Maps like this help transit agencies visualize trends of infrastructure availability.

3.4. Markets and Needs Analysis

We propose a robust market analysis to assess the existing transit market and its potential future. The goal of this analysis is to inform how the Transit Plan can grow transit's competitive position, allowing service to adapt to changes in land use, demographics, and travel behavior across the region.

We will map at least the following:

- ☐ Residential density
- ☐ Employment density
- ☐ Low-income density
- ☐ Zero-vehicle households
- ☐ Senior density
- ☐ Youth density

We will inventory and map traditional data sources, including transit surveys from other tasks, demographic and behavioral data from the American Community Survey. These data sources are cost-effective, well-understood, and easily available, providing a good overview of demographics and travel behavior.

We will map and analyze transit markets and needs by looking at population density, job density, demographics like low-income or other need factors, and develop a summary of existing and potential future demand and need for transit. If needed, we can also map specific facilities—employment, social, and educational destinations).

Additionally, we will look into Replica data for the Greater Mankato Area and analyze origin-destination travel patterns for all trips in the urban areas of Mankato, North Mankato and adjacent communities.

This analysis will include mapping of work and school trips and other purpose trips. We propose to aggregate trips into hex zones of equal size to understand relative trip generation and attraction, and identify markets that transit can reach effectively given limited resources.

Data Viewer

The spatial elements of this analysis will be displayed in a web map that our team and City staff can use as a reference throughout the project. For example, the web map makes it easy to look up the number of daily boardings at a particular stop, or the density of low-income residents in a particular neighborhood.

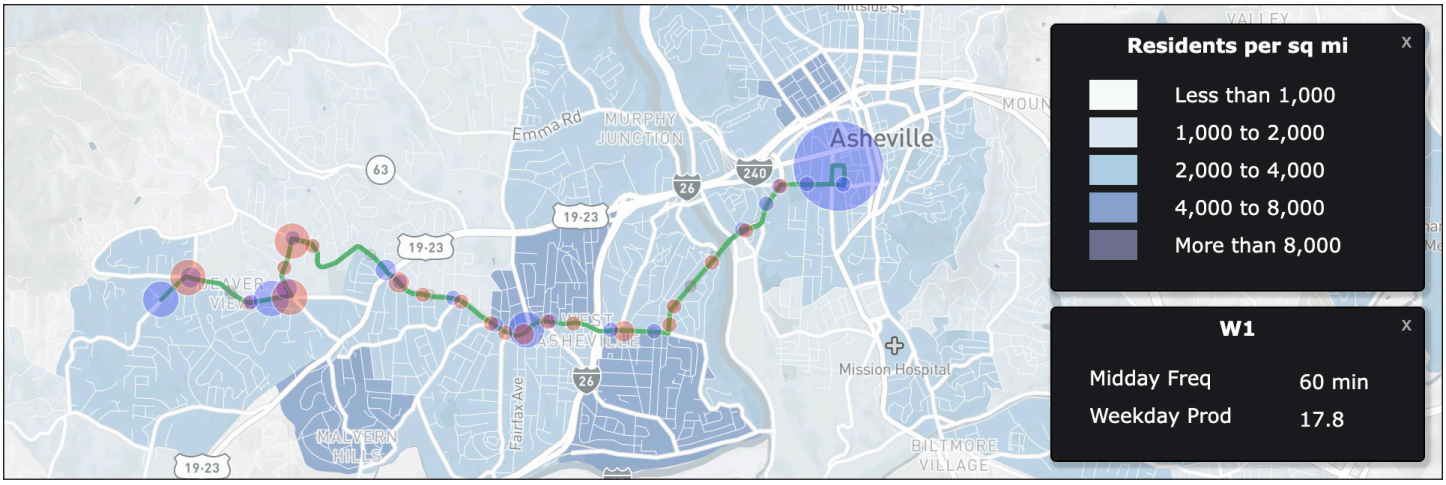


Figure 8: An online map of land use, transit, ridership and other data supports analysis of existing services and the design of new ones. In this example from Asheville, boardings per bus stop are shown as blue and red dots, on top of a layer of population density.

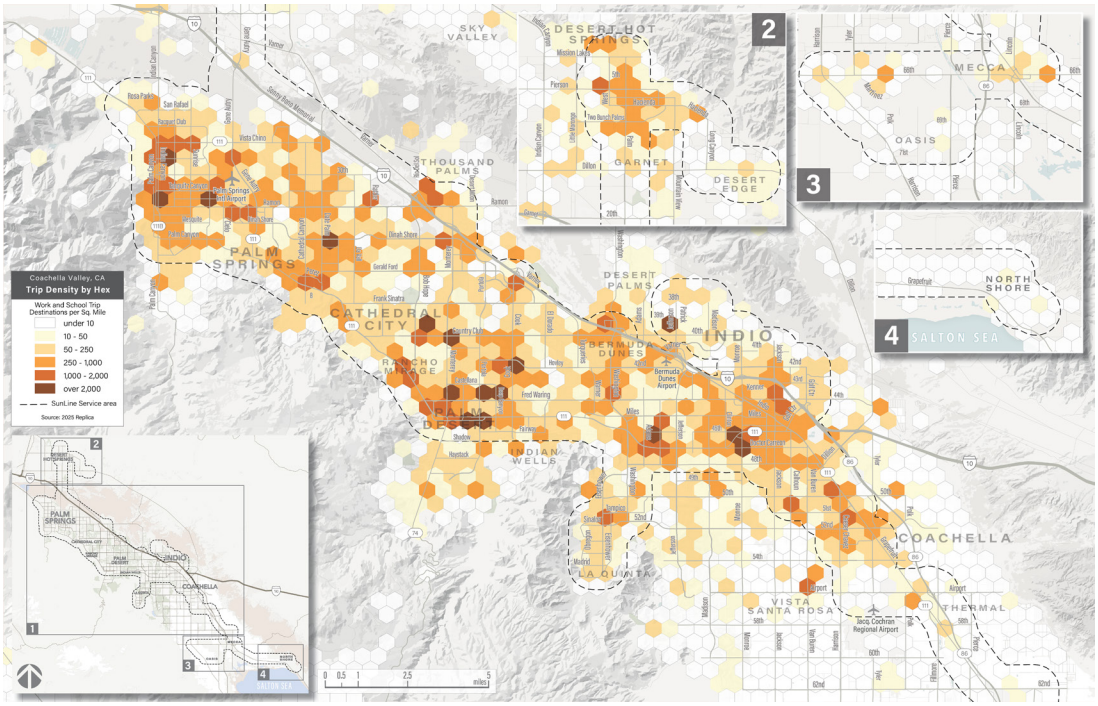


Figure 9: This map shows density of work and school trip destinations in the SunLine service area in California, aggregated by hex zones of about 5 acres in size. This map is useful to see where the concentrations of trips are for all types of jobs.

3.5. Choices Report

At the end of the Task 3, we will synthesize the resulting material into a Choices Report.

This report is an image-rich document inviting the reader to explore how transit works—both in Mankato and in general—and the choices that transit planning requires us to think about.

Most importantly, the report sets the stage for collaborative thinking with staff, stakeholders, and City Council as we develop network alternatives for public discussion and eventually the Final Transit Development Plan.

Task 4: Develop Network Alternatives

4.1. Ridership and Coverage Goals

Building off the Choices Report, we proposed to move toward developing options for review through an alternatives process that helps frame key choices clearly for stakeholders and the community. For that reason, we have proposed more detailed alternatives than you may have envisioned in the RFP. We use alternatives in most network planning processes, to illustrate difficult trade-offs.

The trade-offs may be difficult because they require balancing important goals that cannot be pursued with the same dollar. For example, many agencies are asked to achieve high ridership by focusing more of their service into better frequencies in busy places. Meanwhile, they are also asked to spread service out to cover more streets and more areas, which means it can't be concentrated into more frequent routes. These two actions can't both be taken within a limited budget—it's mathematically impossible.

When we lead an alternatives process, we make the alternatives realistic—but they are not imminent proposals. Instead, they help people understand conflicting transit goals, and imagine how different their transit system could be. This ensures that we are asking the public for actionable input on the real choices agencies need to make.

For this process, we propose to develop two contrasting alternatives to help frame a conversation with the public throughout the engagement process.

Core Design Retreat 1

Whenever possible, JWA develops new networks in collaboration with local staff. We call this a Design Retreat. This is an intensive workshop, where consultants and staff develop new ideas and test them out in new networks. We call this a "retreat" because it should feel like an event: calendars cleared, phones off, no interruptions.

Collaborative planning in a Network Design Retreat:

- ☐ Ensures we have the benefit of local staff experience and knowledge, not just data. If a street is too steep or two narrow, our collaborative approach will make sure that we design operationally possible alternatives.
- ☐ Gives MTS staff ownership of the ideas in the plan, so it is not the consultant's plan.
- ☐ Produces better network designs than any consultant could create on their own.

We propose to use one in-person Network Design Retreat to develop the alternatives and a second virtual retreat to develop the Draft Plan.



Figure 10: A Design Retreat workshop in Des Moines, Iowa where JWA, DART, and city staff collaboratively develop network alternatives.

Alternatives Analysis & Mapping

In the weeks following the Network Design Retreat, we will refine the alternatives as necessary, iteratively through virtual meetings with staff.

The analysis of the alternatives will include:

- ☐ Detailed maps and charts of each element of the plan like routes, frequencies, and spans.
- ☐ Route-level cost estimation.
- ☐ Analysis of coverage of population and jobs by each tier of service.
- ☐ Access and isochrone analyses exploring the change in access to jobs and population

provided by each scenario with an emphasis on AoPP and low-income residents in general.

Access & Freedom Analysis

A transit plan can improve people's lives by giving them more freedom and opportunity. Job access is just one aspect of freedom and opportunity. We can go from "What jobs could I compete for?" to "Where could I shop? What schools could I go to? What social or cultural opportunities do I have?" all the way to "Who could I meet?"

This is such a powerful idea, that we create maps and pictures illustrating our freedom. Describing transit plan outcomes in terms of freedom is one of the most powerful ways we have found to help people understand transit investments. The picture of your freedom is an isochrone—a shape representing the area a person can reach from a starting point in a given period of time. We use isochrones and numerical indicators drawn from them to understand the way that transit benefits are dispersed throughout a service area.

We describe an isochrone as a map of the wall around your life. Increasing access—pushing these walls outward—amounts to improving freedom and opportunity of all kinds, including access to jobs, retail, social opportunities, and so on. These tools are especially powerful as the comparisons of access before and after a recommended change or comparing alternatives can vividly show the potential value of new investment in transit or the compelling reason for a major change.

When we run this analysis, we can calculate the impacts for subgroups of residents as needed. This can include all residents, low-income residents, people of color, households without cars, and potentially other communities of concern.

Alternatives Chapter

The access and freedom analysis, proximity analysis, maps of the alternatives and other materials will be compiled into an additional chapter to be added to the Choices Report. The full and final Choices Report and related materials will then form the basis of a public and stakeholder conversation in Phase 1 of engagement.

The goal of this round will be to build understanding and support for any changes by having a clear conversation around trade-offs.

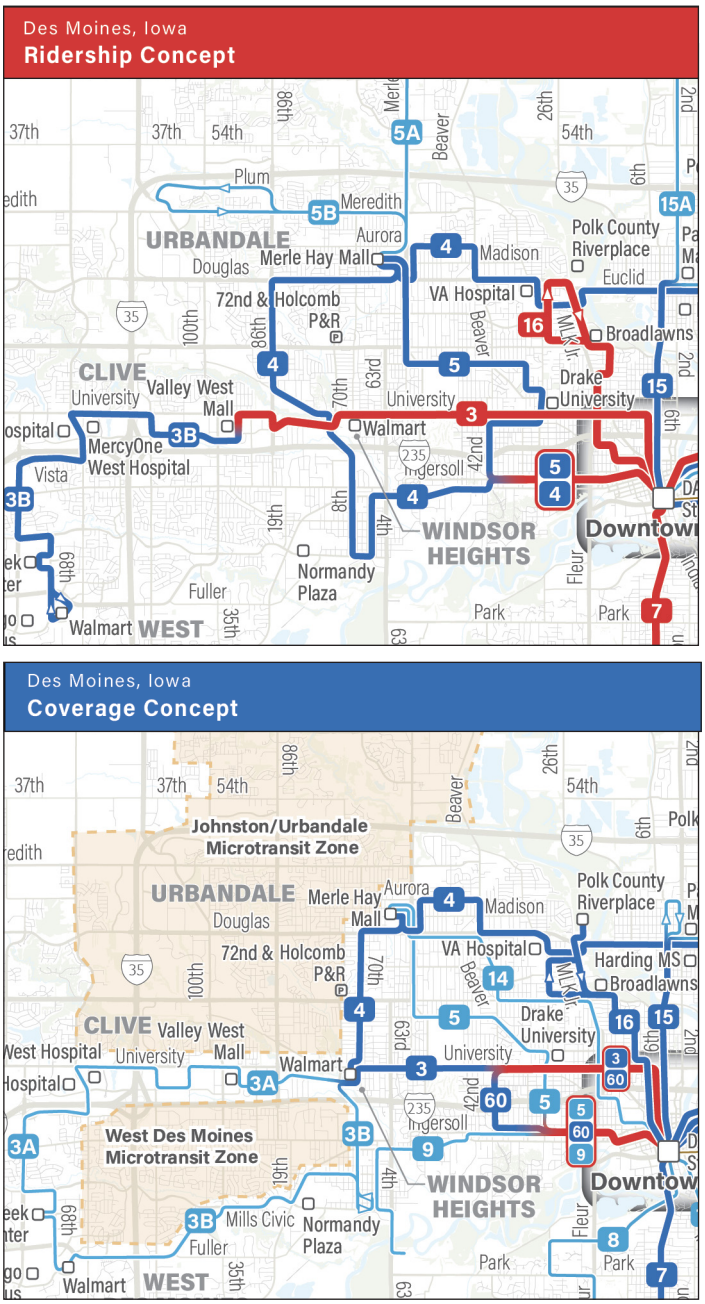


Figure 11: In Des Moines, we developed two alternatives that showed contrasting options for each of the 10 cities in the region. Based on their communities' priorities, some cities chose one and some chose the other.

Task 5: Transit Development Plan

5.1. Draft Transit Development Plan

Guidance from City Council

An important step in developing the Draft Plan is establishing the policies on which it is based. While the Draft Plan can be designed with transit-industry best practices, there are choices that can't be resolved by referring to best practices or what any other agency does. They also shouldn't be made by consultants, as we don't represent the members of your community. These policy choices are best made, whenever possible, by public officials like your City Council.

Our engagement with Council up to this point is designed to prepare them to give policy direction for the Draft Plan. At the end of the second public engagement phase, we will present the results of public input so that they can incorporate it into their decision-making. We will then facilitate a policy-setting discussion for the Council. Whether this results in an actual Council decision or informal guidance is a question we can work out with staff in advance.

5.2. Core Design Retreat 2

Design and Analysis of the Draft Plan

After discussion with City Council, we will go into a second Design Retreat. This retreat can be shorter than the first because instead of designing multiple alternatives we will be designing one draft network, so we suggest that this retreat be virtual.

The details and analysis produced for the Draft Plan will include:

- ☐ Detailed maps of the proposed services.
- ☐ Routes, their frequencies and hours of service.
- ☐ Timed connections for fixed routes.
- ☐ Estimated operating costs and vehicle needs.
- ☐ The number of people near service, aggregated by jurisdiction.
- ☐ Emphasize measures for subgroups that can include low-income residents, people of color, and households without cars.

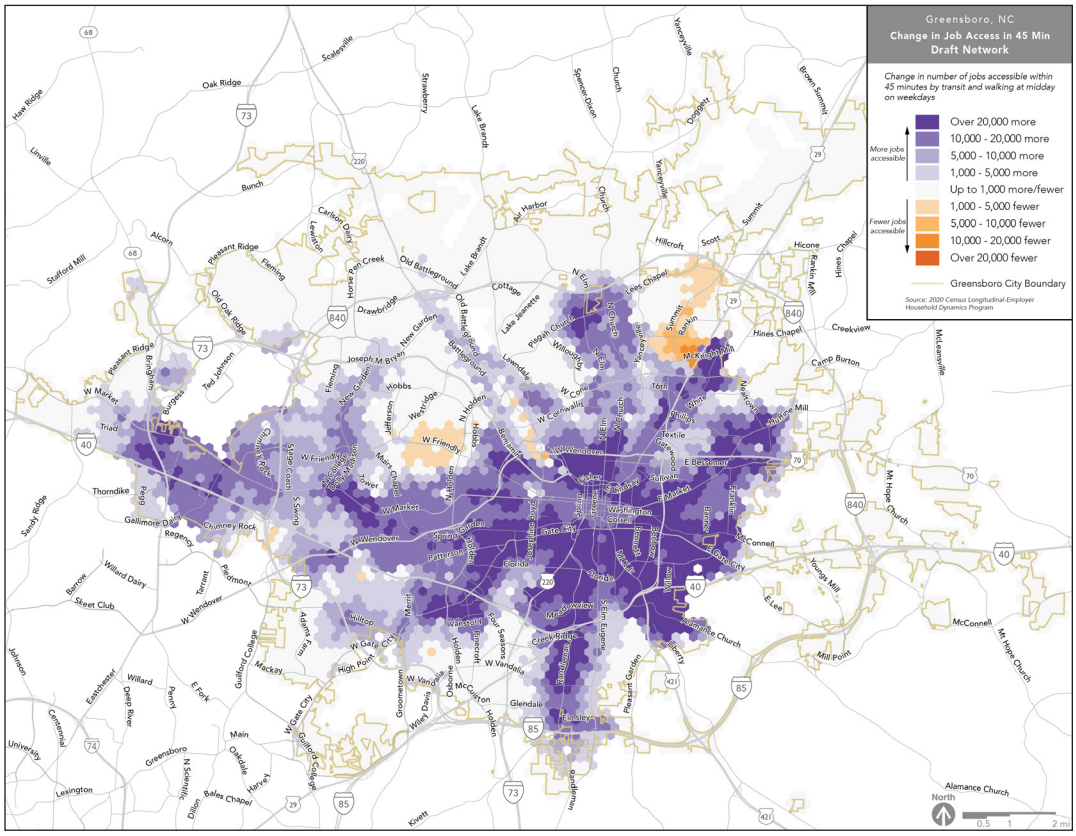


Figure 12: Draft Plan analysis for Greensboro, NC. The top is an access analysis that shows how the plan would change the number of jobs accessible throughour the city. The bottom is a bar chart that shows the aggregated change in access for the Average Resident, the Average Resident in Poverty, and the Average Person of Color. These assessments help quantify the equity impacts of a proposed network.

Average job access, aggregated by jurisdiction. We will write a comprehensive report to explain the Draft Network, its analysis and outcomes, and how we got to this point.

This will include a map of the network, charts showing spans and frequencies, the access and freedom analysis, proximity analysis, and other explanatory materials. This report will be the starting point for the next engagement phase where we will be asking the public, stakeholders, and City Council about the details of the plan.

5.2. Final Transit Development Plan

Based on input from the public, stakeholders and Council in Round 2, the JWA team will work with staff through network changes to finalize the plan. Based on these updates, our team will update final maps and materials. We will also include information about equipment and facility needs for the new network.

All of the above items will be compiled into the **Final TDP** building on elements of the Choices Report as the complete study product.

It will integrate all materials developed in the study into a readable and compelling argument about what may need to be done to secure a more effective and useful transit network for the Mankato urban area.

This will include development of an Executive Summary and printing of six (6) hard copies of the plan.

5.3. Project Close Out

At the very end of the project, we will transfer MTS all data, reports, and map products that were developed throughout the course of the study.

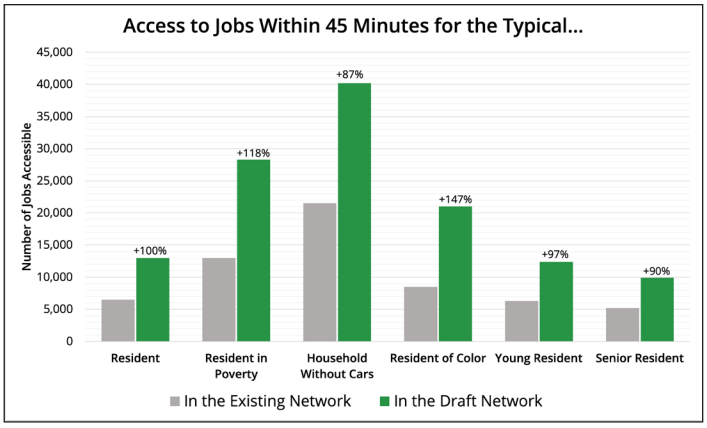


Figure 13: Greensboro, NC Draft Plan. Bar chart shows the aggregated change in access for the Average Resident, the Average Resident in Poverty, and the Average Person of Color. These assessments help quantify the equity impacts of a proposed network.

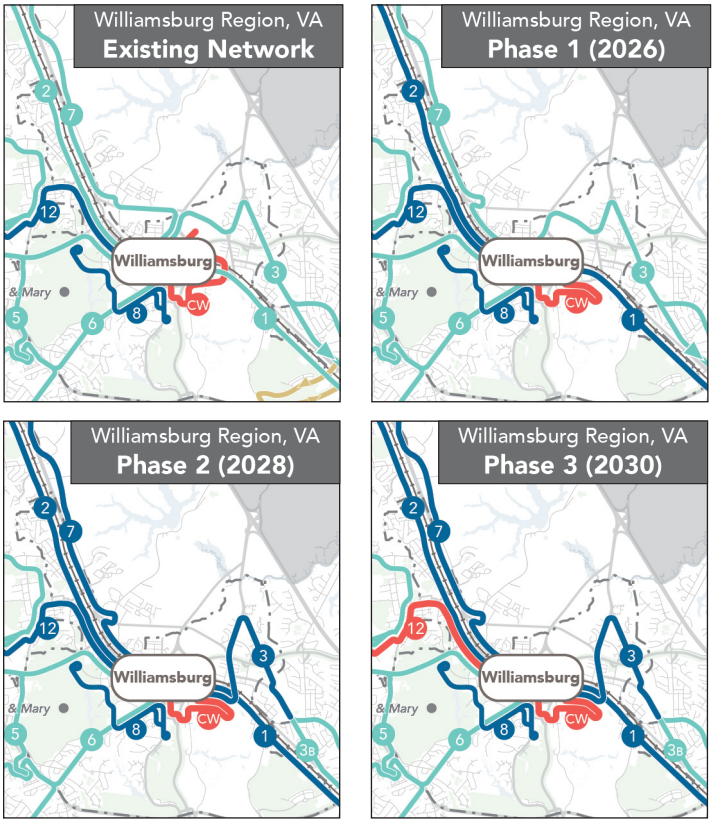


Figure 14: In Williamsburg, Virginia, we developed a Transit Strategic Plan to be implemented in three phases over 6 years. The plans are still in place and the first phase will be implemented in spring 2026.

Project Schedule

The chart to the right shows the proposed project schedule. We have assumed a 12-month timeline from start to finish, anticipating final contract signing and Notice to Proceed before Thanksgiving, and a virtual kickoff meeting the week of November 30 (first week of December 2026).

In our experience, this 12-month schedule works well for this type of project and scale. If the City of Mankato has specific internal deadlines or preferred dates for specific scope elements, we are open to discuss them and modify this timeline accordingly.

It is worth noting that two work streams driving this schedule are the two rounds of public engagement, which are planned to occur in the Spring and Fall while MSU, Mankato is in session.

This schedule also assumes 4 site visits for Kickoff, Core Design Retreat 1, Public Engagement Round 1, and Public Engagement Round 2. We suggest timing these visits with presentations to City Council that will fall at key milestones in the project schedule, where we can present to City Council the project approach, results from the service analysis or Choices Report, the Network Concepts that will come out of CDR 1, and the proposed Service Scenarios that will come out of CDR 2, which will be incorporated into the Draft Transit Development Plan.

Task Description	Month	Dec-26				Jan-27				Feb-27				Mar-27					Apr-27				May-27				Jun-27				Jul-27				Aug-27				Sep-27				Oct-27				Nov-27				Dec-27			
	Week Start Date	30	07	14	21	28	04	11	18	25	01	08	15	22	01	08	15	22	29	05	12	19	26	03	10	17	24	31	07	14	21	28	05	12	19	26	02	09	16	23	30	06	13	20	27	04	11	18	25	01	08	15	22	29	06	13	20	27
1. Project Management & Coordination																																																						
1	Project Kickoff	X																																																				
2	Management Plan and Schedule		X																																																		
3	Bi-weekly Check-in Meetings			X		X				X		X		X				X		X		X		X		X		X				X		X			X			X				X				X				X		
4	Monthly Invoice and Progress Report						X				X				X					X				X				X				X				X				X				X				X				X		
2. Public and Internal Engagement																																																						
1	Public Engagement Plan		X	X																																																	
2	Meetings with City Staff (in person)							X	X																																											
3	Stakeholder Engagement (in person & virtual)							X	X												X	X													X	X																	
4	Engagement Round 1 - Network Concepts																			X	X	X	X	X	X	X	X	X	X																										
5	Engagement Round 2 - Draft Service Scenarios																																X	X			X	X	X	X	X	X	X	X										
6	City Council Presentations (in person)							X								X									X																	X												
3. Data Collection and Existing Conditions																																																					
1	Data Collection	X	X	X	X																																																
2	Service Analysis				X	X	X	X	X	X																																											
3	System Analysis						X	X	X	X	X	X																																									
4	Market Analysis		X	X	X	X	X	X																																												
5	Choices Report (Existing Conditions)								X	X	X	X	X	X																																							
4. Develop Network Alternatives and Scenarios																																																				
1	Explore Ridership and Coverage Goals											X	X		X	X																																					
2	Core Design Retreat 1 (in person)														X	X	X	X																																			
3	Develop Ridership Concept																X	X	X	X	X	X	X	X																												
4	Develop Coverage Concept																X	X	X	X	X	X	X	X																												
5	Core Design Retreat 2 (virtual)																												X	X	X	X																					
6	Develop Fiscally Constrained Scenario																														X	X	X	X	X	X	X														
7	Develop Illustrative Scenario																														X	X	X	X	X	X	X														
5. Transit Development Plan and Implementation Plan																																																					
1	Draft TDP																																																				
2	Final TDP																																																				
3	Project Close Out Activities																																																				

Project Cost

Our total fee for the Transit Planning Study is $249,811.00. The table to the right breaks down the cost by task, firm, and person, including travel expenses and other direct expenses.

Travel expenses consider four (4) site visits for Kickoff, Core Design Retreat 1, Public Engagement Round 1, and Public Engagement Round 2.

- ☐ Manuel Soto will travel to Mankato 4 times for Kickoff, CDR 1, PE Round 1, and PE Round 2.
- ☐ Ricky Angueira will travel to Mankato 2 times for Kickoff, and CDR 1.
- ☐ Candace Eudaley-Loebach will travel to Mankato 3 times for Kickoff, PE Round 1, and PE Round 2.
- ☐ One JWA Analyst will travel to Mankato 2 times for PE Round 1, and PE Round 2.

Division of Labor

Based on our proposed scope and budget, JWA will carry out 80% of the work for this study, and Lovely City will complete the remaining 20%, primarily around the public engagement process.

	Jarrett Walker & Associates						Lovely City		Project Totals	
Work Tasks	**Ricky**	**Manuel**	**Martin**	**Michaela /Anna**	**Subtotal Labor Hours**	**Subtotal Labor Cost**	**Candace**	**Subtotal Labor Cost**	**Labor Hours**	**Labor Cost**
Staff										
Role	PIC & QA/QC	Proj. Manager	Senior Advisor	Analysts			Outreach Lead			
Rate	$199.60	$214.60	$232.40	$121.20			$200.00			
1. Project Management & Coordination	**16**	**48**	**0**	**28**	**92**	**$ 16,888**	**30**	**$ 6,000**	**122**	**$ 22,888**
1 Project Kickoff	4	4		4	12	$ 2,142	4	$ 800	16	$ 2,942
2 Management Plan and Schedule		8			8	$ 1,717		$ -	8	$ 1,717
3 Bi-weekly Check-in Meetings	8	24		24	56	$ 9,656	18	$ 3,600	74	$ 13,256
4 Monthly Invoice and Progress Report	4	12			16	$ 3,374	8	$ 1,600	24	$ 4,974
2. Public and Internal Engagement	**24**	**124**	**0**	**80**	**192**	**$ 41,097**	**196**	**$ 39,200**	**388**	**$ 80,297**
1 Public Engagement Plan		4				$ 858	16	$ 3,200	16	$ 4,058
2 Meetings with City Staff	8	8				$ 3,314	8	$ 1,600	8	$ 4,914
3 Stakeholder Engagement	8	24		16	48	$ 8,686	24	$ 4,800	72	$ 13,486
4 Engagement Round 1 - Network Concepts	4	32		32	64	$ 11,544	72	$ 14,400	136	$ 25,944
5 Engagement Round 2 - Draft Service Scenarios	4	32		32	64	$ 11,544	72	$ 14,400	136	$ 25,944
6 City Council Presentations		24			16	$ 5,150	4	$ 800	20	$ 5,950
3. Data Collection and Existing Conditions	**36**	**80**	**8**	**184**	**308**	**$ 48,514**	**0**	**$ -**	**308**	**$ 48,514**
1 Data Collection	16	16		24	56	$ 9,536		$ -	56	$ 9,536
2 Service Analysis	8	24		56	88	$ 13,534		$ -	88	$ 13,534
3 System Analysis	4	16	8	24	52	$ 9,000		$ -	52	$ 9,000
4 Market Analysis	4	8		48	60	$ 8,333		$ -	60	$ 8,333
5 Choices Report	4	16		32	52	$ 8,110		$ -	52	$ 8,110
4. Develop Network Alternatives and Scenarios	**64**	**92**	**0**	**216**	**372**	**$ 58,697**	**0**	**$ -**	**372**	**$ 58,697**
1 Explore Ridership and Coverage Goals	4	4			8	$ 1,657		$ -	8	$ 1,657
2 Core Design Retreat 1	32	32		48	112	$ 19,072		$ -	112	$ 19,072
3 Develop Ridership Concept	4	8		40	52	$ 7,363		$ -	52	$ 7,363
4 Develop Coverage Concept	4	8		40	52	$ 7,363		$ -	52	$ 7,363
5 Core Design Retreat 2	16	24		24	64	$ 11,253		$ -	64	$ 11,253
6 Develop Fiscally Constrained Scenario	2	8		32	42	$ 5,994		$ -	42	$ 5,994
7 Develop Illustrative Scenario	2	8		32	42	$ 5,994		$ -	42	$ 5,994
5. Transit Development Plan and Implementation Plan	**4**	**48**	**8**	**64**	**124**	**$ 20,715**	**0**	**$ -**	**124**	**$ 20,715**
1 Draft TDP	2	24	8	32	66	$ 11,287		$ -	66	$ 11,287
2 Final TDP	2	16		24	42	$ 6,742		$ -	42	$ 6,742
3 Project Close Out Activities		8		8	16	$ 2,686		$ -	16	$ 2,686
Labor Hours per Staff	**144**	**392**	**16**	**572**	**1,124**		**226**		**1,350**	
Labor Cost per Staff	**$28,742**	**$84,123**	**$3,718**	**$69,326**		**$ 185,910**		**$ 45,200**		**$ 231,110**

	Jarrett Walker & Associates					Lovely City		Project Totals
Travel Expenses	**Ricky**	**Manuel**	**Martin**	**Analysts**	**Subtotal Expenses**	**Candace**	**Subtotal Expenses**	**Total Travel Expenses**
	2 trips	4 trips	0 trips	2 trips		3 trips		
Flight	$ 1,400	$ 2,800		$ 1,400	$ 5,600	$ -	$ -	$ 5,600
Airport Parking & Taxi	$ 200	$ 800		$ 200	$ 1,200	$ -	$ -	$ 1,200
Lodging	$ 1,200	$ 2,100		$ 900	$ 4,200	$ 1,350	$ 1,350	$ 5,550
Car Rental or Mileage	$ -	$ 1,200		$ -	$ 1,200	$ 1,071	$ 1,071	$ 2,271
Per Diem	$ 560	$ 1,120		$ 560	$ 2,240	$ 840	$ 840	$ 3,080
Subtotal Travel Expenses	**$ 3,360**	**$ 8,020**		**$ 3,060**	**$ 14,440**	**$ 3,261**	**$ 3,261**	**$ 17,701**
Subtotal Labor + Travel Expenses					**$ 200,350**		**$ 48,461**	**$ 248,811**
Other Direct Costs:	Engagement materials and supplies (printing of boards and surveys –up to 6 boards, and food and drinks for up to 12 events, other)							$ 1,000
Total Project Cost								**$ 249,811**



Appendix A

Forms

GOVERNMENT-WIDE DEBARMENT AND SUSPENSION (NONPROCUREMENT)

Recipients, contractors, and subcontractors that enter into covered transactions are required to verify that the entity (as well as its principals and affiliates) with which they propose to contract or subcontract is not excluded or disqualified. This is done by: (a) checking the SAM exclusions; (b) collecting a certification from that person (found below); or (c) adding a clause or condition to the contract or subcontract.

Instructions for Certification: Signing below indicates the prospective lower tier participant is providing the signed certification.

(1) It will comply and facilitate compliance with U.S. DOT regulations, "Nonprocurement Suspension and Debarment," 2 CFR part 1200, which adopts and supplements the U.S. Office of Management and Budget (U.S. OMB) "Guidelines to Agencies on Governmentwide Debarment and Suspension (Nonprocurement)," 2 CFR part 180,

(2) To the best of its knowledge and belief, that its Principals and Subrecipients at the first tier:

a. Are eligible to participate in covered transactions of any Federal department or agency and are not presently:

1. Debarred,
2. Suspension,
3. Proposed for debarment,
4. Declared ineligible,
5. Voluntarily excluded, or
6. Disqualified

b. Its management has not within a three-year period preceding its latest application or proposal been convicted of or had a civil judgment rendered against any of them for:

1. Commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction, or contract under a public transaction,
2. Violation of any Federal or State antitrust statute, or,
3. Commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making any false statement, or receiving stolen property,

c. It is not presently indicted for, or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses listed in the preceding subsection 2.b of this Certification,

d. It has not had one or more public transactions (Federal, State, or local) terminated for cause or default within a three-year period preceding this Certification,

e. If, at a later time, it receives any information that contradicts the statements of subsections 2.a – 2.d above, it will promptly provide that information to FTA,

f. It will treat each lower tier contract or lower tier subcontract under its Project as a covered lower tier contract for purposes of 2 CFR part 1200 and 2 CFR part 180 if it:

1. Equals or exceeds $25,000,
2. Is for audit services, or,
3. Requires the consent of a Federal official, and

g. It will require that each covered lower tier contractor and subcontractor:

1. Comply and facilitate compliance with the Federal requirements of 2 CFR parts 180 and 1200, and
2. Assure that each lower tier participant in its Project is not presently declared by any Federal department or agency to be:
   a. Debarred from participation in its federally funded Project,
   b. Suspended from participation in its federally funded Project,
   c. Proposed for debarment from participation in its federally funded Project,
   d. Declared ineligible to participate in its federally funded Project,
   e. Voluntarily excluded from participation in its federally funded Project, or
   f. Disqualified from participation in its federally funded Project, and

(3) It will provide a written explanation as indicated on a page attached in FTA's TrAMS platform or the Signature Page if it or any of its principals, including any of its first tier Subrecipients or its Third-Party Participants at a lower tier, is unable to certify compliance with the preceding statements in this Certification Group.

Certification

Contractor: Jarrett Walker & Associates, LLC (JWA)

Signature of Authorized Official: _____ Date 09 / 09 / 2026

Name and Title of Contractor's Authorized Official: Scudder Wagg, President & Principal Consultant

Federal Certifications

CERTIFICATION AND RESTRICTIONS ON LOBBYING

I, Scudder Wagg, President & Principal Consultant hereby certify
(Name and title of official)

On behalf of Jarrett Walker & Associates, LLC (JWA) that:
(Name of Bidder/Company Name)

- No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, and officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

- If any funds other than federal appropriated funds have been paid or will be paid to any person influencing or attempting to influence an officer or employee of any agency, a Member of Congress, and officer or employee of Congress, or an employee of a Member of Congress in connection with the federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form – LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

- The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including sub-contracts, sub-grants and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 U.S.C. § 1352. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.,

Name of Bidder/Company Name: Jarrett Walker & Associates, LLC (JWA)

Type or print name: Scudder Wagg

Signature of authorized representative: Scudder Wagg Date 09 / 09 / 2029



Appendix B

Full Resumes

Manuel Soto

Principal Associate



Manuel is a transit and mobility specialist with 25 years of experience in transit network design. He has assisted public transit agencies across the country with planning and implementation of bus rapid transit, commuter express, and fixed-route bus services, including the implementation of local circulation shuttles, demand response, and microtransit services.

Manuel has wide ranging experience managing service planning projects, benchmarking performance, and evaluating service delivery models and impact-benefit of service changes. He translates strategic thinking into plans that deliver ridership and improvements in service.

Transit Network Plans

Manuel has managed dozens of transit network redesigns, working with large urban networks such as Los Angeles Metro, mid-size systems like New Orleans RTA, and small systems such as Clallam Transit. He has worked collaboratively with agency staff and community representatives to asses mobility needs and redesign networks to improve equity, access to jobs, and operational efficiency.

- ☐ New Orleans, Louisiana (2011–2012)
- ☐ Port Angeles, Washington (2020–2021)
- ☐ Mankato, Minnesota (2023–2024)
- ☐ Yucca Valley, California (2024–2025)
- ☐ Imperial Valley, California (2025–2026)
- ☐ Coachella Valley, California (2025–2026)

New Transit Service Implementation

Manuel has supported public and private clients with implementation of service, evaluating in-house vs. outsourcing of operations, leading selection and procurement of vehicles, and guiding implementation of technology systems for fare collection, vehicle location tracking, and passenger counting.

- ☐ Microsoft Connector Bus, Seattle (2007-2016)
- ☐ Seattle Children's Hospital (2009-2015)
- ☐ Fresno County Rural Microtransit (2018-2020)
- ☐ Monmouth-Independence Trolley (2021-2025)

Shuttles, First/Last Mile Service and Campus Mobility Planning

Manuel has led many shuttle-service planning and redesign projects for downtown districts, medical centers, universities, and Fortune 500 corporations such as Amazon, Boeing, Microsoft, and Nike. Manuel has also led campus-wide mobility strategies to reduce drive-alone commuting and parking demand, and increase use of active transportation modes.

Education

Master of Arts–Urban Planning, University of California, Los Angeles
2001

Urban Economics–Diploma, Universidad Católica de Chile, Santiago
1995

Architecture–Degree, Universidad Católica de Chile, Santiago
1992

Positions Held

2024–present
Principal Associate, Jarrett Walker + Associates
(Seattle, WA)

2022–2024
Principal Planner, Toole Design Group
(Seattle, WA)

2017–2022
Senior Consultant, Walker Parking Consultants
(Seattle, WA)

2015–2017
Director of Planning, MTR Western
(Seattle, WA)

Ricky Angueira

Principal Associate



Ricky Angueira is a JWA principal and project manager. He focuses on facilitating conversations about public transit by clearly communicating choices and navigating the local politics of each community. Ricky manages transit planning projects including transit network redesigns, long-range plans, stakeholder workshops, and courses. Ricky was recognized in Mass Transit Magazine's 2024 40 Under 40. He has experience in North America, Puerto Rico, the United Kingdom, and Spain. Ricky has helped cities make decisions about transit in both English and Spanish.

Transit Network Plans

Ricky has taken a lead role in many transit planning projects, including:

- Project Manager for full bus network redesign projects in Des Moines, Iowa; Asheville, NC; St Petersburg, Florida; Knoxville, Tennessee; and Williamsburg, Virginia.
- Deputy Project Manager for the restoration of transit service post-COVID in San Francisco, California, and full bus network redesign projects in Miami, Florida; Alexandria, Virginia; and Columbia, South Carolina.
- Project Manager for public-facing transit network maps and other public information in San Juan, Puerto Rico; Atlanta, Georgia; San Antonio, Texas; Boise, Idaho; Oakville, Ontario; and Cambridge, England. He was also a cartographer for projects in Miami, Florida; Suffolk County, New York; AC Transit, California; and Monterey-Salinas Transit, California.

Facilitation

Ricky often facilitates stakeholder workshops, public meetings, and discussions among appointed and elected officials in both English and Spanish, including:

- Stakeholder workshops and trainings in Des Moines, Iowa; Asheville, North Carolina; St Petersburg, Florida; Knoxville, Tennessee; Williamsburg, Virginia; Columbia, South Carolina; Virginia Tech (one-credit graduate course), and Leadership Greater Washington.
- Board presentations for key decision making in Des Moines, IA; Asheville, North Carolina; St Petersburg, Florida; Knoxville, Tennessee; Williamsburg, Virginia; and Columbia, South Carolina.
- Frequent transit planning talks and discussions, including in Monterrey, Mexico; Washington, DC; San Juan, Puerto Rico; and Madrid, Spain.

Education

Master of Urban and Territorial Planning, Universidad Politécnica de Madrid, 2015

Master of Science, Transportation and Urban Engineering, University of Connecticut, 2014

Bachelor of Science, Civil Engineering, Universidad de Puerto Rico, Mayagüez, 2012

Positions Held

2025–present
Principal Associate, Jarrett Walker + Associates (Arlington, VA)

2019–2025
Senior Associate, Jarrett Walker + Associates (Arlington, VA)

2016–2019
Transportation Planner, VHB (Washington, DC)

Martin Barna

Principal Associate



Martin is an experienced transit planner based in Washington, DC with a focus on operations planning and the network redesign implementation projects. He brings nearly 15 years of experience working at public transit agencies in Northern Virginia and the San Francisco Bay Area. Martin is an effective project manager who understands the importance of public transit in building stronger communities and improving overall quality of life. He possesses a Commercial Driver's License (CDL) to operate transit buses, and was recognized as one of Mass Transit Magazine's 40 Under 40 honorees in 2023.

Transit Planning Experience

Martin led the following projects during his recent tenure with DASH:

- Alexandria Transit Strategic Plan (ATSP). Martin developed the agency's ten-year strategic plan, including extensive service analysis, budget projection, fleet planning and public outreach.
- West End Transitway Operating Plan. Martin led DASH planning for West End Transitway BRT operations.
- Blue Line Shuttle. Martin led planning for special DASH shuttle service during extended Metrorail closure, including major temporary staff and fleet augmentations that grew agency size by 50%.
- Other DASH Projects. Martin led planning for the DASH Zero-Emissions Fleet and Free Fares Program.

Bus Network Redesign Implementations

Martin has led or played critical support roles in several recent bus network redesign projects:

- New TARC Network. Martin is serving as project manager for the implementation of the New TARC Network in Louisville, Kentucky. The newly-redesigned bus network will launch in Summer 2026.
- Alexandria Transit Vision (ATV) Plan. Martin led project to establish a long-term vision for the City of Alexandria's bus network. This work included multiple rounds of network design, service planning, public engagement and presentations to Alexandria City Council and the DASH Board of Directors.
- New DASH Network. Martin led the implementation of the New DASH Network, including all planning, marketing and outreach activities. The implementation period began in late 2020 and culminated with the launch of the New DASH Network in September 2021.
- VTA Next Network. Working closely with JWA team, Martin managed the Service & Operations Planning aspects of VTA's bus network redesign project in San Jose, California.

Education

Master of Science, Transportation Management, Mineta Transportation Institute, San Jose, CA, *2012*

Bachelor of Science, Urban + Environmental Planning, University of Virginia, *2006*

Positions Held

2025–present
Principal Associate, Jarrett Walker + Associates (Arlington, VA)

2016–2025
Director of Planning & Marketing, Alexandria Transit Company (DASH) (Virginia)

2015–2016
Bus Operations Coordination Supervisor, Fairfax County DOT (Fairfax Connector) (Virginia)

2012–2016
Transit Service Development Supervisor, Santa Clara Valley Transportation Authority (VTA) (California)

Michaela Barton

Associate



Michaela Barton is a data analyst, cartographer, and transit planner based in JWA's Portland, Oregon office. She conducts transit and geospatial data analysis, creates maps and visualizations, and develops analytical tools and interactive applications for planning projects. She uses programming languages and diverse data sources in her work at JWA, building on prior experience at Oregon Metro and TriMet.

Data Analysis and Network Planning Experience

Michaela has contributed to several projects through data analysis and network planning including:

- **Reimagine DART** (Des Moines, IA)
- **ABQ RIDE Forward Network Plan** (Albuquerque, NM)
- **TransLink Burrard Peninsula Area Transportation Plan** (Vancouver, BC)
- **SolTrans Comprehensive Operational Analysis** (Solano County, CA)
- **Hampton Roads Transit System Optimization Plan** (Hampton + Newport News, VA)
- **SunLine Comprehensive Operational Analysis** (Coachella Valley, CA)
- **Imperial Valley Transit Comprehensive Operational Analysis** (Imperial Valley, CA)

Cartography, Design, and Web Map Experience

Michaela provides a variety of visualization services for JWA, including:

- Planning maps, charts, and graphics: Chicago suburbs, IL; Des Moines, IA; Coachella Valley, CA; and more.
- Interactive web maps: Hampton, VA; Coachella Valley, CA
- Public-facing brochures: Louisvilly, KY; Suffolk County, NY

Previous Experience

In her prior roles, Michaela worked to enhance transit and active transportation programs in the Portland metro area.

In her prior role at TriMet, Michaela:

- Led improvements to OpenStreetMap data workflows, ensuring more accurate routing for TriMet's multimodal trip planner.

In her prior role at Oregon Metro, Michaela:

- Provided analysis, data management, and interactive map design for Metro's Regional Travel Options program.

Education

Bachelor of Science, Economics, Portland State University, *2022*

Certificate, Geographic Information Systems, Portland Community College, *2024*

Positions Held

2025–present
Associate, Jarrett Walker + Associates (Portland, OR)

2024
GIS Technician, TriMet (Portland, OR)

2023–2024
GIS Tutor, Portland Community College

2023
Transportation Planning Intern, Oregon Metro

Anna Armoza

Associate



Anna Armoza is a transit planner and data analyst at Jarrett Walker + Associates based in the Arlington, Virginia office. She offers a range of skills to clients, including cartography, data analysis, and service planning. Through her background in GIS, she brings experience in working within spatial datasets, graphic design, and mapped based communication as a whole.

Transit Network Planning & Analysis

In her time at JWA, Anna has contributed to various projects through analysis, planning support, and mapping including:

- **Asheville, NC**, ART Comprehensive Operational Analysis (COA)
- **Richmond, VA**, GRTC 5 Year Plan
- **Clovis, CA**, Strategic Operations Plan (SOP)

Cartography & Design

Anna supports JWA's cartography practice through the development of new public system maps, as well as concept and draft network maps.

- **Williamsburg, VA**, Public Facing System Map

Previous Experience

In her prior roles, Anna has conducted substantial data development and analysis work in GIS platforms to support various planning efforts at federal government agencies.

In her prior role at the General Services Administration Office of Planning and Design Quality, Anna:

- Conducted fieldwork using GIS to collect and analyze data on GSA owned public spaces in Washington, DC

In her prior role at the National Capital Planning Commission, Anna:

- Utilized GIS to document and analyze federal public realm infrastructure.

Education

Bachelor of Arts, Geography and GIS, George Washington University, *2024*

Bachelor of Arts, Political Science, George Washington University, *2024*

Positions Held

2025–present
Associate, Jarrett Walker + Associates (Arlington, VA)

2024–2024
Planning and GIS Intern, U.S. General Services Administration

2023–2023
Planning Intern, National Capital Planning Commission

CANDACE EUDALEY-LOEBACH

FOUNDER | LEAD CONSULTANT

CONTACT

Phone:
563 580 7212

Email:
candace@thelovelycity.com

Web:
www.thelovelycity.com

Address:
Dubuque, IA

EDUCATION

2009-2012

MASTER OF SCIENCE
COMMUNITY DEVELOPMENT
Iowa State University

2003-2007

BACHELOR OF ARTS
ECONOMICS & POLITICS
Loras College

SKILLS

- Data Collection & Analysis
- Strategic Planning
- Project Management
- Planning & Implementation
- Communication & Engagement
- Problem-Solving
- Budgeting
- Grant Writing

PROFILE

Experienced leader in government and non-profit administration, specializing in placemaking and transportation solutions through engagement, research, and analysis for communities and organizations.

EXPERIENCE

FOUNDER | LEAD CONSULTANT

Lovely City, LLC 2018 - Present

Corporate Client Work:
Conduct strategic planning and communications related to corporate operations center relocation, employee transportation benefit programs, corporate parking policies and bike share, social impact/corporate giving and volunteerism, and employee engagement event coordination.

Government Client Work:
Conduct detailed demographic analysis for equitable transportation infrastructure planning, provide vulnerable population communications and engagement planning, connectivity recommendations and grant writing for project implementation. Strategic planning for boards and commissions and facilitation of stakeholder meetings for on-street bike route planning and neighborhood parks.

DIRECTOR OF TRANSPORTATION SERVICES

City of Dubuque, IA 2013 - 2018

Oversee the City's public transit and parking services while collaborating with the MPO, Transit Board and community members to develop and implement the long-term vision for equitable, sustainable transportation in Dubuque and surrounding communities.

- Manage vehicles, facilities, and employees in three bargaining units
- Oversee all internal and external communications, engagement, and partnerships for parking and transit services
- Research and implement new technologies for parking and transit
- Develop and maintain partnerships and contracts with non-profits, colleges, and state and federal funding agencies
- Draft and oversee the $7 million annual operating budget and capital project budgets up to $6.5 million
- Develop performance metrics, seek funding sources and conduct ongoing evaluation of operations and training programs
- Conduct ongoing review of routes, stops and usage data to improve and expand the social benefits of services
- Implement public engagement and employee recruitment campaigns to reach underserved and underrepresented groups with specific attention to Title VI compliance

EXPERIENCE (continued)

ASSISTANT EXECUTIVE DIRECTOR
ECIA, Council of Governments 2010 - 2013

Oversee regional economic development and sustainability efforts; plan, seek state and federal funding and execute new regional and urban transit initiatives; develop performance metrics, seek funding sources and conduct ongoing evaluation of association programs; and serve as liaison to member communities in a five-county region in eastern Iowa.

ECONOMIC DEVELOPMENT COORDINATOR
ECIA, Council of Governments 2008-2010

Coordinate and facilitate the development of the regional Comprehensive Economic Development Strategy (CEDS) for the five-county ECIA region and develop new programs to engage members, cities, and businesses in sustainability and economic development.

TRANSPORTATION PLANNER
ECIA, MPO 2008-2010

Develop tools and conduct stakeholder engagement and data analysis for multiple Safe Routes to School planning processes and assist with Long Range Transportation Plans (LRTP) for both the RPA and MPO.

ADJUNCT PROFESSOR
University of Dubuque 2018 - 2021

REFERENCES

CORPORATE CLIENT REFERENCE
DAVE KLAVITTER

Dupaco Community Credit Union, Chief Marketing Officer

563 580 5838

dklavitter@dupaco.com

GOVERNMENT CLIENT REFERENCE
MADELINE HAVERLAND

City of Dubuque, Director of Housing and Community Development Director

563 690 6102

mhaverla@cityofdubuque.org

AWARDS

2018

TRANSIT MANAGER OF THE YEAR
Iowa Department of Transportation

2017

EXCELLENCE IN REGIONAL TRANSPORTATION
National Association of Development Organizations

AWARD OF RECOGNITION
Federal Transit Administration Region 7

2016

AWARD OF EXCELLENCE
Federal Transit Administration Region 7

2015

LABOR MANAGEMENT PARTNER AWARD
Dubuque Area Labor Management Council

2014

WOMEN OF ACHIEVEMENT AWARD
Women's Leadership Network

IMPACT AWARD - SUSTAINABILITY
365 MEDIA / Community Inc.

2012

EXCELLENCE IN ECONOMIC DEVELOPMENT
International Economic Development Council

IMPACT AWARD - SUSTAINABILITY
365 MEDIA / Community Inc.

2011

SUSTAINABLE DEVELOPMENT AWARD
National Association of Development Organizations

GOVERNOR'S AWARD FOR ENVIRONMENTAL EXCELLENCE
Office of Governor Terry Branstad

TRAINING

40 HOUR TRAINING

INTERCULTURAL COMPETENCY
City of Dubuque Office of Human Rights



SRF

In Partnership With

Foursquare ITP

CITY OF MANKATO
TRANSIT DEVELOPMENT PLAN 2028-2033

September 11, 2026

3701 Wayzata Boulevard, Suite 100
Minneapolis, MN 55416
763.475.0010
www.srfconsulting.com

Shawn Schloesser
Associate Director of Transportation Planning Services
10 Civic Center Plaza
Mankato, MN 56001

September 11, 2026

SUBJECT: MANKATO TRANSIT SYSTEM TRANSIT DEVELOPMENT PLAN 2028-2033

Dear Shawn Schloesser, Dani Theis, and Members of the Selection Committee:

On behalf of **SRF Consulting Group** and our partners at **Foursquare Integrated Transportation Planning**, we are pleased to submit our proposal for Mankato Transit System's Transit Development Plan 2028-2033. Innovative transit plans are at the core of our firms' professional service offerings, and we welcome the opportunity to work with Mankato Transit System and its partners to advance this important project.

Transit in Minnesota is at an inflection point. As agencies recover from the pandemic and adjust to new travel patterns, they are responding to riders' preferences in new and creative ways. Mankato Transit System's most recent TDP identified improvements to traditional bus service, as well as flexible options like microtransit. Mankato's fixed routes, campus service, Kato Flex microtransit zones, and Mobility Bus paratransit service combine to offer a robust network of travel options for riders across the region. This project offers the opportunity to refine the current network to match today's travel needs.

SRF and Foursquare ITP's combined team is ready to support Mankato Transit System in this effort. SRF's Matt Stegeman will serve as project manager for this effort, supported by Joe Kapper as project director. Together, they bring over 25 years of experience in planning, designing, and implementing fixed-route and on-demand transit services, including as public agency staff. We are prepared to bring local, state, and national experience, as well as a collaborative approach to planning, to aid Mankato Transit System in reimagining its current services and planning for the future.

Our team offers the following strengths and qualifications:

- **Extensive local experience:** SRF has worked with Mankato Transit System, MAPO, City of Mankato, and City of North Mankato on multiple transportation projects over the past 10 years. We bring recent experience in engagement, long-range transportation planning, and microtransit feasibility studies, as well as familiarity with the City of Mankato and its surrounding communities.
- **Successful projects in peer communities:** SRF is the leading transit planning firm in the Upper Midwest, with experience conducting transit system plans across Minnesota, Wisconsin, Michigan, and surrounding states. Particularly relevant to this study include recent efforts in St. Cloud, Rochester, Madison, and Appleton, Wisconsin, where SRF has delivered service plans, bus rapid transit projects, and microtransit analysis in small and medium-size communities with significant college and university ridership. Foursquare ITP brings similar national experience, as well as advanced service planning and analytics resources that will help deliver an integrated and actionable service improvement plan.
- **A focus on the future:** In addition to traditional service planning expertise, SRF and Foursquare ITP excel in helping agencies implement technology improvements, bus infrastructure, customer service initiatives, and zero-emission fleet transition plans. We look forward to assisting MTS with its highest-priority actions and seeking the necessary funding for implementation.

On behalf of the SRF team, thank you for opportunity to present our approach for this Transit Development Plan. Our team shares your passion for community-driven transit, and we are ready to dive in. If you have any questions about our proposal or wish to discuss it in detail, please feel free to contact me, Matt Stegeman, at (651) 333-4139 or mstegeman@srfconsulting.com.

Sincerely,

Matthew Stegeman
Project Manager

Joseph Kapper, AICP
Project Director

Marketing or promotional statements about SRF's professional services are provided solely for general information and not as a contract commitment.
Equal Employment Opportunity / Affirmative Action Employer

PROJECT POINT OF CONTACT



Matthew Stegeman | Project Manager
SRF Consulting Group, Inc.
2550 University Avenue West, Suite 345N, Saint Paul, MN 55114
Phone: (651) 333-4139 | mstegeman@srfconsulting.com

INTRODUCTION AND EXECUTIVE SUMMARY

PROJECT UNDERSTANDING

The Mankato region has developed a transit system that serves as a critical mobility provider for residents, students, workers, and visitors. Through Mankato Transit System (MTS), the region has established an extensive fixed-route and paratransit network connecting key destinations including downtown Mankato, North Mankato, Minnesota State University, employment centers, healthcare facilities, and regional commercial corridors. As the region continues to experience growth and evolving travel patterns, this Transit Development Plan presents an opportunity to assess how transit can best support the future needs of the community.

Like many transit agencies across the country, MTS is navigating changing travel behaviors, workforce challenges, and evolving community expectations. Growth in residential development, continued expansion and shifts in learning styles at Minnesota State University, changing employment locations, and increasing interest in multimodal infrastructure all create opportunities to strengthen transit's role in supporting the region's economic vitality and quality of life.

A successful Transit Development Plan will build on the strengths of the existing system while identifying practical, implementable strategies to improve service, increase ridership, strengthen regional partnerships, and position transit to support future growth throughout the Mankato region.

The plan is an opportunity to establish a shared vision among the City of Mankato, the City of North Mankato, Minnesota State University, the Mankato-North Mankato Area Planning Organization (MAPO), major employers, and community stakeholders regarding the future role of public transportation in the region.

The project requires consideration of both transit service planning and the partnerships needed to sustain and grow service over time. Existing coordination among local governments, educational institutions, employers, and transportation providers provides a strong foundation, but future growth may require new agreements, funding partnerships, and collaborative approaches to service delivery.

The Transit Development Plan should define the improvements needed to address current mobility needs while establishing a framework for future service expansion. Whether the region chooses to focus on improving existing service, expanding service to emerging growth areas, or introducing new mobility options, the plan will provide clear guidance regarding costs, responsibilities, and implementation strategies.

WHY OUR TEAM

SRF is a full-service transportation planning and engineering firm based in Minnesota. We are the leading transit planning team in the Upper Midwest, with experience in the Twin Cities, Mankato, Duluth, Rochester, and other peer regions. We specialize in delivering transit plans that are grounded in data and driven by the community: your vision, your values, and your priorities.

Foursquare ITP is a nationally recognized firm that brings advanced service planning and analytics capabilities. For this project, SRF and Foursquare will combine our complementary skill sets to deliver innovative solutions to Mankato's most pressing transit challenges. Together, we'll work with you to make this TDP a reality.



WORK PLAN AND PROJECT METHODOLOGY

TASK 1: PROJECT MANAGEMENT AND COORDINATION

SRF and Foursquare ITP are committed to delivering the organization, communication, and staff capacity to complete this project to a high standard of excellence. We have strategically assembled a team that provide technical capacity, staff engagement activities, and provide task leadership across the various elements of the scope of work. This deep roster of professionals will provide us with the flexibility to adjust staffing in response to evolving project demands. Together, we will bring a cohesive, collaborative project team ready to work with the City of Mankato and its regional partners.

SRF's Matt Stegeman will serve as the overall project manager and single point of contact for the City of Mankato and the Project Management Team (PMT). Under Matt's leadership, we will commit to timely communication, detailed documentation, and consistent messaging in our internal and external communications. Our team's strong local relationships will help us start the project promptly, but we will build momentum through dedication to the following principles:

- **Being proactive.** Actively planning 1-3 months in advance to identify key milestones, as well as resolving more immediate issues in a timely manner.
- **Responsiveness.** Being prompt in documenting discussions and decisions as well as in returning calls and answering inquiries.
- **Organization.** Maintaining good communication protocols, document management, and record keeping.
- **Flexibility.** Understanding when to adjust staffing needs to respond to dynamic project circumstances.
- **Professionalism.** Being honest and upfront when dealing with project issues and always maintaining integrity.
- **Consensus Building.** Presenting information and listening to stakeholder perspectives to come to an agreed-upon solution.

Project Management Team

A Project Management Team will be established to guide the study and provide ongoing coordination throughout the project. The PMT will include representatives from the City of Mankato, City of North Mankato, Minnesota State University, Mankato, and the Mankato/North Mankato Area Planning Organization (MAPO). The PMT will meet regularly with the consultant team to review project progress, provide technical and policy direction, facilitate stakeholder coordination, review deliverables, and support decision-making at key project milestones. The City of Mankato will serve as the lead agency and primary point of contact for consultant coordination.

Project Management Activities

Project Management Plan

The strongest management tool on any project is communication. SRF's project manager will oversee the creation of the Project Management Plan (PMP) outlining project objectives and requirements, a staffing plan, and a project schedule that specifies major milestones, meeting dates, and deliverables that will be transmitted to the City project manager following Notice to Proceed. Additionally, the PMP will address the data and file-sharing system established for the project, as well as workflows for quality control and City review of deliverables.

The PMP will be an active document throughout the duration of the project, with the intention of guiding the successful delivery of the study, and any adjustments to scope and schedule. It will also outline assumptions related to document styles, templates, or other writing guidelines to help ensure written deliverables are received in a format consistent with style guidelines and City of Mankato branding.

Kick-Off Meeting

At the outset of the project, a Project Kickoff Meeting will be scheduled to review the Project Scope, Project Schedule, and any data needs. This will provide an opportunity to communicate any key issues not included in the RFP and ensure that the appropriate levels of effort undertaken by the consultant team and the project priorities are clear. If desired, the Project Kickoff Meeting can include recommended partners to the project representing key stakeholders or other local agencies. This event will be held in person but include virtual attendance options for participants unable to join in person, and the SRF team will coordinate with the City on their preferences for the kickoff meeting.

After the Project Kickoff Meeting we will provide and disseminate meeting minutes to all participants and those who may not have been able to attend but will be involved in the project.

Project Reporting

SRF will provide monthly invoices and progress reports that will include the following information:

- Budget and labor report
- Task progress
- Any issues that may affect schedule or work delivery
- Narrative report of monthly activities

Matt Stegeman will coordinate the SRF team's tasks and deliverables, monitor milestones and the project schedule, document key decisions, and develop monthly progress reports to ensure all tasks are completed on time, within budget, and to appropriate quality standards.

TASK 2: PUBLIC AND INTERNAL ENGAGEMENT

SRF will work closely with Mankato Transit System to develop and implement a flexible engagement approach that informs the public about the Transit Development Plan, invites participation from the existing and potential transit users, and engages the communities most likely to benefit from or be impacted by changes to transit service.

Key constituencies may include:

- Current bus riders
- MSU students and staff
- Older adults and people with disabilities
- K-12 students and parents
- Healthcare and social service organizations
- MTS drivers, supervisors, and administrative staff

Public Engagement Plan

At the outset of the project, the SRF team will work collaboratively with MTS and City staff to develop and refine a public engagement plan that uses in-person, virtual, and hybrid methods to reach stakeholders ahead of key project milestones. To maximize participation, we will encourage the project team to meet stakeholders where they are, including at major community events, in existing community meetings, and in familiar online environments, such as Every Voice Mankato. We will also aim to internalize feedback from previous plans and each stage of the project so residents can see their voices reflected.

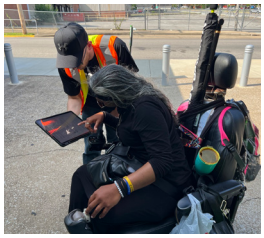
We envision three main phases for engagement:

- **Phase 1 – Involve:** Present existing conditions and project background information. Conduct initial rider and community surveys.
- **Phase 2 – Engage:** Synthesize and communicate themes drawn from initial feedback. Host interactive workshops to develop potential transit improvements.
- **Phase 3 – Co-Create:** Solicit feedback on draft recommendations that address needs and challenges identified in Phases 1 and 2. Use this feedback to refine the recommendations and inform the final plan.

Engagement Methods

To accomplish the goals of each engagement phase, the SRF team will flexibly deploy multiple engagement methods in conjunction with staff and promotional assistance from the City of Mankato and MTS. We anticipate using the following methods:

Rider and Community Survey



Community and rider surveys will be used as a primary engagement tool to gather input from current riders, potential riders, and community members throughout the project. An initial survey will be conducted early in the process to better understand existing travel behavior, service needs, access challenges, and priorities for improvement. Survey results will be used to inform the transit service analysis, needs assessment, and identification of key issues.

Surveys will be administered primarily online, with opportunities for in-person or onboard distribution as feasible, to reach current transit users and populations with limited access to digital tools. Survey instruments will be designed to collect both quantitative and qualitative input and will be developed using clear, accessible language. Translation and accessibility considerations will be incorporated as appropriate to support participation by diverse community members.

Pop-Up and Intercept Meetings



Pop-ups and in-person engagement activities will be conducted at strategic locations and events to reach transit riders and community members where they already are. This may include outreach at transit centers, community events, or other locations frequented by people who rely on public transit.

Pop-up engagement will be used selectively to supplement survey outreach and reach participants who may be less likely to engage through traditional online methods. Engagement activities will be coordinated with local partners and community organizations to maximize participation and effectiveness.

Key Engagement Milestones May Include



Focus Groups/Interviews

Targeted stakeholder outreach will be conducted to supplement broader public engagement and gather input from organizations and individuals with specific knowledge of travel needs, access challenges, or operational considerations. This may include interviews or small-group meetings with representatives from major employers, educational institutions, health care providers, human service agencies, advocacy organizations, and other key destinations.

Targeted outreach will be used to better understand access to employment, education, health care, food access, and other essential destinations, as well as travel needs associated with the emerging destinations in the region. Stakeholder input will help contextualize technical findings and identify considerations that may not be fully captured through data analysis alone.



Staff Engagement

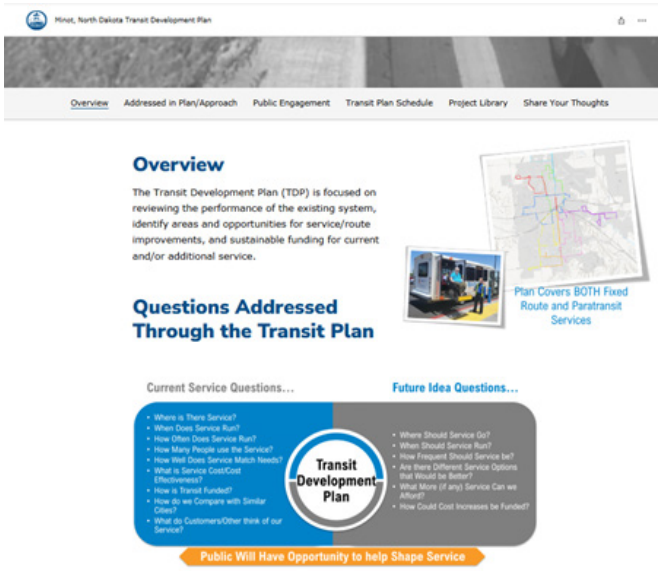
Our team recognizes that bus operators, dispatchers, mechanics, supervisors, and other frontline transit staff possess invaluable firsthand knowledge of system performance, customer needs, operational constraints, and opportunities for service improvement. We are comfortable designing and facilitating engagement activities tailored specifically to transit operations personnel, creating an environment that encourages candid feedback and productive dialogue. Our approach includes a combination of operator focus groups, facility visits, shift-based listening sessions, one-on-one interviews, and interactive workshops scheduled around operational demands to maximize participation. Through these efforts, we gather practical insights on route performance, schedule reliability, passenger behavior, safety concerns, workforce challenges, and service delivery issues that may not surface through public outreach alone. We will also work with staff on protocols and labor union engagement as necessary. By incorporating the perspectives of frontline employees throughout the planning process, recommendations will be informed by the people who deliver service every day, resulting in more effective, implementable, and sustainable transit solutions. We propose including these workshops during major engagement milestones.



Project Website

SRF will develop a project website to serve as a central hub for project information. The website will provide background information on the TDP, outline the project schedule, and include key deliverables and interim updates. This website will be hosted through ArcGIS Online, which will allow the project team to embed interactive maps and dashboards, displaying complex data in an interactive format. Additional features include support for embedded surveys, document and presentation uploads, and other engagement tools for public and stakeholder use.

The project website will be updated at major milestones over the course of the project, with the timing and content of updates determined in coordination with the project management team, to keep stakeholders and the public informed of progress and upcoming engagement opportunities.



TASK 3: DATA COLLECTION/ EXISTING CONDITIONS

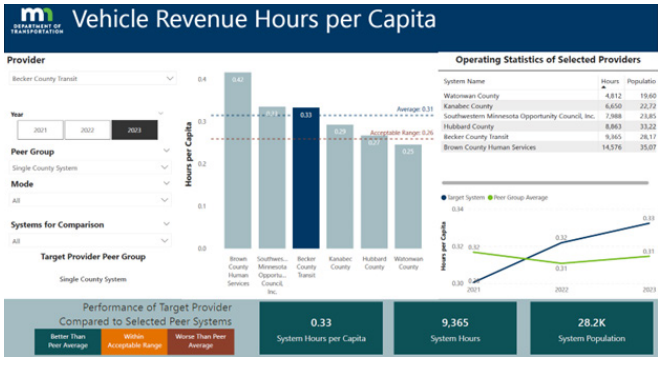
Current Service and Performance Review

The SRF team will document the strengths of the existing transit network, identify weaknesses, and illustrate how transit services are performing in their respective contexts. This review will evaluate both MTS's fixed route and Kato Flex paratransit services and will consider how current operations meet the needs of different user groups and travel markets. Performance will be assessed relative to local operating context, service design, and industry benchmarks.

Potential evaluation measures could include the following (subject to data availability):

- **Ridership:** by route, stop, segment, time of day, and day of week
- **Transit rider demographics:** based on demographic data and/or on-board survey data
- **Service coverage:** geographic extent of transit routes within the service area
- **Service availability:** level of transit service operated given community size
- **Service quality:** such as span, frequency, reliability/ on-time performance, travel time, and transfer wait times
- **Productivity:** passengers per revenue hour and related metrics
- **Passenger load:** by service type, mode, and vehicle size
- **Access to opportunities:** access to jobs or major destinations by demographic group
- **Cost effectiveness:** such as cost per passenger trip, cost per passenger mile, cost per revenue mile, and cost per revenue hour

SRF has extensive experience working with route and stop-level ridership data, including data collected via fare collection systems, automated passenger counters (APCs), and manual counts. Beyond analyzing and reporting on service performance, SRF's data analytics team is prepared to synthesize data from all available datasets into clear, concise visuals and dashboards. These dashboards can be used to summarize route-level and systemwide performance, identify outliers, and support discussion of tradeoffs and opportunities with project stakeholders.



Regional Profile

The SRF team will create a regional profile to understand the unique characteristics of each community, including those identified as areas of persistent poverty. We will combine socio-economic community data, insights from engagement with a variety of groups, and experience through exploring the community during trips to Mankato.

The team also proposes using Replica data, which leverages readily available cellphone GPS data to provide a current and more refined evaluation of travel patterns. Replica data will be used to develop an origin-destination (OD) dashboard that allows for evaluation of travel flows between key locations and transit markets. This process would be completed for a representative sample of a typical weekday and weekend, and overlaid with the demographic groups identified on the previous page.

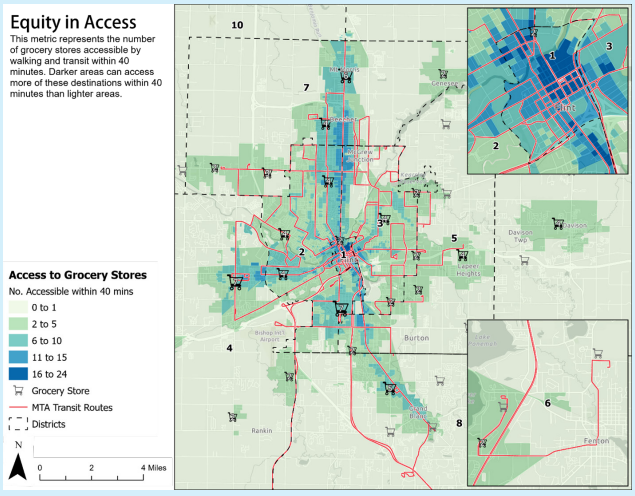
Equity in Access Framework

Our approach to combining current transit service availability with insights from the regional profile is a GTFS-based accessibility analysis called the Equity in Access Framework (EAF), built in-house by Hana Randle on the project team.

The EAF incorporates traditional propensity measures, existing GTFS schedules, and Longitudinal Employer-Household Dynamics (LEHD) data. This methodology considers LEHD variables such as income, occupational sector, and educational attainment, to understand the connection between people and relevant opportunities such as jobs, healthcare, education, and essential services.

In this example, we looked at access to grocery stores at the block level by transit in Flint, Michigan. T**he analysis allowed us to see where there are food deserts and how we could modify transit service to increase the number of grocery stores residents could reach or shorten the time it takes to reach them.**

At later stages of the planning process, we can run the EAF model using service recommendations to understand how proposed service changes will close gaps and ultimately result in improved network connectivity across the service area.





Needs and Gap Identification

The service review, regional profile, and EAF will be used to identify unmet needs and service gaps within the existing transit system. Quantitative performance data will be synthesized with qualitative input gathered through public engagement and staff outreach to identify key challenges and opportunities. This synthesis will consider service effectiveness in areas of persistent poverty and historically disadvantaged tracts, access to employment, education, health care, food access, and other essential destinations, and the adequacy of service to special destinations.

Findings from this needs assessment will guide the development of service concepts and alternatives in later phases of the Planning Study, including preliminary considerations for route structure, service levels, fare-free options, operational factors such as staffing and fleet availability, and the relationship between transit service and existing and planned land use.

TASK 4: TRANSIT DEVELOPMENT PLAN AND IMPLEMENTATION PLAN

Task 4 builds on the work from the previous tasks to answer the central question: where should Mankato Transit System operate and what level and type of service is appropriate for each market? Building on the findings from public and internal engagement (Task 2) and the operational and system analysis (Task 3), our team will build out five-year service and implementation plan for Mankato.

Scenario Development

Foursquare ITP will develop two scenarios for Mankato Transit System. The Illustrative Scenario will lay out a vision for transit service in the region. This scenario will not be fiscally constrained and will set a vision for Mankato Transit to work towards over the next five years. Based on the findings in from the previous tasks, this scenario will identify where route modifications are possible across the fixed-route network and demand response services to enhance mobility for Mankato's residents and visitors.

Following the development of the initial visionary scenario, we propose holding a planning workshop with internal stakeholders to gather feedback and ensure viability of the proposals before sharing the illustrative scenario with the public and external stakeholders. During this workshop, our team will present the illustrative scenario and walk through each proposed service change in detail. We will also discuss the challenges of communicating different scenarios to the public; if both the illustrative and constrained scenarios are presented to the public, making sure they understand the difference between them is paramount to collecting actionable feedback.

Once the illustrative scenario is confirmed, our team will develop a Fiscally Constrained Scenario that prioritizes the recommendations in the illustrative scenario and lays out a plan for implementation that prioritizes the improvements with the greatest impact. The fiscally constrained scenario will also identify additional considerations for implementation, such as staff training on new routes or services, collateral and advertising updates before and during service launch, staffing and cost estimates, etc.

GTFS Development

For both the Illustrative and Fiscally Constrained scenarios, Foursquare ITP will leverage its expertise in the transit planning platform Podaris to design and share proposed route alignments and details with MTS. After refining recommendations with MTS and stakeholders, Foursquare ITP will use Podaris to develop draft GTFS feeds for both scenarios that will be key inputs for the scenario assessment task. For the constrained scenario, our GTFS feed can incorporation additional considerations such as general operator labor rules or limits (to be provided by MTS).

podaris *Podaris is a collaboration platform for transit service planning, transit infrastructure planning, engineering, and stakeholder engagement.*

Illustrative Scenario

- Unconstrained Resources (Within reason)
- Guiding vision or "North Star" that MTS strives for

Stakeholder Planning Workshop

- Collect feedback on the recommendations in the Illustrative Scenario
- Discuss messaging needs for the wider public

Fiscally Constrained Scenario

- Priotized recommendations from the Illustrative scenario
- Restrained by budget limitations established by MTS

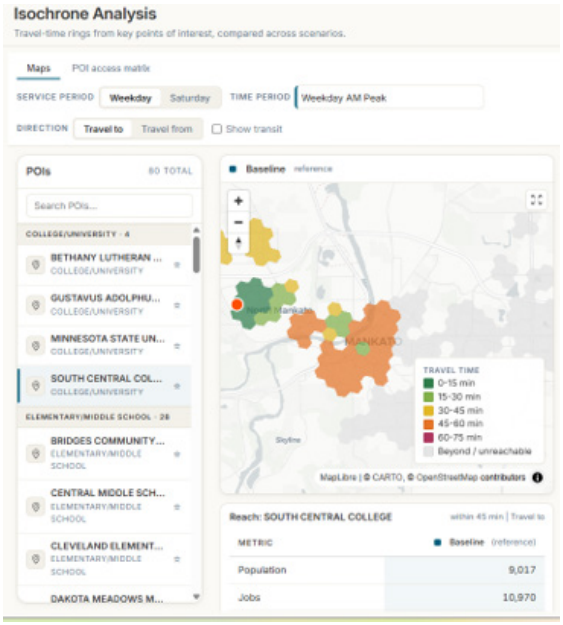
Scenario Assessment

To better understand how the illustrative and fiscally constrained scenarios compare each other and their resource needs, Foursquare ITP will use the spatial and schedule data provided by the GTFS feeds to compare both scenarios to each other and to the existing work. Our suite of in-house developed tools means that these analyses can be performed quickly with minimal set-up, meaning we can dedicate more time to interpreting, sharing, and acting upon the results. These metrics can include:

- Annual vehicle revenue hours and revenue miles
- Vehicles of maximum service
- Total vehicle need based on FTA recommendations on vehicle mileage
- Staffing requirements (for both drivers and support staff)
- Network accessibility impacts (such as total population, jobs, or points of interest within X minutes or miles of transit)
- Title VI implications for disparate impact and disproportion burden populations

By leveraging our purpose-built tools and methodologies for estimating the costs and impacts of transit service, we can conduct the scenario assessments as each scenario is complete. We can use the assessment results of the Illustrative scenario to help "sell" the visionary network and use the route-level estimates on impacts and resources to guide the prioritizing and phasing of the constrained scenario.

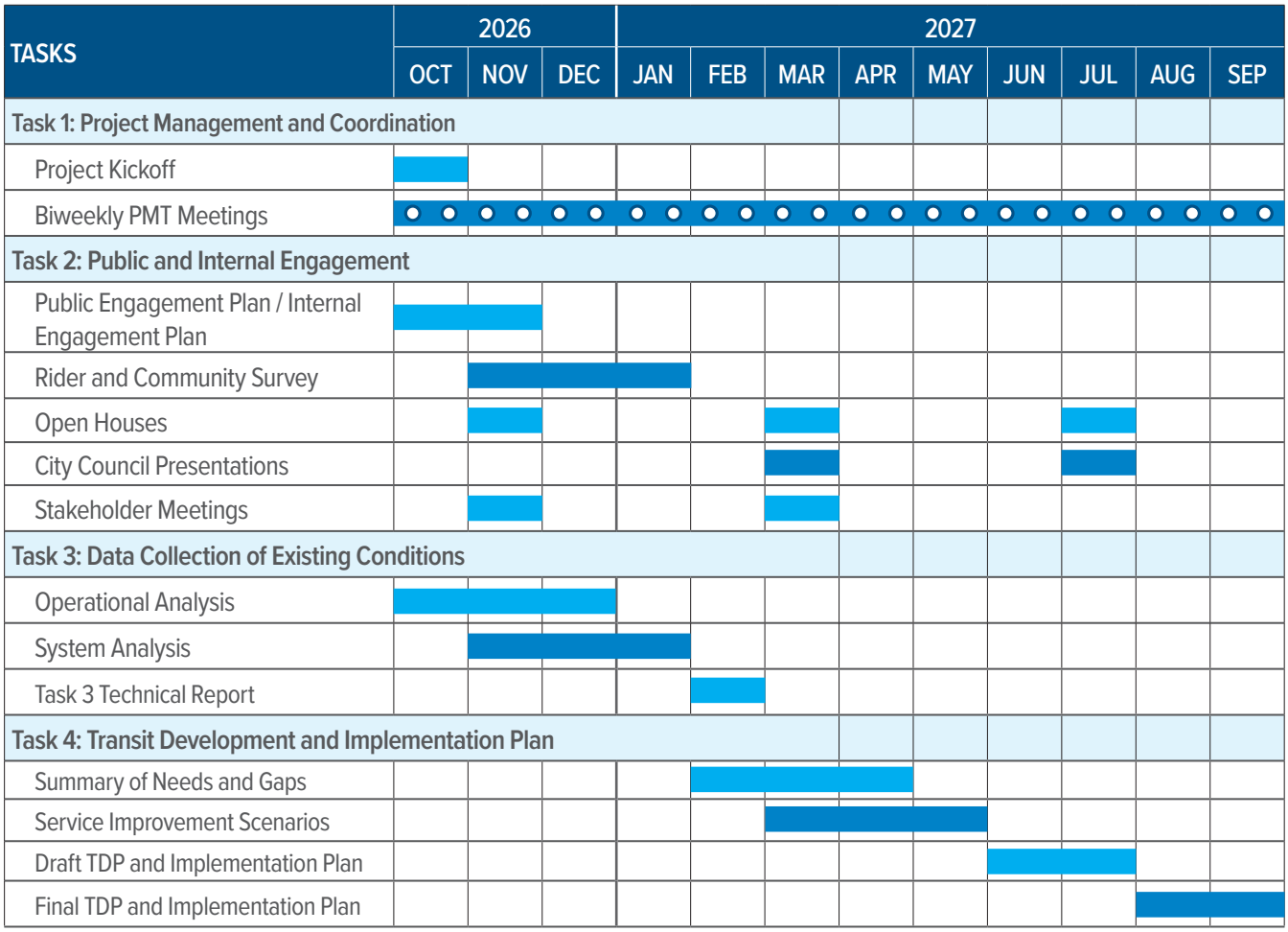
At the conclusion of the project the work completed in Tasks 2-4 will be assembled into a draft and final TDP report. We will work with the PMT to establish and support a review and adoption process, and include materials that summarize the report into a concise synthesis for distribution.



Reflect is the platform that powers Foursquare ITP's transit planning work: one connected system for the data behind a transit plan, so existing-conditions and scenario analysis go from weeks of assembling data to an afternoon of asking questions. This MTS example was generated in real time to show transit ravel times from South Central College

PROPOSED PROJECT SCHEDULE

The proposed project schedule is based upon our understanding of the RFP and expected timeline. Our team is flexible and ready to start as soon as we receive notice to proceed. Upon starting work, we will update the schedule based on the City's needs.



PROFILE OF CONSULTANT

SRF CONSULTING GROUP

A 100 percent employee-owned company, SRF has a rich history of partnering with clients to respond to their needs while exceeding their expectations. From our beginnings as a boutique transportation firm with seven employees to a multidisciplinary firm with over 400 experts, SRF has encouraged personal growth, ownership, and the opportunity to participate in projects that positively affect the communities they serve.

SRF's engineers, planners, and designers collaborate with their clients, stakeholders, and each other to develop creative solutions aligned with our clients' visions. SRF has worked on thousands of projects throughout our 60-year history, holding significant management, design, planning, and construction administration roles.

As cities and transit agencies reimagine and improve their urban transportation corridors, SRF is committed to people-focused planning, design, and operation of transit systems through a collaborative and inclusive approach. We pride ourselves on being responsive and developing productive and scalable solutions. Our staff has an excellent reputation for building consensus through proven stakeholder participation processes backed by our technical expertise. SRF partners with our clients to maximize opportunities in funding, planning, and designing their urban corridors.

FOURSQUARE ITP

Foursquare Integrated Transportation Planning, Inc. (Foursquare ITP) is a mission-driven firm that blends innovation with real-world results. Our team includes planners, data scientists, GIS experts, designers, and communicators—most of whom use transit or active transportation every day. That lived experience fuels our passion for delivering smarter, more equitable solutions that work for communities across the country.

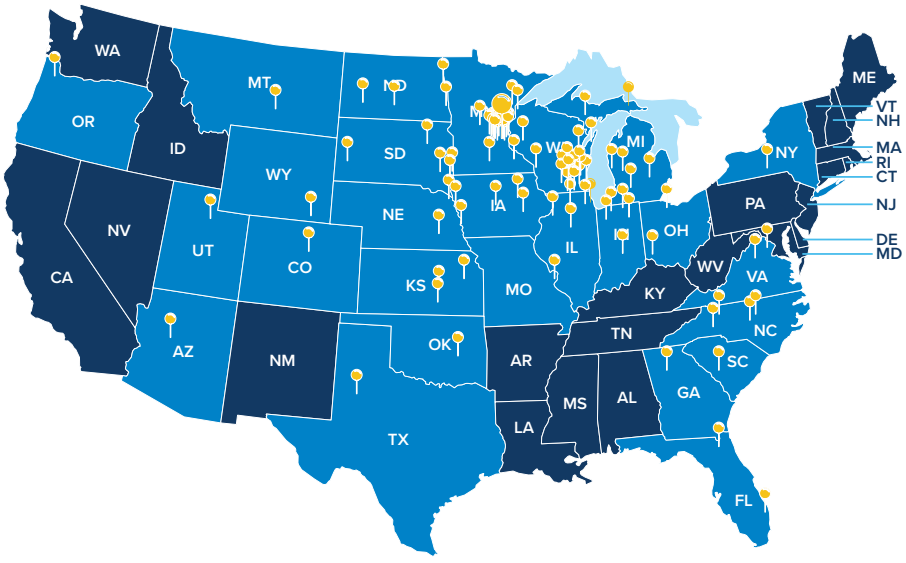
Founded in 2006 and headquartered in Washington, DC, we are a woman-owned business and DBE-certified in 33 states. We bring the depth to lead complex projects and the agility to stay responsive and consistent from start to finish. Our clients include transit agencies, DOTs, MPOs, and local governments, and our services include:

- Transit service planning
- Transit operations and facilities planning
- Regional and statewide planning
- BRT, bus priority, and corridor planning
- Microtransit and new mobility
- Transportation demand management
- Strategic and financial planning and management
- Micromobility and active transportation.

We also offer specialized expertise in Data Science, Public and Stakeholder Engagement, Design and Visualization, and GIS—essential disciplines that strengthen every project we deliver.

Foursquare ITP is a Minnesota Certified DBE.

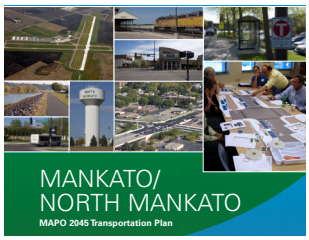
SRF Transit Planning Experience



SRF's multidisciplinary team works closely with cities, counties, and transit agencies to develop sound technical analysis that facilitates alternatives evaluation and confident decision-making on modes, alignments, and strategies for potential projects. Our work can help evaluate the best transit mode for a given corridor and inform decision-makers on what elements are necessary to ensure the success of a transit investment. Innovative engagement, assembling locally developed evaluation criteria, and drawing from a national portfolio of projects are hallmarks of our approach. While based in the Twin Cities, as shown above, SRF's Transit practice has grown nationwide, which allows us to share best practices from other regions into our work.

PROJECT QUALIFICATIONS

Mankato/North Mankato Long-Range Transportation Plan | Mankato/North Mankato, Minnesota



SRF was retained by the Mankato Area Planning Organization (MAPO) to develop their first Transportation Plan as a new MPO. The planning process addressed a number of critical issues, while reflecting local values and visions. The bi-county nature of this metro area, as well as its size, offered special challenges, including coordinating with MnDOT, two counties, four urban jurisdictions, five townships, and various special-purpose governments. In that respect, SRF developed an approach that brought together these jurisdictions in a meaningful and engaging manner. Our approach fostered a collaborative process with MAPO staff and its partners in developing a plan that achieved the following:

- Improves the multimodal transportation circulation of people and goods, using both motorized and non-motorized transportation modes and facilities
- Provides safe, efficient, accessible, cost effective, and aesthetically pleasing transportation systems
- Addresses system preservation needs and provides a fiscally constrained approach to new projects
- Complies with federal MAP-21 requirements and MnDOT initiatives

SRF completed an update of the original LRTP in 2020. The plan update complies with the current FAST ACT and provides the jurisdictional partners with an updated view of the multimodal infrastructure and project needs. It also provides a current understanding of fiscal constraint for the next 25 years.

Mankato Area Planning Organization – Southern Minnesota Regional Transportation Coordinating Council Phase One Study | Mankato, Minnesota

SRF led the planning and development of the Southern Minnesota Regional Transportation Coordinating Council (RTCC) for the Mankato/North Mankato Area Planning Organization (MAPO), creating a comprehensive framework to improve mobility and transportation coordination across south-central Minnesota. The project encompassed the feasibility of a six-county core service area, with engagement extending across a broader nine-county region, and focused on identifying unmet transportation needs, improving coordination among public, private, nonprofit, and human service transportation providers, and establishing a long-term organizational structure for RTCC implementation. SRF facilitated a robust planning process that included stakeholder surveys, public open houses, targeted outreach to transportation users and advocacy groups, meetings with county boards and human service agencies, and coordination with regional transportation providers and local governments.

As part of the assignment, SRF prepared the Operational Implementation Plan, Work Plan, governance structure, funding strategy, bylaws, staffing recommendations, and public engagement documentation required to advance the RTCC into implementation. The resulting program established priorities for a regional one-call/one-click Transportation Management Coordination Center (TMCC), coordinated trip planning resources, mobility management services, travel training, volunteer driver programs, provider collaboration, and strategies to address service gaps in rural communities. SRF's work resulted in broad stakeholder support, including resolutions of support from six counties, and delivered a practical roadmap for improving regional mobility through data-driven service evaluation, centralized transportation information, coordinated administration, and ongoing stakeholder engagement.

Mankato Consulting Services for Financial Management in Mass Transit | Mankato, Minnesota

The City of Mankato, Minnesota hired SRF to provide support to their transit system through the performance of financial management services. Mankato has a population of 40,000 and is the fifth largest city in Minnesota as well as the home of Minnesota State University - Mankato.

SRF works directly with the Mass Transit Superintendent on an on-call basis in the following areas:

- Procurement
- Safety and security
- Asset management
- Financial reporting
- Grants
- Capital and operating request for funds (TrAMS/ECHO)
- Triennial review
- ADA, and Title VI

As part of this work, SRF has written Mankato's 2017 Title VI Program, Financial Plan, Procurement Plan, Cost Allocation Plan and submitted documentation and request for funds through TrAMS and ECHO. We work closely with the City of Mankato as well as FTA representatives and the MnDOT Office of Transit.

Regional Transit Development Plan | La Crosse, Wisconsin

The La Crosse Area Planning Committee (LAPC) has contracted with SRF to complete a first-of-its-kind Regional Transit Development Plan for three public transit agencies in Southwestern Wisconsin. Previous planning efforts had been focused on municipal transit service in La Crosse, WI and this project seeks to look at coordination opportunities among rural and urban transit providers. Key project activities included a comprehensive outreach and engagement effort that used virtual open houses, passenger surveys, and interviews with community leaders to understand regional mobility needs and articulate project goals and objectives. SRF's work on the project included synthesizing these elements in to a "needs assessment" deliverable and then using this information to develop transit service and policy recommendations. A set of planning scenarios will ultimately be developed and vetted with transit users and advocates to provide a vision for long-term regional transit development. Ultimately these solutions will address gaps in regional workforce mobility, and improve the efficiency and effectiveness of La Crosse MTU service.



Metro Transit Network Now | Twin Cities, Minnesota



From 2023 to early 2025, SRF assisted Metro Transit with Network Now, the agency's system-wide vision for bus and rail service through 2028. The Network Now framework guides improvements to grow ridership, enhance mobility, and meet today's travel needs. SRF's efforts helped Metro Transit deliver a plan that reflects over 8,000 public comments and proposes a 40% increase in service over four years.

The first phase of the project engaged Metro Transit riders and community members on their values and priorities. Along with this feedback, SRF and Metro Transit reviewed regional policy guidance and assessed recent network performance to understand how existing services meet customers' needs. This process included exploring changes in travel behavior that occurred during and after the COVID-19 pandemic, as well as the impact on transit service.

In the second phase, SRF helped Metro Transit's Service Development staff synthesize rider preferences on key transit planning tradeoffs, including ridership, service frequency, and geographic coverage. Metro Transit internalized this rider feedback to develop a draft service framework that improves service across the region and addresses the status of routes that had been suspended since 2020. Aided by the Minnesota Legislature's 2023 transit funding bill, this plan calls for investment in transit corridors and services that support all-day, all-purpose travel, including bus rapid transit, enhanced local bus, microtransit, and the new Key Express Network of fast, frequent commuter services.

In the final phase, SRF supported Metro Transit in refining the draft Network Now framework and communicating the benefits to regional partners, including cities, counties, and the public. The final Network Now plan was endorsed by the Metropolitan Council in March 2025. Implementation is already underway, including with the opening of the METRO Gold Line, B Line, and E Line projects in 2025.

High Point Short Range Transit Plan | High Point, North Carolina



In 2025, SRF was retained by the City of High Point to develop a new Short Range Transit Plan for the High Point Transit System. This plan provides the City and HPTS with a focused roadmap for transit improvements to better serve the High Point community over the next five to ten years. Building on an understanding of current travel patterns, land use, demographics, and community needs, the plan evaluated how well today's transit services connect people to jobs, education, healthcare, shopping, and essential services, while also outlining goals. It then outlines targeted strategies to update routes, improve the rider experience, and position HPTS as a more reliable, visible, and convenient mobility option for residents who depend on transit and those who could choose to use it.

At its core, the SRTP is about aligning the transit network with how and where people travel today and with an eye toward the future. The project analyzed ridership and traditional transit performance metrics with demographic patterns, equity considerations, and future growth areas in and around High Point. Through this planning process, the final plan identifies where routes should be simplified or realigned, where frequency and span of service can be improved, and where new or reconfigured services may be warranted to connect emerging destinations and regional links. Particular attention is given to key community anchors such as downtown, major retail areas, colleges and training centers, medical facilities, and industrial employment areas and to neighborhoods with higher concentrations of households that face transportation insecurity. The plan also outlines improvement strategies for ACCESS paratransit services and the introduction of microtransit service to emerging areas of High Point not yet ready for fixed-route service, but as a connection there too.

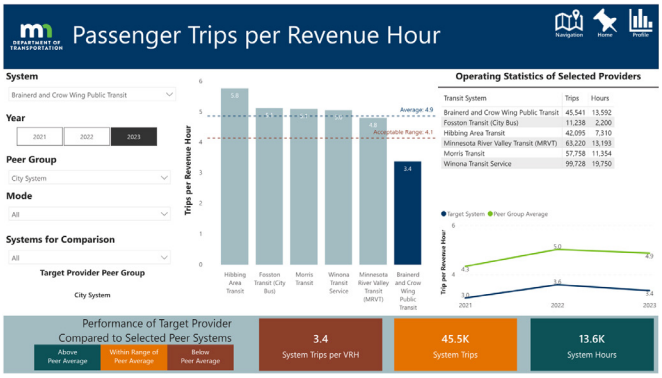
The SRTP also looks beyond route patterns to address the full transit experience. It includes recommendations for bus stops and passenger amenities, capital investments at key hubs such as the Broad Avenue Terminal, technology enhancements for real-time information and fare collection, and service standards and performance measures to guide ongoing decision-making. The plan emphasizes equity, safety, accessibility, and state of good repair, recognizing that reliable vehicles, comfortable stops, and clear information are essential to maintaining and growing ridership. Implementation strategies and phasing are provided to help the City and HPTS prioritize near-term "quick wins," medium-term investments, and longer-term system expansion in a realistic, fiscally responsible way.

Developed in close coordination with City staff, community stakeholders, riders, and regional partners, the High Point SRTP is intended to be both visionary and practical. It offers a clear set of actions that can be advanced as funding and capacity allow, while remaining flexible enough to adapt to changing conditions, new development, and emerging opportunities. With this plan as a guide, High Point is well-positioned to strengthen its transit network, support economic and educational opportunity, and advance a more connected, inclusive, and mobile future for its residents.

Greater Minnesota Transit Plan | Statewide, Minnesota

SRF is serving as the prime contractor for this MnDOT policy plan, leading a comprehensive planning process to guide investments and priorities for small urban and rural transit systems across Greater Minnesota. As part of the MnDOT family of plans, this effort uses a data-driven approach to assess transit needs and inform future decision-making, supported by robust online and in-person engagement.

In its leadership role, SRF is managing and coordinating the work of four subcontractors and leading the development of the project's engagement strategy, policy and technical committee, and transit rider committee. The team conducted an extensive on-board survey program to gather critical feedback directly from transit users. SRF also developed a PowerBI performance measure dashboard that enables MnDOT to easily track, visualize, and manage key performance indicators, helping translate plan recommendations into actionable outcomes.



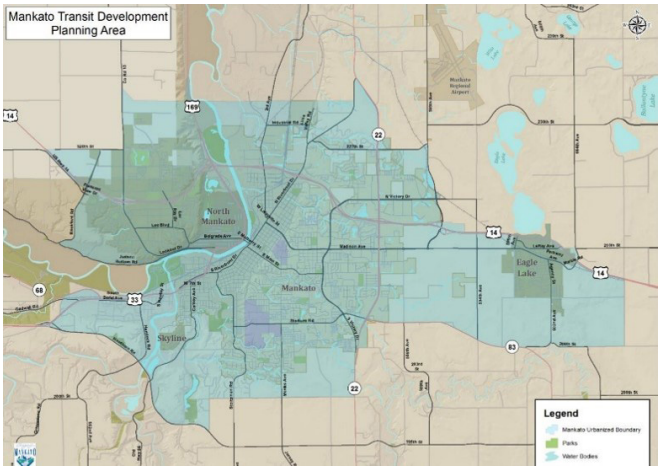
Mankato Transit Development Plan | Mankato, Minnesota

The Mankato Transit Development Plan (TDP) focused on incorporating new service areas, recommending new service types, and redesigning existing services based on demand throughout the City of Mankato and the surrounding region.

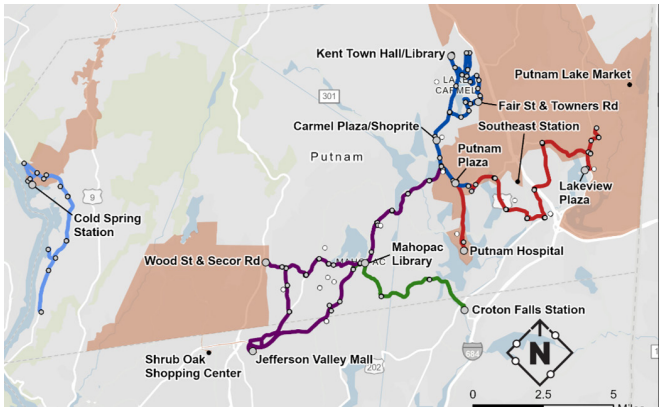
Foursquare ITP served as the transit service planning expert on the TDP and was responsible for performing the region-wide transit market assessment, utilizing our proprietary transit propensity model to help identify un-served and underserved areas for both the fixed route and paratransit alternatives operated by the city.

In close coordination with the Mankato Transit System (MTS) staff, Foursquare ITP developed new service recommendations and revisions to existing services that addressed vehicle capacity and service on-time performance issues. This plan resulted in three funding scenarios, cost-neutral, funded expansion services, and an illustrative vision plan that encompassed introducing new flexible transit zones, expanding service to new areas of the city, and increasing existing fixed-route and paratransit services.

For the final document, a financial plan was developed to help the agency determine when to implement each of the recommended services and forecast future funding needs.



Putnam County Transit System Study | Putnam County, New York



Foursquare ITP worked with Putnam County, a large, mostly suburban county located north of New York City, to help increase ridership through reliable and efficient service, upgraded amenities, and increased transit connectivity within the county itself and regionally. Putnam County Transit implemented a new microtransit service before this study that was well-received and successful. However, that zone's interaction with their existing fixed-route network was not optimized, and the county had concerns about microtransit's operating costs. The county needed to develop updated recommendations for fixed-route and microtransit services on a compressed time frame to have recommendations ready for operator procurement bidding.

Foursquare ITP developed fixed-route and microtransit recommendations based on existing route performance, market demand and travel flows, and operational limitations. We looked at the feasibility of expanding microtransit to additional zones to expand transit access in Putnam County, and we adjusted the fixed-route network so that it better complemented the microtransit service rather than complete for the same riders. This included refining our microtransit demand estimation model based on real-time ridership and wait-time data from Putnam's existing zone, so that we could be estimate the demand and resource needs for additional zones. We also conducted a desktop audit of existing stop amenities and provided high-level recommendation for defined stop typologies to guide future capital investment.

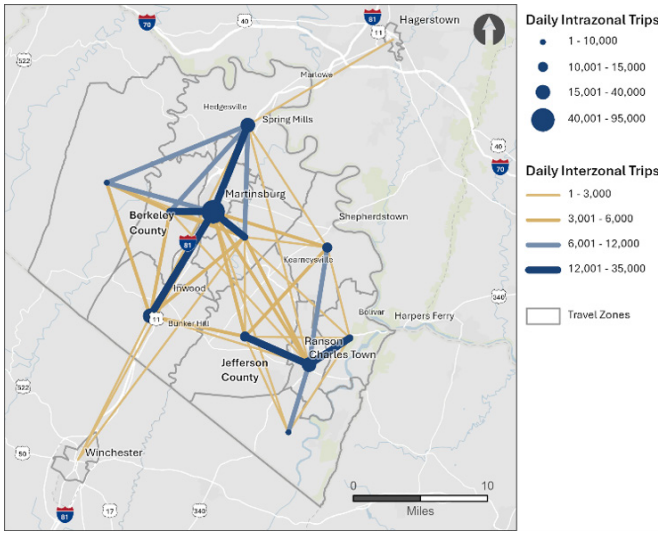
Foursquare ITP was able to develop full network recommendations and cost estimates in a compressed three-month timeframe that enabled Putnam County to prepare for operator procurement.

EPTA Transportation Development Plan (TDP) FY2025 | Martinsburg, West Virginia

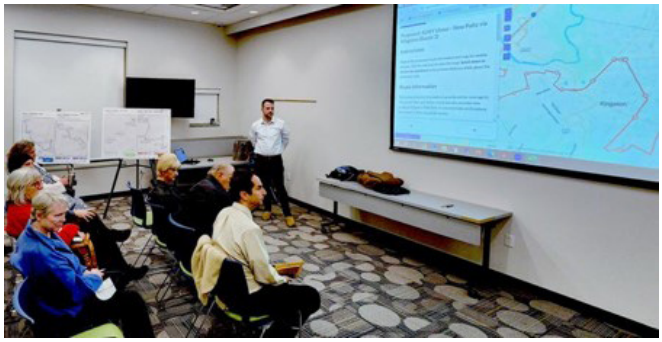
This was Foursquare ITP's third transportation development plan (TDP) for EPTA. We led the technical analysis and developed the TDP service and capital recommendations. As EPTA breaks ground on their new Downtown Martinsburg Transit Center they not only needed to ensure that their routes would be modified to provide transfer opportunities there for passengers, but could also be operated out of the new garage and maintenance facility that is also planned to be on-site. EPTA is still recovering ridership numbers as a result of the COVID-19 pandemic, which prevented many of the recommendations from the last TDP.

Foursquare ITP used this new transit center as an opportunity for a complete overhaul of the EPTA network. Responding to a client request that the system look "substantially different", the project team drafted new routes from scratch based on a myriad of data sources including post-pandemic ridership patterns, high-growth areas identified in long-range plans, and stakeholder input for a system that is easier to understand.

When these recommendations are implemented, the end result is anticipated to be a brand-new network to celebrate EPTA's brand new transit center that serves current and future community needs.



Ulster County Area Transit Route Optimization Plan | Kingston, New York



Ulster County Transportation Council (UCTC) partnered with Ulster County Area Transit (UCAT) to conduct a comprehensive overview and reassessment of their services to ensure alignment with the current and future mobility needs of Ulster County. Ulster County is served by a transit system made up of a patchwork of other systems that have not been comprehensively reviewed in over a decade. The agency needed to assess how existing fixed-route transit, and potentially microtransit, could improve the modal split in the county.

Foursquare ITP conducted a detailed market analysis, service analysis, and public outreach campaign to understand the travel needs of Ulster County. Our team also developed service scenarios to integrate the best use cases of fixed-route and microtransit services that were compatible with their system.

The proposed system represents a 30 percent increase in total revenue hours for the fixed-route network in the form of more regular service throughout the day and simplified service in Kingston.

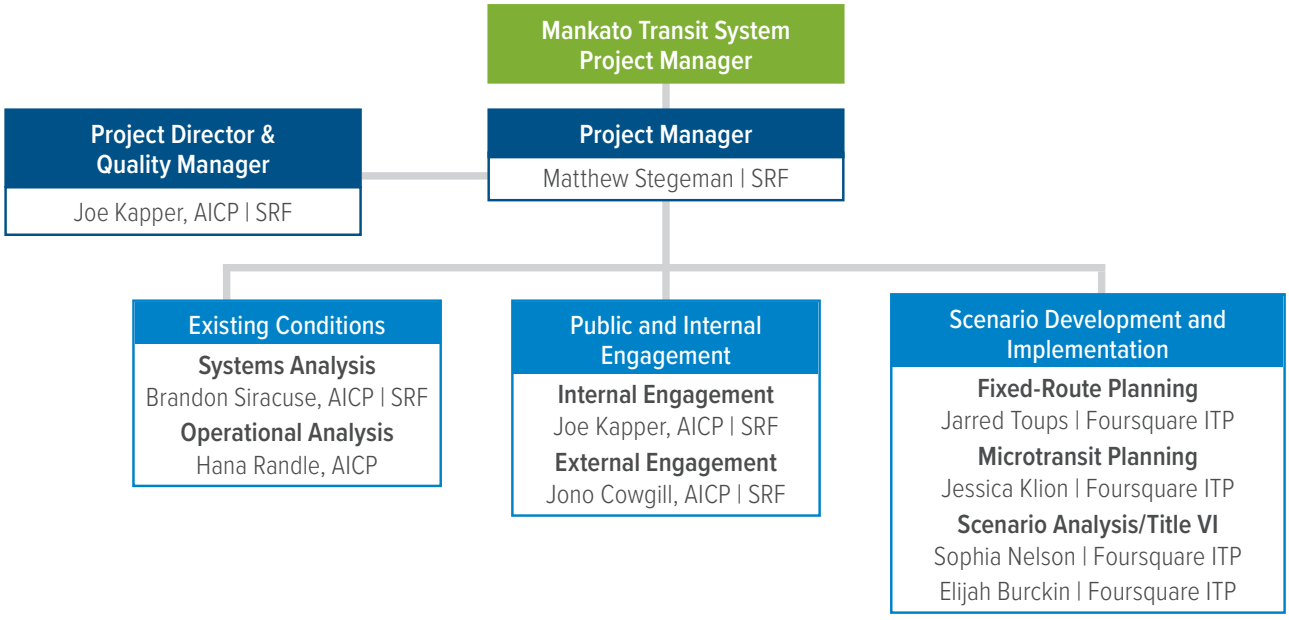
CLIENT REFERENCES

Charlie Androsky
Sustainability and Public Health Coordinator
MnDOT
(Prior Transportation Planner for MAPO)
Project Reference: Mankato Area Planning Organization – Southern Minnesota Regional Transportation Coordinating Council Phase One Study
charles.androsky@state.mn.us

Cyndi Harper
Manager of Route Planning
Metro Transit
Project Reference: Network Now
cyndi.harper@metc.state.mn.us
612.349.7723

Bob Gollnik
Executive Director
La Crosse Area Planning Committee
Project Reference: Regional Transit Development Plan
rgollnik@lacrossecounty.org
608.785.5977

PROJECT TEAM QUALIFICATIONS





Areas of Expertise

- Transit Service Planning
- Ridership Forecasting
- Transit System Management
- Performance Reviews
- Data Analytics
- Grant Writing

Education

Master of Urban Planning and Policy, University of Illinois at Chicago, 2015

Bachelor of Science in Business Administration (Economics), Saint Louis University, 2013

Continuing Education

National Transit Institute:

Transit Service Planning (2016);

Ridership Forecasting Using STOPS (2017)

Florida Department of Transportation (FDOT)

TBEST Software (2021)

Matthew Stegeman | Project Manager

Matthew joined SRF in 2018 as a Planner in the Transit Planning Group. An Illinois native, he graduated with a Master of Urban Planning and Policy from the University of Illinois at Chicago in 2015. Prior to joining SRF, Matt served as a Senior Planner with Pace Suburban Bus, where he played a key role in planning and implementing fixed-route bus projects and on-demand transit solutions. Matt brings a wealth of experience in transit service planning and a passion for public engagement. He specializes in designing context-sensitive transit solutions to meet community needs, including:

- Major Transitway Planning (BRT and LRT)
- Bus Network Redesigns
- Shared Mobility/Microtransit
- Highway-Transit Coordination
- Local Circulator Routes
- Paratransit

RELEVANT EXPERIENCE

Valley Transit 2026-2030 Transit Development Plan, Appleton, Wisconsin. Matt is the project manager for SRF's current effort to develop a new five-year transit plan for Valley Transit in collaboration with the East Central Wisconsin Regional Planning Commission (ECWRPC). The plan is scheduled for adoption in March 2026.

Metro Transit Network Now. Matt led SRF's transit planning team in developing the Network Now Framework, which guides Metro Transit's short-term service improvements from 2026 to 2028. The final plan, adopted in March 2025, calls for a 40% regional increase in transit service over 3 years, funded by the Met Council's new regional sales tax for transit.

Mass Transit Feasibility Study, City of Beaver Dam, Wisconsin. Matt was the project manager for the City of Beaver Dam's first-ever mass transit feasibility study, which recommended replacing the city's current shared-ride taxi service with on-demand microtransit. SRF provided a draft RFP for future technology procurement.

NCAT Strategic Plan, Ottawa/LaSalle County, Illinois. Matt was the project manager for NCAT's first-ever strategic plan, which explored service improvements and governance/funding strategies for the agency's countywide rural transit service. The plan recommended the introduction of fixed bus routes, as well as microtransit. The final plan was approved in December 2025.

GO Transit/Oshkosh Transit Development Plan, Wisconsin. In 2023, ECWRPC hired SRF to conduct GO Transit's 2024-2028 Transit Development Plan on behalf of the City of Oshkosh. The project included a systemwide analysis of existing transit routes, fare and policy changes, and opportunities for expansion, including microtransit. Matt served as the project manager, helping to manage diverse local stakeholders and build consensus for future transit improvements.

Fond du Lac Transit Development Plan, Wisconsin. SRF led development of the City of Fond du Lac/Fond du Lac Area Transit 2023-2027 Transit Development Plan. The project included comprehensive analysis of operations, outreach to public and business stakeholders, and recommendations for near-term and long-term improvements, including for fixed routes and microtransit. Matt served as the lead planner on the project.

MnDOT Five-Year Transit Plans, Minnesota. In 2018 and 2019, SRF managed the development of five-year transit plans for seven transit agencies in Greater Minnesota. Matt led the production of service planning recommendations, cost impact analysis, and final plans for TRUE Transit, Rolling Hills Transit, and Minnesota River Valley Transit (MRVT). These plans included detailed analysis of existing route- and system-level performance as well as future cost projections that will assist each agency and MnDOT in planning for capital and operating needs through 2025.



Areas of Expertise

- Transit Planning and Analysis
- Community Development
- Management of Transit Operations
- Budget and Policy Analysis

Education

Master of Urban and Regional Planning, Humphrey Institute of Public Affairs, University of Minnesota, 2009

B.S., Geography, Certificates in Global Cultures and Integrated Liberal Studies, University of Wisconsin – Madison, 2007

Certifications

American Institute of Certified Planners #025494

Continuing Education

National Transit Institute Coursework:

- Paratransit Management and Operations
- Project Management
- Transit Construction Management
- Transit Service Planning

Joe Kapper, AICP | Project Director, Quality Manager & Internal Engagement

As a director in SRF's Transit Planning practice, Joe's focus areas include leading strategic planning efforts for transit agencies, transit service and operations planning, university campus transit planning, state and federal compliance, Americans with Disabilities Act (ADA) planning, and community engagement. He works with transit managers and policymakers to improve the effectiveness and efficiency of a variety of transit modes.

RELEVANT EXPERIENCE

Greater Minnesota Transit Plan, Minnesota Department of Transportation. Joe is the consultant project manager for this effort with MnDOT, which updates State administrative rules, assesses mobility needs, and sets investment goals for public transit across the 80 counties outside the Twin Cities metro area. Joe managed the presentation of complex data sets, numerous committee meetings, and draft document production.

MnDOT Five-Year Transit System Plan Development: Southeast Region, Minnesota. Joe is leading the SRF team to conduct stakeholder and public engagement efforts, inventory, and review of existing transit service information to characterize current unmet needs and gaps and perform strengths/ weaknesses/opportunities/threats (SWOT) and gap analyses. The team will develop the FYTSPs to identify strategies to strengthen public transportation services in each of the transit agencies and the overall region by filling gaps and correcting deficiencies and developing implementation, capital, and operating plans.

Metro COG MATBUS Transit Authority Study, Fargo, North Dakota and Moorhead, Minnesota. Joe is SRF's project manager for the MATBUS Transit Authority Study. Currently underway, the MATBUS Transit Authority is exploring improved funding and governance methods for the MATBUS system. Key project tasks include a funding gap analysis, peer research on authority models, an extensive outreach approach with technical and policy groups, and subcontractor coordination.

WisDOT Management Performance Reviews of Urban and Rural Transit systems. Beginning in 2016, SRF was selected to lead a technical analysis team for a review of transit systems in the rural, small urban, and large urban categories determining the effectiveness and efficiency of the public transportation systems. Joseph served as project manager, and thoroughly assessed the performance of each transit system through peer group and trend analysis, conducted in-depth field reviews of each system, and then provided recommendations for local management and an implementation plan for improving system performance. Joseph oversaw the performance review of GO Transit through this process.

Stevens Point Transit System Transit Development Plan, Wisconsin. Served as the project manager for the Stevens Point, Wisconsin Transit Development Plan. This project is a comprehensive review of transit service in Portage County, WI through the collection of transit operating and financial data, stakeholder involvement, observations of transit service, and collaboration with City of Stevens Point staff and community leaders. Key tasks included evaluating transit performance for efficiency and effectiveness, conducting surveys and transit system field observations, developing a variety of web-based and in-person outreach activities, and crafting recommendations for service improvements.

Duluth-Superior Transit Development Plan, Duluth, Minnesota. Joe led and oversaw the development of quality deliverables for several tasks on the Duluth Transit Authority's Transit Development Plan. These tasks included the development and delivery of community outreach strategies, a review of transit system performance, the management of survey efforts, a review of service plans, and providing policy guidance on ADA complementary paratransit service.



Areas of Expertise

- Transit alternatives analysis
- Land use and transportation connections
- Zoning and subdivision regulations
- GIS and Data analysis
- Research

Education

Master of City and Metropolitan Planning, University of Utah, 2021

B.S., Environmental Science (Specialization: Atmospheric Science), Saint Louis University, 2018

Certifications

American Institute of Certified Planners, #36094

Brandon Siracuse, AICP | System Analysis

Brandon joined SRF in November 2023 after previously working as a planner for the City of Council Bluffs, Iowa, and a research assistant at the University of Utah's Metropolitan Research Center. Brandon has experience in land use-transportation connections, transit alternatives analysis, feasibility studies, electric vehicle readiness planning, community development, zoning and subdivision regulations, site plan review, data analysis, fieldwork, research, and community engagement.

RELEVANT EXPERIENCE

Pickaway County Transit Development Plan, Ohio. Brandon analyzed and documented transit service characteristics in Pickaway County and will help develop and test future service scenarios.

Bismarck-Mandan MPO Transit Development Plan, North Dakota. Brandon analyzed key differences between Bis-Man Transit and its service area with similar nearby agencies and their service areas to determine possible explanations for Bis-Man Transit's relatively high provision of paratransit.

NCAT Strategic Plan Development, Illinois. Brandon compiled a countywide analysis of demographic, employment, and travel flow data in support of a Comprehensive Operations Analysis for the transit agency serving LaSalle County, Illinois. Analysis has involved the production of maps, graphs, and data tables along with a cohesive narrative to define the planning context. Brandon is currently working to identify future service recommendations.

Loudoun County Transit Planning, Virginia. Brandon has spent considerable time in Loudoun County, Virginia, assisting with documenting and "ground-truthing" proposed modifications to suburban bus routes in the county. Following this effort, he created route profiles for each bus route with proposed modifications, outlining the changes to be made, destinations and major housing developments along the routes, the number of people within each route's service area, route timings, and other information.

WAMPO Regional Transit Implementation Plan, Kansas. Brandon has been working with the Wichita Area MPO to identify and evaluate transit alternatives for the greater Wichita region, focusing on transit options outside of the Wichita Transit fixed route service area.

Sedgwick County Comprehensive Operations and Technical Analysis, Kansas. Brandon has helped study opportunities for transit service improvements in Sedgwick County, with a particular focus on communities outside of Wichita city limits. Brandon has conducted research and data analysis and documented existing conditions and is in the process of evaluating viable transit alternative recommendations to present to Sedgwick County.

MET Transit Route Redesign Analysis and TDP, Iowa. Brandon helped conduct a series of open houses at the transit center in downtown Waterloo, Iowa, to inform riders about proposed route changes, gather feedback on the redesigned bus routes, and answer questions about the new system. He also drafted the transit development plan outlining SRF's analysis of the proposed bus route redesign and other recommendations for the agency.

Nebraska Department of Transportation Coordinated Plan. Brandon conducted research into the degree to which lack of public transportation access influences seniors' decisions to relocate instead of aging in place. He also collected information on the percentages of rural and small urban transit system riders who fall into certain age groups.

American Boulevard Transit Study, Bloomington, Minnesota. Brandon is currently working on a land use analysis along the American Boulevard corridor in Bloomington, Minnesota, on which the City is interested in developing a bus rapid transit line. Brandon's analysis involves an evaluation of current zoning and future land use designations within one-half mile of American Boulevard, along with synthesis of development forecasts and scenarios from the City's comprehensive plan.



Areas of Expertise

- Ridership Forecasting
- Data Analysis
- GIS & Web GIS
- Network Analysis
- Equity Analysis

Education

M.U.R.P., Urban and Regional Planning, Humphrey School of Public Affairs, University of Minnesota, 2022

B.A., Urban Studies, University of Minnesota, 2016

Certifications

American Institute of Certified Planners, #37220

Hana Randle, AICP | Operations Analysis

Hana works in SRF's Transit Planning group, specializing in data analysis, ridership forecasting, and interactive visualization. Her typical work includes post-pandemic modeling of capital transitways, Title VI equity analyses, and ridership/performance analysis for rural and urban systems. Along with Jackie Nowak, Hana led the development of SRF's *Equity in Access Framework*, a set of analytical tools using innovative research methodologies to measure access to jobs and other opportunities in relation to a community's unique characteristics and needs. She is proficient in STOPS, ArcGIS, and R, as well as interactive dashboarding tools such as ArcGIS Online, R Shiny, and PowerBI.

RELEVANT EXPERIENCE

High Point Transit Development Plan, North Carolina. Performed EAF matched job access calculations to determine relative job access by income, sector, and educational attainment to identify underserved travel needs, along with a recalculation for proposed network redesign. Conducted tabular and spatial analysis of existing ridership and stop inventory in support of proposed stop consolidation. Created ArcGIS StoryMap to function as project website for engagement and transparency.

PICCA Transit Development Plan, Pickaway County, Ohio. Processed origin-destination trip data for PICCA's demand response system along with REPLICA travel patterns to identify underserved transit connections. Conducted performance analysis of existing system. Proposed adjusted fixed-route shuttle service to be launched as pilot program. Created ArcGIS StoryMap to function as project website for engagement and transparency.

Loudoun County Transit Planning Comprehensive Operational Analysis/Transit Development Plan, Leesburg, Virginia. Performed Equity in Access analyses to inform transit system redesign and evaluate proposals with accessibility based ridership estimates. Conducted data analysis on operational and survey data. Developed GTFS for proposed route changes. Conducted in-person ground truthing of proposed route travel times.

WisDOT Transit Management Performance Review, Wisconsin. Hana assembled interactive dashboards in PowerBI to assess operational and performance metrics for various urban and rural transit agencies against state and national peers. She interviewed transit agencies to incorporate qualitative measures of transit performance.

Metro Transit Title VI Equity Assessment On-Call, Twin Cities, Minnesota. Performed technical tabular and spatial analyses in support of Title VI requirements, including comprehensive service monitoring, fare equity, service equity, and facility siting evaluations. Created automated service equity tool to support interoperability and workload efficiency. Developed network-based walkshed methodology to improve spatial analysis components.

Chapel Hill BRT Transit Oriented Development, Chapel Hill, North Carolina. Conducted spatial analyses in generating precise walk- and bikesheds for planned North-South BRT project. Collected and visualized bike and pedestrian network gap data. Produced maps and other visuals for use in engagement and planning meetings.

Arterial BRT Plan Update, Twin Cities, Minnesota. Conducted comprehensive analyses comparing multiple ABRT corridor alternatives in support of METRO J, K, and L Line determinations, including ridership forecasts refined for effective BRT treatment, measures of access to jobs, walkability, and equitable mobility. Created public ArcGIS Web Experience to provide clients and public with detailed spatial results.



Areas of Expertise

- Stakeholder and Community Engagement
- Comprehensive Planning
- Local intergovernmental agency relations
- Bike, Pedestrian, and Public Space Planning

Education

Master of Urban and Regional, Planning, University of Minnesota, 2016

Bachelor of Arts, English Literature, Pacific Lutheran University, 2010

Certifications

American Institute of Certified Planners # 35703

Jono Cowgill, AICP | External Engagement

Jono has 14 years of experience in community engagement, particularly focused on sustainable transportation engagement and communications. Jono has managed a wide range of engagement efforts across the Midwest, particularly for transportation and large infrastructure efforts. For Jono, the most exciting aspect of public engagement is the opportunity to bring new voices into a public process.

RELEVANT EXPERIENCE

Metro Transit Network Now, Twin Cities, Minnesota. Jono is project manager for the Network Now technical support and community engagement project. Jono oversees all project tasks and collaborates with key subconsultants on the project.

University and Fourth Roadway Improvements, Hennepin County, Minnesota. Jono has led public engagement facilitation and strategy for the University and Fourth Roadway project, which include bike and pedestrian improvements, signalization considerations, and extensive community engagement with the public, businesses, and public agencies.

Rochester TOD Planning, City of Rochester, Minnesota. Jono supported the strategy and deployment of public engagement activities for the Rochester Transit Oriented Development Planning project. Agency and community outreach included stakeholder interviews, pop-up meetings, open houses, PolCo survey development, communications materials development, and online open house presentations.

Climate Legacy Roundtable management and facilitation, Minneapolis, Minnesota. Jono is the project manager for the Minneapolis Climate Legacy Roundtable, a component of the City's Climate Equity Plan. The effort includes monthly meetings with Environmental Justice Leaders from the across the City.

Engagement for Metropolitan Transportation Plan update, La Crosse Area Planning Committee, Wisconsin. Jono is the project manager for engagement services related to the LAPC's update of their Metropolitan Transportation Plan. This includes engaging communities across the LAPC area in Wisconsin and Minnesota on their transportation habits and needs.

MnDOT Olson Memorial Highway Study in Minneapolis, Minnesota. Jono designed and supported stakeholder and community engagement efforts for the Olson Memorial Highway study in North Minneapolis. This included hiring and managing community connectors to help expand outreach and equitable design in the project process.

Ramsey County Battle Creek Master Plan, Ramsey County, Minnesota. Jono served as project manager for the Battle Creek Regional Park Master Plan, providing day to day management of all meetings, materials, and public engagement efforts. The planning process connected with a wide variety of park users and local residents, who guided the future vision for the park space and safe connections to the park.

Brooklyn Boulevard Phase 2, Brooklyn Center, Minnesota. Jono leads the strategy and execution of public involvement and in-construction communication efforts for this critical roadway project in collaboration with Hennepin County. The project includes online and in-person engagement during planning and construction.

MnDOT Hwy 252 and I-94 Environmental Review, Twin Cities, Minnesota. Jono currently manages the day-to-day development and implementation of engagement strategy for the Hwy 252 and I-94 environmental review. This included extensive community outreach, targeted business engagement, and stakeholder coordination.



Education

Master of City Planning, Urban Design and Transportation Planning, University of Pennsylvania

BA, Political Science, Tulane University

Awards

PennDesign, Anne Louise Strong Leadership Award, 2017

Jarred Toups | Fixed-Route Planning

Jarred Toups is a project manager and a senior transportation planner with a passion for transit, data, and design. He has experience in using economic, demographic, and transit data to develop contextualized analyses to inform planning decisions for clients, particularly for service planning and transit priority projects. He also has experience with identifying and engaging with crucial stakeholders for projects and developing collateral for public and private audiences. Jarred's key projects at Foursquare ITP include the WMATA BetterBus Network Redesign, the UCAT Route Optimization Plan, the EPTA 2025 Transit Development Plan, and multiple NEC Connect plans.

RELEVANT EXPERIENCE

Washington Metropolitan Area Transit Authority (WMATA) Bus Network Redesign, Washington, DC. Senior Planner. Foursquare ITP led the network analysis and service planning, as well as the extensive engagement components, of this wide-reaching effort to redesign Metrobus throughout the DC region. Jarred led the service planning teams for the District of Columbia and Virginia, which included hosting internal planning sessions, stakeholder engagement with WMATA staff, and presenting recommendations to a larger stakeholder group. Jarred led GIS mapping and data coordination of the project, including mapping and graphic communication for internal and public-facing deliverables. He has also presented to staff at numerous WMATA garages and participated in numerous public workshops to solicit public feedback.

Putnam County Transit System Study, Putnam, New York. Project Manager. Foursquare ITP worked with Putnam County to help increase ridership through reliable and efficient service, upgraded amenities, and increased transit connectivity. Jarred oversaw the development of fixed-route and microtransit recommendations. This included the development of a service calculator for both modes to estimate the increases in revenue hour, fleet, and operator needs. He also oversaw a desktop audit and inventory of bus stops and a subsequent methodology for categorizing stops for future amenity improvements.

Eastern Panhandle Transit Authority (EPTA), Hagerstown/Eastern Panhandle Metropolitan Planning Organization (HEPMPO), EPTA Transportation Development Plan (TDP) FY2025. Martinsburg, WV. Project Manager. This was Foursquare ITP's third transportation development plan (TDP) for EPTA. We led the technical analysis and developed service and capital recommendations. Jarred oversaw the data analysis and development of recommendations, led workshops with the immediate TDP team and wider stakeholder groups. He also moderated regular project check-in meetings with EPTA and HEPMPO staff.

Ulster County Area Transit Route Optimization Plan, Kingston, New York. Project Manager. Ulster County Transportation Council (UCTC) partnered with Ulster County Area Transit (UCAT) to conduct a comprehensive overview and reassessment of their services to ensure alignment with the current and future mobility needs of Ulster County. As a project manager, Jarred oversaw the development of analysis and deliverables related to the market and service analyses, public and stakeholder engagement, as well as service recommendations. He hosted regular check-in meetings with the client and led multiple rounds of public and stakeholder engagement over the course of the project.

Foursquare ITP



Education

MCP, Sustainable Transportation and Infrastructure Planning, University of Pennsylvania

BA, Geography, Macalester College

Associations

Member, Women's Transportation Seminar, Philadelphia Chapter

Member, Young Professionals in Transportation, Philadelphia Chapter

Publications

Pochowski, A., Klion,J., e. al. (2022). Solving the Curb Space Puzzle Through the Development of a Curb Space Allocation Tool. Transportation Research Record.

McKeeman, A., Klion, J., Duke, L. (2025). TCRP Synthesis 178: Microtransit Solutions in Rural Communities. https://nap.nationalacademies.org/catalog/29085/microtransit-solutions-in-rural-communities-on-demand-alternatives-to-dial.

Foursquare ITP

Jessica Klion | Microtransit Planning

Jessica Klion is a project manager and senior transportation planner dedicated to transforming urban transportation systems to make them more sustainable and equitable. She is especially interested in how innovative transportation solutions can be used to make urban and rural environments more accessible for all people. Jessica leads Foursquare ITPs microtransit and on-demand services and shared-use micromobility practice areas and is an expert in transit service planning and financial planning and analysis.

RELEVANT EXPERIENCE

Putnam County Transit System Study, Putnam, New York. Principal-in-Charge. Foursquare ITP worked with Putnam County to help increase ridership through reliable and efficient service, upgraded amenities, and increased transit connectivity within the county itself and regionally. Jessica provided oversight and supported in the development of fixed-route and microtransit service recommendations.

Columbus Comprehensive Transit Study for METRA, Columbus, Georgia. Project Manager. Foursquare ITP conducted a comprehensive study of METRA's fixed route and ADA complementary paratransit services, and of the resources needed for them to implement microtransit. Jessica led a team of planners and engagement specialist to re-envision METRA's transit network. She oversaw the development of a market and existing conditions assessment and route recommendations. Jessica also coordinated public outreach, as well as detailed implementation support, including the development of an updated GTFS feed.

Hampton Roads Transit (HRT) System Optimization and Strategic Plan, Norfolk, Virginia. Project Manager. Foursquare ITP worked with HRT on their System Optimization Plan (SOP) and their second major Transit Strategic Plan (TSP) as outlined by the requirements from Virginia's Department of Rail and Public Transportation (DRPT). Jessica led the development of HRT's SOP and is currently leading the TSP update, coordinating the effort across a team of planners and four consulting firms. She led the strategic visioning elements, service planning, and outreach for the SOP, including two rounds of engagement with operators and the public.

New York State Department of Transportation (NYSDOT) Lower Hudson Valley Transit Link Evaluation, Tarrytown, New York. Senior Planner. Foursquare ITP led a corridor transit evaluation for Lower Hudson Valley Transit Link (LHTL) to guide service design improvements, increase ridership, and support RFP development for a new transit operator. Jessica analyzed transit service data, including transit ridership and productivity for Hudson Link services. She also supported the development of service recommendations based on the findings from the transit service analysis.



Education

Master of City and Regional Planning, Transportation Planning, University of North Carolina at Chapel Hill

BA, Geography and Urban Planning, University of Washington

Associations

Federal Highway Administration, Dwight David Eisenhower Transportation Fellow, 2022

Member, Young Professionals in Transportation, DC

Member, American Planning Association, NCAC

Foursquare ITP

Sophia Nelson | Scenario Analysis/Title VI

Sophia Nelson is a transportation planner with a passion for creating more equitable and sustainable communities through innovative mobility solutions. At Foursquare ITP, she has contributed to a diverse range of projects, including transit service planning, micromobility and active transportation, and regional and statewide planning. Through her project work, Sophia has developed strong skills in GIS and spatial analysis, map design and visualization, public engagement, and report writing.

RELEVANT EXPERIENCE

Maryland Transit Administration (MTA) Title VI Program Update 2026-2029, Baltimore, Maryland. Transportation Planner. The 2026 to 2029 Title VI Program Update is a continuation of work that Foursquare ITP has been working on with the Maryland Transit Administration since 2014. As transportation planner, Sophia developed service area profile maps and charts, as well as conducted transit service monitoring analysis. She assisted with the public participation plan and drafting the final Title VI Program document.

Maryland Transit Administration (MTA), MDOT Title VI Equity Analysis for Commuter Bus, Baltimore, Maryland. Transportation Planner. Foursquare ITP is assisting MDOT MTA with conducting their Title VI Service Equity Analysis for the temporary Commuter Bus service changes associated with the COVID-19 pandemic and resulting driver shortage. As transportation planner, Sophia assisted with the Title VI analysis for MDOT MTA's Commuter Bus routes that changed with the addition of bus stops and the reduction of schedules. She also aided in writing and developing report content.

Charlotte Area Transit System (CATS) Better Bus, Charlotte, North Carolina. Transportation Planner. In 2025, CATS updated their visionary Transit System Plan to focus on expanded rail, improved bus service, updated tech, and modernized governance. As transportation planner, Sophia contributed to the service planning for the CATS Route Restructuring project. She assisted with needs assessment, including the development of the Comprehensive Operational and Opportunities Analysis. This included organizing data for financial and operational productivity, creating charts and tables, and interpreting results to identify opportunities for route improvements. She analyzed data and stakeholder feedback to develop a set of recommendations for bus network changes.

VIA Metropolitan Transit Better Bus Plan, San Antonio, Texas. Transportation Planner. Foursquare ITP performed a complete bus network redesign through the Better Bus Plan for VIA. As transportation planner, Sophia contributed to the needs assessment by aiding in the production of a market assessment report and an existing services report, which included analyzing data, creating graphs and maps, and developing written content.



Education

BA Urban Studies, University of California, Berkeley, College of Environmental Design

Elijah Burckin | Scenario Analysis/Title VI

Elijah Burckin is a lover of sustainable transit, focusing his educational and professional efforts on building a more equitable, safe, and efficient transportation system. Before joining Foursquare ITP, Elijah worked on transportation demand management (TDM) for the University of California, Berkeley, with a particular focus on equity in a complex and dynamic system, a perspective that he strives to integrate into all his work. Since then, he has continued to expand his technical skills and broaden the scope of his work to include geospatial analysis, service planning, graphic and web design, and more. He has a passion for engaging with the public and aims to approach every interaction with a sense of mutual respect and curiosity. Through his work, Elijah aspires to make a positive impact on reducing barriers to transit and inspiring behavior change.

RELEVANT EXPERIENCE

Prince George's County Spring 2026 Service Change, Largo, Maryland. Transportation Planner. Foursquare ITP supported Prince George's County with its Spring 2026 Service Change, developing detailed analyses of ridership, on-time performance, layover, missed trips, new Sunday service opportunities, microtransit coordination, and Title VI impacts. Elijah analyzed the current TheBus network, developing detailed recommendations for Spring service changes, creating schedules for new or augmented service, and developing outreach materials for service changes. Once detailed recommendations for Spring service changes were developed, Elijah worked in Remix to prepare for implementation, such as adjusting timesheets, adding new stops, removing patterns, and blocking schedules.

Maryland Transit Administration (MTA) Title VI Program Update 2026-2029, Baltimore, Maryland. Transportation Planner. The 2026 to 2029 Title VI Program Update is a continuation of work that Foursquare ITP has been working on with the Maryland Transit Administration since 2014. Elijah assisted MDOT MTA in evaluating and updating its Title VI policies and standards for 2026-2029. Particularly, Elijah performed data analysis, GIS visualization, and stakeholder outreach, which was then summarized and used in the updated Title VI program and supporting documentation.

Fairfax County Department of Transportation (FCDOT) Title VI Program Update 2026, Fairfax, Virginia. Transportation Planner. Foursquare ITP led the 2026 update of Fairfax County DOT's Title VI Program, building on prior program documentation. The project updated transit service standards and policies and service monitoring methodology to support a complete triennial submission. Foursquare ITP led the 2026 update of Fairfax County DOT's Title VI Program, building on prior program documentation. The project updated transit service standards and policies and service monitoring methodology to support a complete triennial submission.

Prince George's County Transit Vision Plan Update, Prince George's County, Maryland. Transportation Planner. Foursquare ITP led the updates for the Prince George's County Transit Vision Plan, which included a transit service operations plan, route profiles, stakeholder and public engagement report, and an ArcGIS site to summarize the plan. Elijah supported Prince George's County in updating their Transit Vision Plan and the associated technical reports, with a focus on stakeholder engagement and outreach efforts throughout the formulation of the plan, as well as building up a basis of background information for the report.

Foursquare ITP

ESTIMATE OF LABOR HOURS

Task Number and Description	SRF Director	SRF Project Manager	SRF Lead Planner	SRF Planner II	Foursquare Project Manager	Foursquare Senior Planner	Foursquare Planner II	Foursquare Planner I	Total Task	% of Project
1.0 Project Management	64.0	128.0	0.0	0.0	12.0	24.0	12.0	0.0	240.0	19%
2.0 Public and Internal Engagement	16.0	36.0	56.0	112.0	12.0	40.0	32.0	32.0	336.0	27%
3.0 Data Collection of Existing Conditions	12.0	24.0	16.0	80.0	8.0	24.0	28.0	28.0	220.0	18%
4.0 Transit Development and Implementation Plan	12.0	40.0	20.0	40.0	16.0	68.0	120.0	120.0	436.0	36%
Total Hours	**104.0**	**228.0**	**92.0**	**232.0**	**48.0**	**156.0**	**192.0**	**180.0**	**1232.0**	
Percent of Project	8%	18%	7%	19%	4%	13%	16%	15%		**100%**

SRF Consulting Group's overhead rate is 165.07%. Foursquare ITP's overhead rate is 160.6%.

REQUIRED FORMS

GOVERNMENT-WIDE DEBARMENT AND SUSPENSION (NONPROCUREMENT)

Recipients, contractors, and subcontractors that enter into covered transactions are required to verify that the entity (as well as its principals and affiliates) with which they propose to contract or subcontract is not excluded or disqualified. This is done by: (a) checking the SAM exclusions; (b) collecting a certification from that person (found below); or (c) adding a clause or condition to the contract or subcontract.

Instructions for Certification: Signing below indicates the prospective lower tier participant is providing the signed certification.

(1) It will comply and facilitate compliance with U.S. DOT regulations, "Nonprocurement Suspension and Debarment," 2 CFR part 1200, which adopts and supplements the U.S. Office of Management and Budget (U.S. OMB) "Guidelines to Agencies on Governmentwide Debarment and Suspension (Nonprocurement)," 2 CFR part 180,

(2) To the best of its knowledge and belief, that its Principals and Subrecipients at the first tier:

a. Are eligible to participate in covered transactions of any Federal department or agency and are not presently:

1. Debarred,
2. Suspension,
3. Proposed for debarment,
4. Declared ineligible,
5. Voluntarily excluded, or
6. Disqualified

b. Its management has not within a three-year period preceding its latest application or proposal been convicted of or had a civil judgment rendered against any of them for:

1. Commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction, or contract under a public transaction,
2. Violation of any Federal or State antitrust statute, or,
3. Commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making any false statement, or receiving stolen property,

c. It is not presently indicted for, or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses listed in the preceding subsection 2.b of this Certification,

d. It has not had one or more public transactions (Federal, State, or local) terminated for cause or default within a three-year period preceding this Certification,

e. If, at a later time, it receives any information that contradicts the statements of subsections 2.a – 2.d above, it will promptly provide that information to FTA,

f. It will treat each lower tier contract or lower tier subcontract under its Project as a covered lower tier contract for purposes of 2 CFR part 1200 and 2 CFR part 180 if it:

1. Equals or exceeds $25,000,
2. Is for audit services, or,
3. Requires the consent of a Federal official, and

g. It will require that each covered lower tier contractor and subcontractor:

1. Comply and facilitate compliance with the Federal requirements of 2 CFR parts 180 and 1200, and
2. Assure that each lower tier participant in its Project is not presently declared by any Federal department or agency to be:
   a. Debarred from participation in its federally funded Project,
   b. Suspended from participation in its federally funded Project,
   c. Proposed for debarment from participation in its federally funded Project,
   d. Declared ineligible to participate in its federally funded Project,
   e. Voluntarily excluded from participation in its federally funded Project, or
   f. Disqualified from participation in its federally funded Project, and

(3) It will provide a written explanation as indicated on a page attached in FTA's TrAMS platform or the Signature Page if it or any of its principals, including any of its first tier Subrecipients or its Third-Party Participants at a lower tier, is unable to certify compliance with the preceding statements in this Certification Group.

Certification

Contractor: SRF Consulting Group Inc.

Signature of Authorized Official: _____ Date 09 / 09 / 2026

Name and Title of Contractor's Authorized Official: Stacy Knudson, CFO

Federal Certifications

CERTIFICATION AND RESTRICTIONS ON LOBBYING

I, Stacy Knudson, CFO hereby certify
(Name and title of official)

On behalf of SRF Consulting Group Inc. that:
(Name of Bidder/Company Name)

- No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, and officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

- If any funds other than federal appropriated funds have been paid or will be paid to any person influencing or attempting to influence an officer or employee of any agency, a Member of Congress, and officer or employee of Congress, or an employee of a Member of Congress in connection with the federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form – LLL, “Disclosure Form to Report Lobbying,” in accordance with its instructions.

- The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including sub-contracts, sub-grants and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 U.S.C. § 1352. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.,

Name of Bidder/Company Name: SRF Consulting Group Inc.

Type or print name: Stacy Knudson, CFO

Signature of authorized representative:  Date 09 / 09 / 2026

GOVERNMENT-WIDE DEBARMENT AND SUSPENSION (NONPROCUREMENT)

Recipients, contractors, and subcontractors that enter into covered transactions are required to verify that the entity (as well as its principals and affiliates) with which they propose to contract or subcontract is not excluded or disqualified. This is done by: (a) checking the SAM exclusions; (b) collecting a certification from that person (found below); or (c) adding a clause or condition to the contract or subcontract.

Instructions for Certification: Signing below indicates the prospective lower tier participant is providing the signed certification.

(1) It will comply and facilitate compliance with U.S. DOT regulations, "Nonprocurement Suspension and Debarment," 2 CFR part 1200, which adopts and supplements the U.S. Office of Management and Budget (U.S. OMB) "Guidelines to Agencies on Governmentwide Debarment and Suspension (Nonprocurement)," 2 CFR part 180,

(2) To the best of its knowledge and belief, that its Principals and Subrecipients at the first tier:

a. Are eligible to participate in covered transactions of any Federal department or agency and are not presently:

1. Debarred,
2. Suspension,
3. Proposed for debarment,
4. Declared ineligible,
5. Voluntarily excluded, or
6. Disqualified

b. Its management has not within a three-year period preceding its latest application or proposal been convicted of or had a civil judgment rendered against any of them for:

1. Commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction, or contract under a public transaction,
2. Violation of any Federal or State antitrust statute, or,
3. Commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making any false statement, or receiving stolen property,

c. It is not presently indicted for, or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses listed in the preceding subsection 2.b of this Certification,

d. It has not had one or more public transactions (Federal, State, or local) terminated for cause or default within a three-year period preceding this Certification,

e. If, at a later time, it receives any information that contradicts the statements of subsections 2.a – 2.d above, it will promptly provide that information to FTA,

f. It will treat each lower tier contract or lower tier subcontract under its Project as a covered lower tier contract for purposes of 2 CFR part 1200 and 2 CFR part 180 if it:

1. Equals or exceeds $25,000,
2. Is for audit services, or,
3. Requires the consent of a Federal official, and

g. It will require that each covered lower tier contractor and subcontractor:

1. Comply and facilitate compliance with the Federal requirements of 2 CFR parts 180 and 1200, and
2. Assure that each lower tier participant in its Project is not presently declared by any Federal department or agency to be:
   a. Debarred from participation in its federally funded Project,
   b. Suspended from participation in its federally funded Project,
   c. Proposed for debarment from participation in its federally funded Project,
   d. Declared ineligible to participate in its federally funded Project,
   e. Voluntarily excluded from participation in its federally funded Project, or
   f. Disqualified from participation in its federally funded Project, and

(3) It will provide a written explanation as indicated on a page attached in FTA's TrAMS platform or the Signature Page if it or any of its principals, including any of its first tier Subrecipients or its Third-Party Participants at a lower tier, is unable to certify compliance with the preceding statements in this Certification Group.

Certification

Contractor: Foursquare Integrated Transportation Planning, Inc.

Signature of Authorized Official: Lora Byala Date 8 / 26 / 2026

Name and Title of Contractor's Authorized Official: Lora Byala, President & CEO

Federal Certifications

CERTIFICATION AND RESTRICTIONS ON LOBBYING

I, Lora Byala, President & CE hereby certify
(Name and title of official)

On behalf of Foursquare Integrated Transportation Planning, Inc. that:
(Name of Bidder/Company Name)

- No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, and officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

- If any funds other than federal appropriated funds have been paid or will be paid to any person influencing or attempting to influence an officer or employee of any agency, a Member of Congress, and officer or employee of Congress, or an employee of a Member of Congress in connection with the federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form – LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

- The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including sub-contracts, sub-grants and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 U.S.C. § 1352. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.,

Name of Bidder/Company Name: Foursquare Integrated Transportation Planning, Inc.

Type or print name: Lora Byala

Signature of authorized representative: Lora Byala Date 8 / 26 / 2026


SRF

AGENDA RECOMMENDATION

Consent Calendar **5. G.**

City Council Regular Meeting
Meeting Date: 11/09/2026

Agenda Item:
Set December 14, 2026, as the date of public hearing on an Ordinance amending Chapter 6 and Chapter 10 of the Mankato City Code pertaining to Cannabis updates.

Recommendation/Action(s):
Set the date of hearing to adopt amendments to Chapter 6 and Chapter 10 of Mankato City Code. The Planning Commission reviewed the proposed amendments to the zoning ordinance and recommended the adoption of the proposed amendments at the meeting held on October 28, 2026.

Summary:
The purpose of this request is to set December 10, 2026, as the date of public hearing to review updates to the sections of Mankato City Code related to cannabis.

On November 25, 2024, the City of Mankato City Council adopted zoning standards that defined license types and where they are allowed to operate. With implementation of the ordinance, minor clarifications and updates are necessary for accurate regulation.

As of January 2026, Medical Cannabis Combination businesses are no longer a recognized form of a retail cannabis license. The state determined these previous combination licenses will now transfer to Cannabis Macrobusinesses. The new license type is required to register and count toward the City of Mankato retail cap.

An update has been made to the code provision (sec. 6-380(c)) relating to tribal cannabis retailers. Tribal cannabis retailers are not required to register with the city pursuant to their tribal compacts. However, a city may count such retailers towards its available registrations.

The update includes modifications to the definition of lower potency hemp edible to reflect a statutory change.

The update includes clarification to the definition of school related to buffer zones: School means a public school, as defined in Minnesota Statutes section 120A.05, subdivisions 9, 11, 13, and 17, or a nonpublic school, or church or religious organization in which a child is provided instruction in compliance with this section and Minnesota Statutes section 120A.24, but does not include a home school.

Attachments

Draft Ordinance Updates

ORDINANCE NO. _____

CITY OF MANKATO
STATE OF MINNESOTA

AN ORDINANCE AMENDING CHAPTER 6 AND CHAPTER 10 OF THE CITY CODE PERTAINING TO CANNABIS UPDATES

The City of Mankato hereby ordains:

SECTION 1. City Code of Ordinances, Chapter 6, BUSINESS AND LICENSING, ARTICLE III. – SPECIFIC BUSINESS OPERATIONS, DIVISION 10. – ADULT-USE CANNABIS RETAILERS AND LOWER-POTENCY HEMP EDIBLE RETAILERS, Section 6-376. - Definitions is hereby amended by adding the following underlined text and deleting the following ~~stricken-through~~ text:

Sec. 6-376. - Definitions.

The following words, terms and phrases, when used in this section, shall have the meanings ascribed to them in this section or, if not defined herein, M.S.A., ch. 342, except where the context clearly indicates a different meaning. Other words, terms and phrases used in this chapter and not defined in this subdivision will have the meanings ascribed to them in M.S.A., ch. 342, if applicable.

…

Cannabis business means any of the following licensed businesses under M.S.A., ch. 342, the statutory definitions of which are incorporated by reference:

(1) Cannabis microbusiness;

(2) Cannabis mezzobusiness;

(3) Cannabis cultivator;

(4) Cannabis manufacturer;

(5) Cannabis retailer;

(6) Cannabis wholesaler;

(7) Cannabis transporter;

(8) Cannabis testing facility;

(9) Cannabis event organizer;

(10) Cannabis delivery service;

(11) ~~Medical cannabis combination business.~~Cannabis macrobusiness.

Cannabis lounge means a portion of the premises of a cannabis microbusiness licensed or endorsed by the State of Minnesota Office of Cannabis Management for on-site consumption of edible cannabis products and lower-potency hemp edibles.

Cannabis retail business means any of the following licensed under M.S.A., ch. 342:

(1) Cannabis microbusiness;

(2) Cannabis mezzobusiness;

(3) Cannabis retailer; and

(4) ~~Medical cannabis combination business.~~Cannabis macrobusiness.

…

SECTION 2. City Code of Ordinances, Chapter 6, BUSINESS AND LICENSING, ARTICLE III. – SPECIFIC BUSINESS OPERATIONS, DIVISION 10. – ADULT-USE CANNABIS RETAILERS AND LOWER-POTENCY HEMP EDIBLE RETAILERS, Section 6-377. – Registration required. is hereby amended by adding the following underlined text and deleting the following ~~stricken-through~~ text:

Section 6-377. – Registration required.

(a) *Pre-license certification of cannabis businesses.*

(1) The city manager, or their designee, is authorized to certify whether a proposed cannabis business complies with the city's zoning ordinances and, if applicable, with state fire code and building code, pursuant to M.S.A. § 342.13.

(2) If required by the state, potential licensees are responsible for submitting all necessary zoning applications prior to the city responding to the request for certification from the office. If a potential licensee fails to obtain necessary zoning approvals prior to the city receiving a request for certification, the city will inform the office that the potential licensee does not meet zoning and land use laws. If, at the time the city receives a request for zoning certification, there are no further intended alterations to the building where the business is to be conducted, the city will also certify compliance with building and fire code regulations, provided that the potential licensee has obtained inspections prior to the city's receipt of a request for certification from the office. Building and fire code inspections will be valid for one year from completion.

(b) *Intoxicating hemp products*. Businesses may only sell intoxicating hemp products to customers, for on-site or off-site consumption, if one of the following two conditions apply:

(1) For on-site consumption, an on-site lower-potency hemp edible retailer must be registered with the city before making sales to customers and must have an active on-sale liquor license pursuant to M.S.A. ch. 340A. Immediately after the office begins licensing these retailers, the retailer must also be licensed by the office pursuant to M.S.A. § 342.10 as a lower-potency hemp edible retailer, as that term is defined by M.S.A. § 342.01, and as those sections are amended from time to time. A licensed cannabis microbusiness may sell intoxicating hemp edibles and adult-use edibles on-site as part of a cannabis lounge.

(2) For off-site consumption, lower-potency, and edible retailer must be registered with the city before making sales to customers and immediately after the office begins licensing, must be licensed by the office pursuant to M.S.A. § 342.10 as a lower-potency hemp edible retailer, as that term is defined by M.S.A. § 342.01, and as those sections are amended from time to time, to sell product retail.

(c) *Adult-use products.* Only cannabis retail businesses may sell adult-use cannabis products. A cannabis retail business must have an active license issued by the office pursuant to M.S.A. ch. 342 which allows it to sell adult-use cannabis product at retail, and also must be registered with the city before making sales to customers.

(d) *Buffers.* No cannabis retail business, any portion of a cannabis business selling product at retail, or any cannabis lounge operating pursuant to a licensed microbusiness, may be located within 1,000 feet of the property lines of a school, or within 500 feet of the property lines of a day care, residential treatment facility, or within 500 feet of public park where there is an attraction within that park that is regularly used by minors, including playgrounds and athletic fields.

(e) *Hours of operation.* Cannabis retail businesses are limited to retail sale between the hours of 10:00 a.m. and 9:00 p.m. The hours of lower-potency hemp edible retailers who have an on-sale liquor license pursuant to M.S.A. ch. 340A may be consistent with the hours open as part of the on-sale liquor licensure.

~~(f) *Exemption*. Unless a medical cannabis combination business, no city-issued registration is required for a business selling medical cannabis as part of the Minnesota's Medical Cannabis Program described in M.S.A. §§ 152.22 to 152.37, or for a liquor store. A medical cannabis combination business must register with the city as a cannabis retailer, but the registration of medical combination businesses does not count towards the city's cap on cannabis retailers.~~

SECTION 3. City Code of Ordinances, Chapter 6, BUSINESS AND LICENSING, ARTICLE III. – SPECIFIC BUSINESS OPERATIONS, DIVISION 10. – ADULT-USE CANNABIS RETAILERS AND LOWER-POTENCY HEMP EDIBLE RETAILERS, Section 6-378. -

Registration application and general information. is hereby amended by adding the following underlined text and deleting the following ~~stricken-through~~ text:

Section 6-378. - Registration application and general information.

(a) *General application information.* Cannabis retail businesses, and lower-potency hemp edible retailers, whether on-site or off-sale, must submit the following to the city:

(1) Complete registration form, including confirmation that the business is a qualified applicant with the office.

(2) A registration fee, in the amount provided in the city fee schedule or state law, whichever is less. The registration fee shall be non-refundable once processed. The city shall not charge an application fee. A ~~medical combination business~~ cannabis macrobusiness operating an adult-use cannabis retail business location may only be charged a single registration fee. The initial registration fee shall include the initial retail registration fee and the first annual renewal fee.

(3) Copy of either preliminary approval by the office or the active license issued by the office. Once licensed and at each registration renewal, the applicant will provide a written declaration of performing criminal history checks on applicant's employees as required by M.S.A. § 342.151.

(4) Full name of the property owner and applicant.

(5) The address and parcel ID for the property which the registration is sought.

(6) If the applicant does not own the business premises, a true and complete copy of the executed lease for the premises, if applicable. The name of the business, if it is to be conducted under a designation, name or style other than the name of the applicant and a certified copy of the certificate as required by M.S.A. § 333.01, as it may be amended from time to time.

(7) Whether all real estate and personal property taxes that are due and payable for the premises have been paid and, if not paid, the years and amounts that are unpaid.

(8) A written declaration by the applicant, under penalty of perjury, that the information contained in the application is true. If the applicant is a corporation, an officer must sign the written declaration. If the applicant is a partnership, a general partner must sign the written declaration. If the applicant is an unincorporated association, the manager or managing officer must sign the written declaration.

(b) *Additional on-site lower-potency hemp edible retailers application information.* In addition to the application information contained in subsection 6-378(a), on-site lower-potency hemp edible retailers must also submit confirmation that the premises either has an on-sale liquor license or a cannabis microbusiness license issued pursuant to M.S.A. ch. 340A.

(c) *Additional application information.*

(1) *Natural persons*. In addition to (a) above, natural person applicants may be required to provide:

a. Address, email address, telephone number and date of birth of the applicant;

b. Street resident addresses of where the applicant has lived during the past five years and telephone numbers and dates for which such addresses and phone numbers were used;

c. Whether the applicant has ever been known by a name other than the applicant's name and, if so, the name or names used, including maiden names, and information concerning dates and places used;

d. The type, name and location of every business or occupation in which the applicant has been engaged during the preceding five years and the names or addresses of the applicant's employers and partners, if any, for the preceding five years, and corresponding dates of employment;

e. A physical description of the applicant; and

f. If the applicant does not manage the business, the name of the managers or other persons in charge of the business and all information concerning each of them pursuant to above (a)—(e) in this subsection.

(2) *Partnership*. If the applicant is a partnership, the applicant may be required to provide the following information:

a. The names and addresses of all general and limited partners and all information concerning each general partner pursuant to subsection (c)(1) above;

b. The names of the managing partners and the interest of each partner in the licensed business;

c. A copy of the partnership agreement. If the partnership is required to file a certificate as to a trade name pursuant to M.S.A. § 333.01, as it may be amended from time to time, a certified copy of the certificate must be attached to the application;

d. The applicant's federal tax identification number and state employer identification number; and

e. If the applicant does not manage the business, the name of the managers or other persons in charge of the business and all information concerning each of them pursuant to subsection (c)(1) above.

(3) *Corporation*. If the applicant is a corporation or other organization, the applicant may be required to provide the following information:

a. The name of the corporation or business and the state of incorporation;

b. A copy of the articles of incorporation or association agreement and bylaws. If the applicant is a foreign corporation, a certificate of authority as required by M.S.A. § 303.06, as it may be amended from time to time, must be attached;

c. The applicant's federal tax identification number and state employer identification number;

d. The name of the managers or other persons in charge of the business and all information concerning each manager, proprietor or agent pursuant to (c)(1) above; and

e. A list of all persons who control or own an interest in excess of five percent in the organization or business or who are officers of the corporation or business and all information concerning the persons pursuant to (c)(1) above. This provision, however, does not apply to a corporation whose stock is publicly traded on a stock exchange and the corporation is applying for a license to be owned and operated by itself.

(d) *No moveable place of business.* No lower-potency hemp edible retailer moveable place of business or cannabis retail business moveable place of business is allowed and, as a result, no registration will be issued for a moveable place of business.

(e) *Term*. All registrations issued are valid for one calendar year from the date of issue. The initial registration fee shall include the fee for initial registration and the first annual renewal. Any renewal fee imposed by the local unit of government shall be charged at the time of the second renewal and each subsequent annual renewal thereafter. Businesses renewing their registration must submit a renewal fee at the time of renewal. A ~~medical combination business~~cannabis macrobusiness operating an adult-use retail location may only be charged a single registration fee, not to exceed the lesser of a single retail registration fee, defined under this section, of the adult-use retail business. The city shall renew an annual registration of a retailer that otherwise meets city code and other criteria set forth herein, at the same time the Office renews the state license. Registration fees will not be prorated.

(f) *Registration conditions.* Registrants are subject to the performance standards and penalties in this section and other applicable code sections. Violations of any of the applicable provisions of this Section are considered a violation of city code and may result in criminal penalties, administrative fines or the city action on a registration. Additionally, a registration shall not be approved or renewed if the registrant is unable to meet the requirements of this ordinance.

(g) *Non-transferability.* Other than state approved transfers of ownership required by M.S.A. § 342.12, a registration is non-transferable. All registrations issued under this section are valid only on the premises for which the registration was issued. The transfer of any registration to another location is prohibited. If there is a change in the ownership of the license holder pursuant to M.S.A. § 342.12, the license holder must

notify the city of the change, along with submitting a copy of the newly transferred state issued license so that the city can update the registration.

(h) *Initial compliance check.* For all new and renewal registrations, the city shall conduct a preliminary compliance check to ensure compliance with this ordinance and to obtain proof of compliance with required criminal history checks on applicant's employees as required by M.S.A. § 342.151.

(i) *Signage.* Notice of the legal sales age and age verification requirements must be posted at each location where registered products are offered for sale. The required signage, which shall be provided to the applicant by the city, must be posted in a manner that is clearly visible to anyone who is or is considering making a purchase. On-site signs advertising the business must comply with the city's sign code.

(j) *Certification.* Pursuant to M.S.A. ch. 342, within 30 days of receiving a copy of a state license application from the office or pre-approval certification from the office, the city shall certify, on a form provided by the office, whether a proposed retail business complies with local zoning ordinances, state fire code and building code, and if applicable, local registration requirements. If a renewal and the office has started licensing pursuant to M.S.A. ch. 342, the city shall renew an annual registration of a state-licensed cannabis retail business or lower-potency hemp edible retailer to correspond when the office renews the business' state license. A state-licensed retail business shall apply to renew its registration on a form established by the city. Any renewal retail registration fee imposed by the city shall be charged at the time of the second renewal and each subsequent renewal thereafter. A renewal retail registration fee shall not exceed the limits set forth in state statute, as amended from time to time.

(k) *Basis for recommendation of denial of license.* Upon notice of application of license or pre-approval certification from the office from the office related to a retail business anticipated herein, any of the following reasons are grounds for recommending denial of licensing to the office or denying registration, except as may otherwise be provided by law:

(1) The proposed use does not comply with the zoning ordinance.

(2) The proposed use does not comply with health, building, maintenance or other provisions of the city code, fire code or state law.

(3) The applicant has failed to pay all of the appropriate fees related to the registration.

(4) The applicant is under the age of 21 years.

(5) The applicant has made fraudulent statements, misrepresentations, not fully disclosed information or made false statements in the application or investigation for or in the course of the applicant's business.

(6) The applicant is prohibited by federal, state or other local law, ordinance or other regulation, from holding such a registration.

(7) If the applicant is applying for a cannabis retailer business, the applicant is applying for a location in an area that is prohibited for such use by state law or the city zoning code or where the property line is within 1,000 feet of the property lines of a school, or within 500 feet of the property lines of a day care, residential treatment facility, or within 500 feet of a public park where there is an attraction within that park that is regularly used by minors, including playgrounds and athletic fields.

(8) The applicant's application, if granted, would result in more than the allowable number of cannabis business retailers under city code and specifically in this chapter.

The city shall immediately notify the retailer in writing the grounds for its decision.

(l) *Basis for suspension of registration.* A registration may be suspended if:

(1) It does not comply with the zoning ordinance.

(2) It is a cannabis retail business and the location is in an area that is prohibited for such use by state law or the city zoning code or where the property line is within 1,000 feet of the property lines of a school, or within 500 feet of the property lines of a day care, residential treatment facility, or within 500 feet of a public park where there is an attraction within that park that is regularly used by minors, including playgrounds and athletic fields.

(3) It does not comply with health, building, maintenance or other provisions of the city code, fire code or state law.

(4) It poses an immediate threat to the health or safety of the public.

(5) It operates illegally under state law or city code or exceeds the allowable number of retailers, if applicable.

(6) It sells to customers under the age of 21 years.

(7) It sells or offers for sale products not complying with labeling or packaging requirements set forth in state law or sells or offers to sell products outside scope of state license.

The city shall immediately notify the retailer in writing the grounds for the suspension.

SECTION 4. City Code of Ordinances, Chapter 6, BUSINESS AND LICENSING, ARTICLE III. – SPECIFIC BUSINESS OPERATIONS, DIVISION 10. – ADULT-USE CANNABIS RETAILERS AND LOWER-POTENCY HEMP EDIBLE RETAILERS, Section 6-380. – Limit on registrations. is hereby amended by adding the following underlined text and deleting the following ~~stricken-through~~ text:

Sec. 6-380. - Limit on registrations.

(a) *Lower-potency hemp edible retailer.* The city has not established a limit on the number of lower-potency hemp edible retailer registrations.

(b) *On-site intoxication hemp product retailer.* The city has not established a limit on the number of onsite lower-potency hemp edible retailer registrations other than requiring these businesses to have up-to-date on-sale liquor license.

(c) *Cannabis retailer businesses.* The city has established a limit of four cannabis retail business registrations available at one time. A cannabis retailer operating under a tribal compact or a tribally-issued license or registration ("tribal cannabis retailer") ~~must register~~ is not required to register with the city. The tribal cannabis retailer registration will ~~not~~ count toward the number of available city registrations. Tribal cannabis retailers must comply with any and all regulations on tribal cannabis retail locations set forth in state law or under a tribal compact or a tribally-issued license or registration.

(d) *First come, first served.* Applications for registration will be processed on a first-come, first-served basis based on the city receiving a complete application and payment of all fees. Applications will be considered complete when all materials in section 6-378 are received by the city and include all required information.

SECTION 5. City Code of Ordinances, Chapter 10, LAND USE AND DEVELOPMENT, ARTICLE I. – IN GENERAL, Section 10-2. – Definitions. is hereby amended by adding the following underlined text and deleting the following ~~stricken-through~~ text:

Section 10-2. – Definitions.

The following words, terms and phrases, when used in this chapter, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

…

Cannabis business means any of the following licensed under this M.S.A. ch. 342 and as defined in M.S.A. § 342.01, as amended from time to time:

(1) Cannabis microbusiness;

(2) Cannabis mezzobusiness;

(3) Cannabis cultivator;

(4) Cannabis manufacturer;

(5) Cannabis retailer;

(6) Cannabis wholesaler;

(7) Cannabis transporter;

(8) Cannabis testing facility;

(9) Cannabis event organizer;

(10) Cannabis delivery service;

(11) ~~Medical cannabis combination business.~~Cannabis macrobusiness.

Cannabis retail business means any of the following licensed under M.S.A. § 342.10:

(1) Cannabis microbusiness;

(2) Cannabis mezzobusiness;

(3) Cannabis retailer; and

(4) ~~Medical cannabis combination business.~~Cannabis macrobusiness.

Cannabis macrobusiness means an entity licensed by the OCM as a cannabis macrobusiness pursuant to M.S.A. § 342.515, as amended from time to time.

…

Lower-potency hemp edibles means any product that:

(a)(1) Is intended to be eaten or consumed as a beverage by humans;

(2) Contains hemp concentrate or an artificially derived cannabinoid, in combination with food ingredients;

(3) Is not a drug;

(4) Does not contain a cannabinoid derived from cannabis plants or cannabis flower;

(5) Is a type of product approved for sale by the office or is substantially similar to a product approved by the office, including but not limited to products that resemble nonalcoholic beverages, candy, and baked goods;

And meets either of the requirements of below (b)(1) or (b)(2):

(b)(1) A product that:

a. ~~Consists of servings that contain no more than five milligrams of delta-9 tetrahydrocannabinol; no more than 25 milligrams of cannabidiol, cannabigerol, cannabinol, or cannabichromene; any other cannabinoid authorized by the office; or any combination of those cannabinoids that does~~

~~not exceed the identified amounts;~~ is not intended to be consumed as a beverage and consists of servings that contain no more than five milligrams of delta-9 tetrahydrocannabinol; is intended to be consumed as a beverage and contains no more than ten milligrams of delta-9 tetrahydrocannabinol in a single container; is intended to be consumed in any approved manner and consists of servings or a container that contain up to 100 milligrams of cannabidiol, up to 100 milligrams of cannabigerol, up to 100 milligrams of cannabinol, or up to 100 milligrams of cannabichromene, or any combination of cannabidiol, cannabigerol, cannabinol, and cannabichromene as long as the combination or the individual amounts of each cannabinoid does not exceed 400 milligrams; is intended to be consumed in any approved manner and contains no more than the established limit of any other cannabinoid authorized by the office; or is intended to be consumed in any approved manner and contains any combination of those cannabinoids that does not exceed the identified amounts for the applicable product category;

b. Does not contain more than a combined total of 0.5 milligrams of all other cannabinoids per serving; and

c. Does not contain an artificially derived cannabinoid other than delta-9 tetrahydrocannabinol, except that a product may include artificially derived cannabinoids created during the process of creating the delta-9 tetrahydrocannabinol that is added to the product, if no artificially derived cannabinoid is added to the ingredient containing delta-9 tetrahydrocannabinol and the ratio of delta-9 tetrahydrocannabinol to all other artificially derived cannabinoids is no less than 20 to one; or

(2) A product that:

a. Contains hemp concentrate processed or refined without increasing the percentage of targeted cannabinoids or altering the ratio of cannabinoids in the extracts or resins of a hemp plant or hemp plant parts beyond the variability generally recognized for the method used for processing or refining or by an amount needed to reduce the total THC in the hemp concentrate; and

b. Consists of servings that contain no more than five milligrams of total THC.

…

~~*Medical cannabis combination business* means an entity licensed by the OCM as a medical cannabis combination business pursuant to M.S.A. § 342.515, as amended from time to time.~~

…

SECTION 6. EFFECTIVE DATE. This Ordinance shall, in accordance with the provisions of Section 2.14 of the Mankato City Charter, become effective thirty (30) days after publication of notice of its adoption.

Passed and adopted this ____ day of ____, 2026

By:_____
Najwa Massad, Mayor

Attest: _____

Renae Kopischke, City Clerk

AGENDA RECOMMENDATION

Consent Calendar **5. H.**

City Council Regular Meeting
Meeting Date: 11/09/2026

Agenda Item:
Set December 14, 2026, as the date of public hearing to consider dissolving the Housing and Redevelopment Authority of Mankato, Minnesota.

Recommendation/Action(s):
Set date of Public Hearing.

Summary:
On September 28, 1966, the City Council established the Housing and Redevelopment Authority of and for the City of Mankato pursuant to Minnesota Statutes, Chapter 469.

On June 23, 1997, the City established the Economic Development Authority of Mankato (EDA). Subsequently, the City Council adopted Resolution No. 97-0623-157, transferring the powers, duties, and responsibilities of the HRA to the EDA, including the activities, programs, operations, control, and authority of the HRA before dissolving the HRA.

However, subsequent research identified that certain real properties continued to be titled in the name of the HRA, and there was no record of those properties having been formally transferred prior to the HRA's dissolution.

To address this outstanding property ownership issue, the City Council adopted a resolution on February 24, 2025, temporarily re-establishing the HRA pursuant to Minnesota Statutes, Chapter 469. The purpose of the re-establishment was to provide the legal authority necessary to transfer properties still titled in the HRA's name.

With the temporary re-establishment of the HRA, staff have been working to resolve the remaining property ownership matters, so the HRA can be dissolved again.

The City Council has determined that there is no longer an independent purpose for

the HRA to exist, as its powers, duties, and responsibilities have previously been transferred to the EDA.

The dissolution is intended to complete the purpose for which the HRA was temporarily re-established in February 2025. The EDA will continue to exercise the housing and redevelopment powers previously transferred to it, in addition to its existing economic development authority.

All required statutory procedures, approvals, and documentation will need to be completed, including submission of the appropriate certified resolution to the Minnesota Department of Employment and Economic Development (DEED), as applicable, and satisfaction of the requirements under Minnesota Statutes, Chapter 469.

Staff recommend the City Council establish December 14, 2026, as the date for a public hearing to consider dissolution of the Housing and Redevelopment Authority of Mankato, Minnesota, and direct staff to provide the required public notice and prepare the necessary documentation and resolutions for consideration by the City Council.

Staff is proposing a coordinated schedule involving the HRA and City Council to complete the remaining property transfers and subsequent dissolution of the HRA. Attached to this memo are the next steps and timeline.

Attachments

Timelines

DISSOLVING THE HOUSING AND REDEVELOPMENT AUTHORITY OF MANKATO, MINNESOTA

NEXT STEP

Following completion of the property conveyances, staff will work with the City Attorney to bring forward the necessary documentation and resolutions for City Council consideration to dissolve the HRA for a second time.

This will complete the purpose for which the HRA was temporarily re-established in February 2025 and ensure that all remaining HRA-owned properties have been properly conveyed before dissolution.

PROPOSED TIMELINE

To accomplish the property transfers and subsequent dissolution of the HRA prior to the end of the year, staff is proposing the following schedule:

November 9, 2026

- HRA will meet to establish December 7, 2026, as the date for a public hearing to consider conveying all remaining HRA-owned properties to the City of Mankato.
- Under the City Council Consent Calendar, the City Council will establish December 14, 2026, as the date for a public hearing to consider dissolution of the HRA.

November 10, 2026

- Publish the required public hearing notice for the December 7 HRA property transfer hearing.
- Publish the required public hearing notice for the December 14 City Council HRA dissolution hearing.

December 7, 2026

- The HRA will convene a meeting.
- Conduct the public hearing to consider conveying all remaining HRA-owned properties to the City of Mankato.
- Consider and adopt a resolution authorizing the transfer of the remaining properties to the City.

December 14, 2026

- Under the City Council Consent Calendar, the City Council will consider accepting the conveyance of the remaining HRA-owned properties to the City of Mankato.
- The City Council will conduct the public hearing to consider dissolution of the HRA and consider the resolution dissolving the HRA.
- The HRA will convene a meeting to consider and accept the resolution dissolving the HRA and take any necessary action to complete the dissolution process.

December 15, 2026

- Record the Quit Claim Deeds with the Blue Earth County Recorder.

AGENDA RECOMMENDATION

Planning Commission **6. A.**

City Council Regular Meeting
Meeting Date: 11/09/2026

Agenda Item:

Resolution approving a Conditional Use Permit to allow apartments above the ground-floor in the CBD-C, Central Business District Core (100 and 112 East Walnut Street); by request of Jon Kietzer.

Recommendation/Action(s):

At the October 18, 2026, Planning Commission meeting, the Planning Commission recommended approval of the conditional use permit.

Summary:

Jon Kietzer of Landmark Assets, has applied for a conditional use permit to allow apartments above the first floor in the CBD-C, Central Business District Core, zoning district. The subject property is addressed at 100 and 112 E. Walnut Street and is legally described as the Southerly 22 Feet of Lot 5, Block 14, Map of Mankato.

The applicant's narrative states that the intent is to convert the second-floor office space into three new dwelling units. The first-floor tenants, "Flask", a bar restaurant, and "The Title Team", a real estate closing office, will remain. No physical expansion of the footprint is proposed, and no exterior work is shown on the plans. The applicant's narrative indicates that exterior work will be limited to that work required for life safety and egress purposes as required by the building code. The narrative indicates that lighting will be added at the residential entry, and a condition of approval is included herein that, if exterior lighting is installed, it shall comply with the code criteria.

Five parking stalls are required for the proposed use, which will be a decrease in the current office usage parking demand. The property is currently part of the Special Service Parking District, and based on calculations, it is estimated that the parking assessment for the new use will decrease. The narrative indicates that bicycle storage will also be provided.

Floor plans for the proposed conversion show a three-bedroom unit and a one-bedroom unit on the western side of the second floor. The eastern side of the second floor shows a two-bedroom unit.

Attachments

Resolution
General Location Map
Aerial
Floor Plans - West Side
Floor Plans - East Side
Narrative

RESOLUTION OF THE MANKATO CITY COUNCIL GRANTING A CONDITIONAL USE PERMIT UNDER THE MANKATO ZONING ORDINANCE

WHEREAS, the applicant of the following property located in the City of Mankato, to wit:

The southerly 22 feet of Lot 5, Block 14, Map of Mankato (PID R010907381013 and 100, 110, & 112 E. Walnut St). Abstract

Has applied for a Conditional Use Permit to allow apartments above the ground floor in the CBD-C, Central Business District Core, zoning district; and

WHEREAS, the Planning Agency of the City of Mankato has completed a review of the application and made a report pertaining to said request (CY 47-26), a copy of which has been presented to the City Council; and

WHEREAS, the Planning Commission of the City, on the 28th day of October, 2026, following proper notice, held a public hearing regarding the request, and following said public hearing, adopted a recommendation that the request for a conditional use permit be approved; and

WHEREAS, the minutes of such public hearing and recommendation of the Commission have been presented to the City Council; and

WHEREAS, based upon the Planning Agency report, minutes, and recommendation, the City Council hereby finds that:

1. The use, apartments located above the ground floor, is one of the conditional uses listed in CBD-C, Central Business District Core zoning district.
2. The request is in keeping with the comprehensive planning policies of the City as identified uses and policies associated with each use are outlined.
3. The proposed use, when considered with the recommended conditions, does not interfere with or diminish the use of property in the immediate vicinity.
4. The property is currently served by public facilities and services.
5. The proposed use does not cause undue traffic congestion.
6. There are no impacts on natural or environmental features.
7. The proposal will not cause a negative cumulative effect, when considered in conjunction with the cumulative effect of various special uses of all types on the immediate neighborhood, and the effect of the proposed type of conditional use upon the city as a whole.
8. The proposal complies with all other applicable regulations of the district in which it is located and other applicable ordinances.
9. The proposal will not jeopardize the public's health, safety, or general welfare, and conditions of approval are outlined here to address operational issues that may present themselves with the proposed use.

NOW, THEREFORE BE IT RESOLVED by the City Council of the City of Mankato that the conditional use permit to allow apartments above the ground floor in the CBD-C, Central Business District Core zoning district be approved subject to the following conditions:

1. The applicant shall petition the Special Service District for the necessary parking for the development.
2. The applicant shall obtain a rental license prior to occupancy.
3. A building permit shall be obtained prior to any activity occurring on the site.
4. Parking assessments and stall locations will be addressed and managed in conformance with the standards of the Special Service District, the Mankato City Code and per the Ordinance establishing said district.
5. If new exterior lighting is provided, it shall comply with the Mankato City Code.

This resolution shall become effective immediately upon passage.

Dated this _____ day of _____, 2026.

_____
Najwa Massad
Mayor

ATTEST: _____
Renae Kopischke, MMC
City Clerk

General Location Map



N W E S

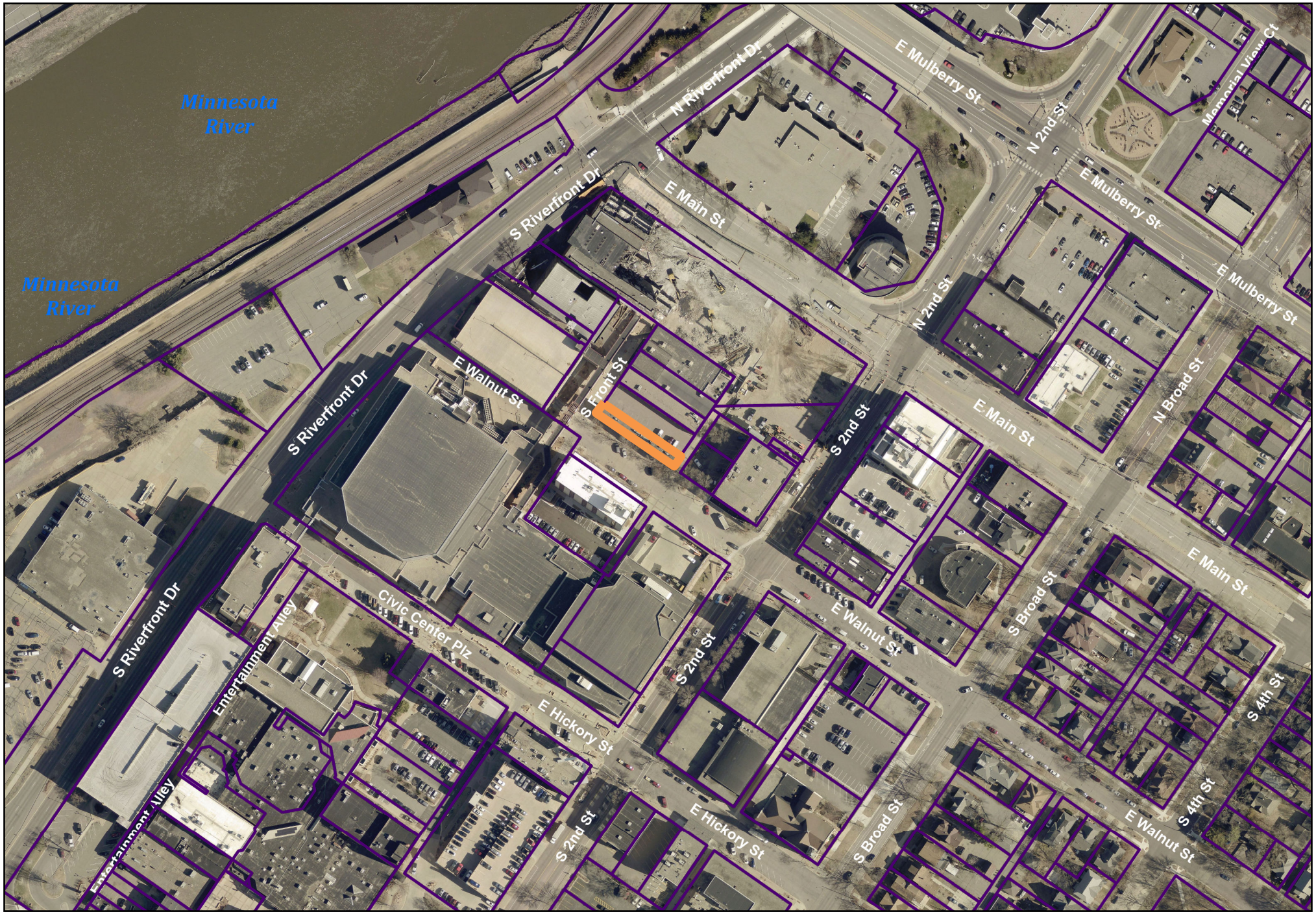
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Produced by: City of Mankato GIS
Published: October 6, 2026

Mankato — Leading the way...

Aerial Map



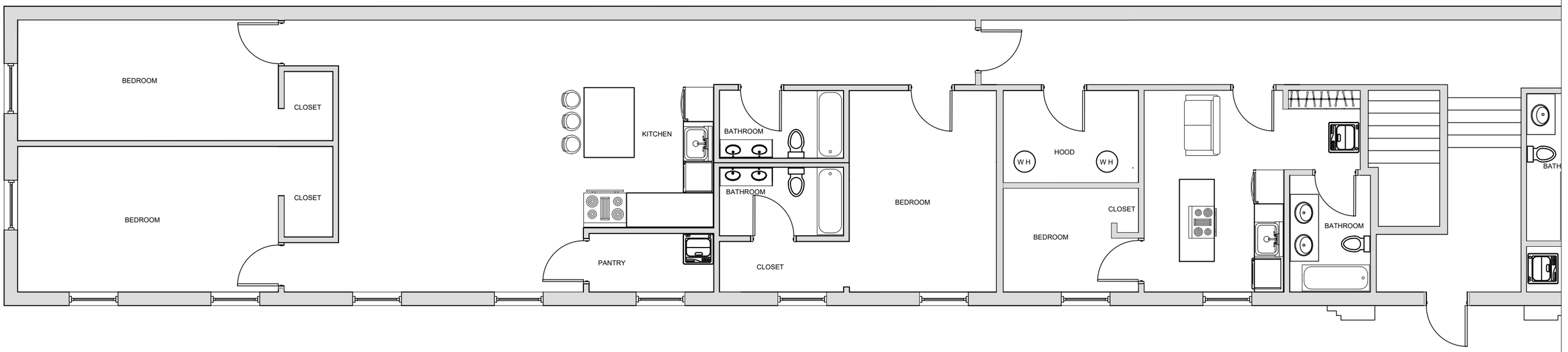
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City of Mankato — Leading the way...



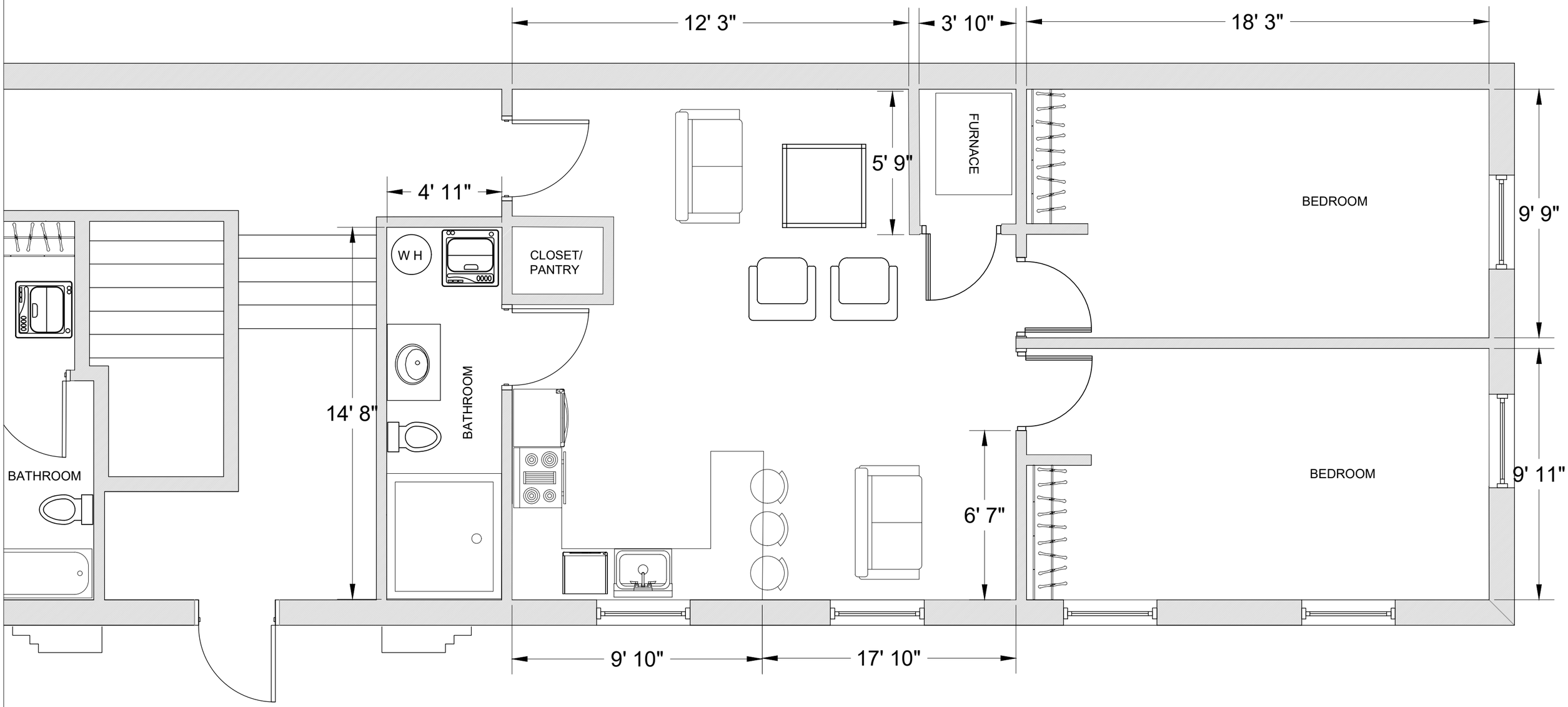
PROPOSED APARTMENT

LaSalle Building

100 E Walnut St

Mankato MN 56001

WEST SIDE



PROPOSED APARTMENT

LaSalle Building

100 E Walnut St

Mankato MN 56001

EAST SIDE

NARRATIVE STATEMENT

Application for Conditional Use Permit

Conversion of Second-Floor Office Space to Three Upscale Dwelling Units

To: Community Development Director, Planning Commission, and City Council

Applicant / Owner: Landmark Assets, LLC, Jon Kietzer, sole member, 931 Madison Avenue, Mankato, MN 507-345-1599

Property: 100 E Walnut Street, Mankato, MN 56001 (the LaSalle Building)

PID: R01.09.07.381.013

Zoning District: District in which upper-story dwellings are a listed conditional use. No rezoning is requested; only a CUP is required.

Present Use: Ground floor: Flask bar and restaurant, and The Title Team (real estate closing office). Second floor: professional office space proposed for conversion.

Proposed Use: Ground-floor commercial/office use to remain; second floor converted to three upscale apartments: one 1-bedroom/1-bath, one 2-bedroom/1-bath, and one 3-bedroom/2-bath.

Intended Occupancy: Young professionals and graduate students seeking quality downtown housing. Not a high-occupancy undergraduate rooming house.

Property Manager: KCPM, LLC d/b/a Landmark Manager, 931 Madison Avenue, Mankato, MN 507-345-1599. Local multifamily operator with more than ten years of experience; an established City of Mankato rental licensee.

Variance Requested: None.

I. Purpose of the Request

The Applicant respectfully requests a Conditional Use Permit to convert existing second-floor office space into three (3) independent, upscale dwelling units within the LaSalle Building at 100 E Walnut Street (PID R01.09.07.381.013). Ground-floor tenants Flask bar and restaurant and The Title Team, a real estate closing office, will remain. No expansion of the building footprint is proposed.

Downtown Mankato is in the middle of a shift from a largely nine-to-five employment district to a walkable place where people live, work, and spend evenings. Hotel Mankato — the AC by Marriott and Element by Westin project on Main Street between Riverfront Drive and Second Street — is the most visible piece of that shift: a roughly $100 million hospitality investment with skyway access to the Mayo Clinic Health System Event Center, a rooftop restaurant, and hundreds of new rooms. The city's broader downtown strategy aims at several hundred additional multifamily units so those streets stay active after the workday ends.

That strategy only works if people can actually live downtown. The LaSalle Building sits on East Walnut Street, a short walk from the Mayo Clinic Health System Event Center, Hotel Mankato, restaurants, and the rest of the city-center block. Upper-story office space that sits quiet after 5:00 p.m. does not help that block. Three well-finished apartments aimed at young professionals and graduate

students put residents in the building, support nearby businesses, and reuse a structure the City already serves with streets and utilities. This request is submitted pursuant to Mankato City Code Chapter 10, Article X, and is intended to meet the standards of Section 10-1883.

II. Project Description

The LaSalle Building at 100 E Walnut Street is an existing downtown mixed-use building. The ground floor contains 3,454 square feet and is occupied by Flask and The Title Team. The second floor is finished office space, reached by stair only — the building has no elevator. The Applicant proposes to remodel that floor into three dwelling units totaling approximately 2,161 square feet of residential area:

Unit A — 1 bedroom / 1 bathroom. Approximately 493 square feet. Compact professional or graduate unit: full kitchen, living area, bedroom, one bath, and in-unit washer and dryer. Suited to a single occupant or couple.

Unit B — 2 bedroom / 1 bathroom. 678 square feet. Second bedroom usable as a home office, guest room, or roommate arrangement for two working adults. In-unit washer and dryer.

Unit C — 3 bedroom / 2 bathroom. Approximately 990 square feet. The largest unit, with a second bath so two working adults or a small household can share the space without the wear of an undergraduate suite. In-unit washer and dryer. Marketed to professionals, graduate students, or a small household — not as a five-person rooming unit.

Each unit will be a complete housekeeping unit with kitchen, bath, living area, sleeping area, and its own washer and dryer. Finishes will be above a standard student-rental package: quality flooring and counters, updated lighting and hardware, high-speed internet ready, and dedicated in-unit laundry. The intent is a product that can compete with newer downtown buildings such as Silos Apartments and with the residential component of projects now planned around Front Street and the civic-center block — small in count, high in quality.

Units will be separately metered for electric and gas to the extent required by City utility policy. Access to the apartments is by the existing stair. Common systems (entry, stairs, trash, mail) will meet Minnesota State Building Code standards for mixed-use occupancy, including fire separation between residential and non-residential uses, means of egress, smoke and carbon-monoxide detection, and sound attenuation so ground-floor commerce and upstairs living can coexist.

Exterior changes will be limited to what the Building Official requires for residential egress (for example, window wells or relocated windows if a bedroom needs a code-compliant opening) plus lighting at the residential entry and bicycle storage. No elevator will be added. The street-facing commercial frontage of Flask and The Title Team, and the overall building massing, will be unchanged. Construction will occur primarily from the interior.

The Applicant will obtain a City rental license before occupancy and will comply with the occupancy limits that apply to the zoning district (in higher-density and office-residential districts, generally a family or up to five individuals). Day-to-day operations will be handled by KCPM, LLC, doing business as Landmark Manager, 931 Madison Avenue, Mankato (507-345-1599). Landmark Manager has

operated multifamily housing in Mankato for more than a decade and is already known to the City's rental-licensing and inspections staff. It will lease the units to young professionals and graduate students, assign parking, enforce quiet hours and trash rules, receive maintenance calls, and serve as the City's and neighbors' point of contact. That is a different operating model from an owner-absent student house.

III. Market and Downtown Context

The City's 2025 Comprehensive Housing Needs Analysis projects demand on the order of 6,500 new housing units in Mankato through 2035, including roughly 2,400 apartments. Market-rate rental vacancy in the two-county area has been reported near 2.6 percent; student-oriented market-rate vacancy has been reported under 1 percent. Housing is Goal 1 in the City's strategic plan. Those figures are citywide. Downtown has an additional problem: too little housing of the quality that keeps graduates and early-career workers in the city center instead of sending them to the Hilltop, to North Mankato, or out of the region.

Public reporting on downtown's small-area strategy has described a target of 800 or more new multifamily units over time, with walkability and evening activity as the point of the exercise. Hotel Mankato is the hospitality anchor of that strategy. Other approved or advancing work — Silos Apartments in Old Town, Front Street Place with on the order of 160 apartments above retail, and additional infill — shows the City has already accepted the premise that downtown needs residents, not just office workers and event visitors.

Minnesota State University, Mankato is a short trip from Walnut Street. Graduate students and young professionals who work downtown, at the university, in health care, or at the Event Center and professional offices around Main, Second, and Riverfront are the tenants these units are built for. A 493-square-foot 1-bedroom, a 678-square-foot 2-bedroom, and a 990-square-foot 3-bedroom give that market three sizes, each with in-unit laundry, without turning the second floor into a high-occupancy student house. Three units will not satisfy the housing study. They will put three households in the LaSalle Building on a walkable block that should not go dark when the offices close.

IV. Findings Addressing Section 10-1883 Standards

The Planning Commission and City Council may recommend and grant a conditional use permit only upon written findings as to each of the following standards. The Applicant offers the following responses.

Standard 1. The use is one of the conditional uses listed in the particular district.

Upper-story dwelling units are a listed conditional use in the district that applies to 100 E Walnut Street. The Applicant has confirmed with City staff that the zoning classification is correct for this conversion and that a conditional use permit — not a rezoning — is the required approval. The proposal keeps a principal non-residential use on the ground floor and places all three dwellings on the second floor of the LaSalle Building.

Standard 2. The use is in keeping with the comprehensive planning policies of the City.

The Land Use Plan supports mixed-use development, reuse of existing buildings, and housing close to jobs, transit, and services. The housing study and the City's strategic plan treat housing supply as a first-order problem. Downtown policy, reflected in recent Council actions on Hotel Mankato, Front Street Place, and other mixed-use projects, is to make the city center livable after 5:00 p.m. — walkable streets, hospitality, and residents who support retail.

Converting underused second-floor office space into three upscale apartments advances those policies without consuming vacant land, without demolition, and without removing street-level commercial space. It is the same mixed-use pattern the City has already endorsed at a larger scale, executed here as a small adaptive-reuse project.

Standard 3. The use does not interfere with or diminish the use of property in the immediate vicinity.

The building already exists. The change is internal. Ground-floor hours, customer access, and the commercial character of the street remain. Three households is a modest increment. Residential arrivals and evening occupancy are compatible with mixed-use surroundings and are generally quieter after business hours than a fully occupied office floor.

The units are finished and leased for professional and graduate occupancy, not as a high-turnover undergraduate house. Landmark Manager (KCPM, LLC) will enforce lease terms on occupancy, parking, quiet hours, and refuse. The Applicant will manage trash internally, screen any new mechanical equipment, and keep residential lighting directed onto the property. Construction will be scheduled to limit disruption to neighboring businesses. The use will not generate industrial noise, odor, outdoor storage, or late-night commercial assembly.

Standard 4. The use can be adequately served by public facilities and services.

The property is already connected to municipal sanitary sewer, water, storm sewer, electric, gas, police, fire, and refuse service. Three dwelling units will increase water and sewer demand modestly compared with occupied offices. The Applicant will coordinate with City Utilities on any required separate metering, connection or availability charges, and capacity confirmation, and will complete any building-side upgrades the Building Official requires.

Fire protection will be reviewed with the change-of-occupancy building permit. [Note whether the building has or will receive a fire sprinkler system, alarm system, and a second means of egress.] Solid waste will be handled with [shared dumpster / individual totes] in a location already used for commercial service or as approved by Public Works.

Standard 5. The use does not cause undue traffic congestion.

Three apartments generate a small number of daily vehicle trips — on the order of two dozen weekday trips for a building of this size, many of them off-peak or reverse-peak relative to office use. Replacing office occupancy with residences typically reduces midday parking demand and adds modest evening and weekend activity, which is the traffic pattern downtown policy is trying to produce.

The intended tenants — young professionals and graduate students — are the household type most likely to walk, bike, or use transit for some trips once downtown has a hotel, restaurants, events at the civic center, and daily services within a short walk. Residents will park in the City lot behind the LaSalle Building and/or in the Civic Center Parking Ramp under Core Block permits, in the stall count the CBD / Core Block rules require for this CUP. No new curb cut is proposed. Flask already operates on the ground floor; the apartments add no drive-through, loading dock, or new high-turnover commercial use.

Standard 6. The use preserves significant historical and architectural resources.

[If the building is not historic:] The building is not designated on a local or National Register historic list to the Applicant's knowledge. Exterior alterations will be minimal and will not remove character-defining features. Interior remodeling will not change the public face of the street.

[If the building is historic or in Old Town / a design overlay:] The Applicant will retain the existing façade, storefront rhythm, and roofline. Any new windows or an added residential entry will be compatible with the building's period and materials and will be submitted for [Certificate of Design Compliance / staff design review] as required. Occupied upper floors are a preservation tool: buildings that earn rent are maintained.

Standard 7. The use preserves significant natural and environmental features.

The project is an interior conversion of an existing building on an already-developed lot. No wetlands, floodplain fill, tree removal, or increase in impervious surface is proposed. Stormwater patterns will not change. Reuse of an existing structure is preferable to three new units on a greenfield site.

Standard 8. The use will not cause a negative cumulative effect on the immediate neighborhood or the City as a whole.

Three units is a small addition next to the housing-study gap and next to the several hundred downtown units already planned. The cumulative effect of putting residents over existing commercial space is the effect the City is seeking: more evening activity, more customers for downtown businesses, and less vacant upper-story space. The project does not remove housing, does not convert a residential block to commercial use, and does not concentrate a high-impact use. Leasing to professionals and graduate students rather than packing the 3-bedroom as a five-person undergraduate unit further limits neighborhood wear.

Standard 9. The use complies with all other applicable regulations of the district and other ordinances, except as modified by variance or planned development.

The Applicant will comply with zoning bulk standards applicable to the existing building; off-street parking and loading standards in Article X, Divisions 5 and 6, including any CBD reduction or in-lieu option and any condition the Council attaches to this CUP; Minnesota State Building Code change-of-occupancy requirements; City rental licensing and occupancy limits; utility connection and metering policy; and any overlay standards that apply to the parcel.

No variance is requested with this application. Parking will be met through Core Block / CBD arrangements described in Section V rather than by a dimensional variance.

V. Parking and Circulation

City Code generally requires two off-street spaces per dwelling unit for multifamily residential uses, subject to district-specific reductions in the Central Business District and to shared-parking rules for mixed-use buildings. Three units therefore point to six stalls unless CBD-C (no requirement for permitted uses, though the Council may condition a CUP), CBD-F (one-half the ordinary standard unless the CUP specifies otherwise), or a shared-parking calculation applies.

The 3-bedroom unit does not automatically mean three cars. The unit will be leased as an upscale household for professionals or graduate students, with occupancy capped by rental licensing. Parking will be assigned by unit so the 1-bedroom and 2-bedroom are not competing with an oversized assignment to the 3-bedroom.

The LaSalle Building is inside the City's Core Block Parking District, on East Walnut Street immediately adjacent to the municipal lot behind the building and a short walk from the Civic Center Parking Ramp (125 S Riverfront Drive). Flask, on the ground floor, already sits next to that ramp. The Applicant will not construct a new private parking lot. Instead, the Applicant requests that the number of stalls required under the core / CBD parking standards applicable to this CUP be satisfied by reserved or contracted use of:

(a) existing stalls in the City parking lot immediately behind the LaSalle Building; and/or

(b) reserved or non-reserved permit stalls in the Civic Center Parking Ramp.

Core Block addresses qualify for the City's downtown ramp-permit program, including non-reserved permits at no monthly charge and reserved 10-hour or 24-hour stalls at the published Core Block rates. Landmark Manager will assign stalls to the three units, include the assignment in each lease, and hold the City parking agreement. Bicycle parking will be provided at the building. The Applicant will accept a CUP condition stating the stall count staff calculates under the applicable CBD / Core Block rule, and identifying the lot, the ramp, or a split between the two, before residential occupancy.

This arrangement uses parking the City already owns and operates, keeps the Walnut Street frontage walkable, and matches how other downtown residences and businesses in the Core Block meet their parking obligation. No new curb cut is proposed.

VI. Construction, Operations, and Conditions the Applicant Will Accept

The Applicant is prepared to accept reasonable conditions typical of similar approvals, including:

1. Recording of the CUP with Blue Earth County before building permits are issued or the residential use begins.

2. Building-permit review and inspections for change of occupancy to mixed-use / residential.

3. Fire-separation, alarm, egress, and any sprinkler requirements determined by the Building Official and Fire Marshal.

4. Rental license prior to occupancy; compliance with district occupancy limits; professional management by KCPM, LLC d/b/a Landmark Manager, 931 Madison Avenue, Mankato, 507-345-1599; leasing consistent with the professional / graduate-student market described in this narrative.

5. The number of parking stalls required under the applicable CBD / Core Block standard shall be under contract or permit in the City lot behind the LaSalle Building and/or the Civic Center Parking Ramp before residential occupancy. Landmark Manager shall assign stalls by unit.

6. Trash and recycling enclosed or screened; no outdoor storage of household goods.

7. Exterior lighting shielded and directed onto the property.

8. Construction hours consistent with City ordinance; notice to neighboring businesses before major interior demolition if staff requests it.

9. Separate utility metering or billing as required by City policy.

Residential use is 24-hour occupancy by nature. It is not a late-night commercial assembly use. Quiet-hours language in the leases will be enforced by KCPM, LLC d/b/a Landmark Manager, a Mankato operator with more than ten years of multifamily experience and an existing relationship with City rental licensing. Landmark Manager will be the responsible party for tenant screening, lease enforcement, and complaint response at 931 Madison Avenue, 507-345-1599.

VII. Conclusion

The proposal is a small interior conversion: one 1-bedroom, one 2-bedroom, and one 3-bedroom, finished for young professionals and graduate students, over ground-floor commercial space that stays in place, and operated by KCPM, LLC d/b/a Landmark Manager. It matches a listed conditional use, matches the City's housing and downtown-walkability policies, and can be served by existing utilities and streets. Hotel Mankato and the rest of the downtown investment program create the demand for exactly this kind of housing. Three professionally managed units will not fill the housing-study gap. They will put three households on a block that should not go dark when the offices close.

The Applicant respectfully requests that the Planning Commission recommend approval, and that the City Council grant a Conditional Use Permit, subject to the conditions listed above and any additional conditions the City finds necessary to protect the public health, safety, and welfare.

Respectfully submitted,

Jon Kietzer

Sole Member, Landmark Assets, LLC

September 22, 2026

AGENDA RECOMMENDATION

City Council Regular Meeting **7. A.**

Meeting Date: 11/09/2026

Agenda Item:

Motion revoking On-sale Intoxicating, Sunday, and Non-enclosed Premise (Patio) liquor license for Weggy's on Campus, LLC DBA Weggy's on Campus, per request of the Minnesota Department of Revenue.

Recommendation/Action(s):

Motion revoking liquor license effective November 10, 2026.

Summary:

On October 26, 2026, the City Clerk received notice from the Minnesota Department of Revenue requesting the city revoke the On-sale intoxicating, Sunday, and Non-enclosed premise (patio) license. This action must be completed within 30 days of receipt unless the city receives a clearance certificate from the Minnesota Department of Revenue.

As required, the City Clerk notified the licensee within 10 days of receipt, that this action would be placed on the November 9th City Council meeting agenda with a recommendation to revoke the license. The City Clerk also spoke to the license holder about this item.

AGENDA RECOMMENDATION

City Manager's Report **8. A.**

City Council Regular Meeting
Meeting Date: 11/09/2026

Agenda Item:
Resolution ordering the abatement of a hazardous structure and conditions, code violations, and public nuisances for a property located at 1515 4th Avenue.

Recommendation/Action(s):
Adoption of the attached resolution.

Summary:
Joyce Bosard, an individual, is the fee owner of the property located at 1515 4th Avenue. The City has received numerous complaints of nuisance and hazardous conditions at the property over the course of many years. The property is unoccupied.

On May 26, 2026, city staff inspected the exterior of the property, and found and documented numerous hazardous conditions. The wall and roof assemblies of the dwelling have been neglected to the point that structural failure is evident. Multiple areas of the exterior wall and roof covering, and windows have holes and rotten areas allowing moisture, insect, and varmint intrusions into the exterior wall system and the interior of the dwelling. A portion of the roof assembly has completely collapsed and has trees growing on the interior of the dwelling. The attached garage has evidence of rotten walls and roof covering allowing moisture, insects, and varmint intrusions into the exterior wall system and the interior of the attached garage.

A notice and order was posted on the property on July 24, 2026. The Notice and Order provided the following Findings of Fact:

The City finds the following conditions exist on the property as viewed from the exterior of the single-family dwelling and attached garage:

1. Exterior wall and roof assemblies associated with the single-family dwelling are failing. There are areas with holes allowing moisture, insects, and varmint intrusions.

2. Exterior wall and roof assemblies associated with the attached garage are failing. There are areas with holes allowing moisture, insects, and varmint intrusions.

These conditions render the building hazardous because they include one or more of the following:

- Structural instability or deterioration.
- Fire hazards.
- Unsanitary conditions.
- Defective electrical, plumbing, mechanical, or building systems.
- Dangerous conditions likely to cause injury or property damage.
- Vacancy and neglect resulting in deterioration.
- Other conditions constituting a public nuisance or threat to public safety.

Included in the Notice and Order were the corrective actions required to bring the property into compliance and the process for appealing the Order. The property owner did not appeal the order for corrective actions. The corrective actions are listed below:

- Repair the structure and eliminate all hazardous conditions.
- Secure the structure against unauthorized entry.
- Remove debris, rubbish, and hazardous materials from the property.
- Demolish and remove the structure if repairs are not feasible.
- Restore the property to a safe and sanitary condition.

City staff are recommending the attached Order to Abate the property. The property owner will be given 20 days to respond to the Abatement Order. The requirements included in the draft abatement order are consistent with the Notice and Order and are as follows:

- Repair the structure and eliminate all hazardous conditions.
- Secure the structure against unauthorized entry.
- Remove debris, rubbish, and hazardous materials from the property.
- Demolish and remove the structure if repairs are not feasible.
- Restore the property to a safe and sanitary condition.

If the property owner is able to address the issues listed above to the satisfaction of the City in the 20 days, it is possible no further action may be taken. Should the conditions persist, the order allows the City to go to the Court, following the 20 days to seek an order to abate the property, up to and including demolition.

Attachments

Resolution
General Location Map
Aerial Plan
Notice and Order
Building Official's Report
Draft Order to Abate

CITY OF MANKATO, MINNESOTA

RESOLUTION NO. _____

RESOLUTION ORDERING THE ABATEMENT OF HAZARDOUS STRUCTURE AND CONDITIONS, CODE VIOLATIONS AND PUBLIC NUISANCES AT 1515 4TH AVENUE IN THE CITY OF MANKATO, MN

FINDINGS

WHEREAS, Joyce Bosard, an individual, is the fee owner of the Property ("Fee Property Owners"), legally described as Lots 8 and 9 in Block 26, of Mankato City, Blue Earth County, State of Minnesota (the "Property"); and

WHEREAS, Goldie Bosard, an individual, is listed as an Alternate Taxpayer for the Property in county records (the "Alternate Taxpayer"); and

WHEREAS, the Fee Property Owners and Alternate Taxpayer collectively may be referred to herein as the "Property Owners"; and

WHEREAS, a single-family residence with an attached garage sits on the Property (the "Dwelling"); and

WHEREAS, the City has received numerous complaints of nuisance and hazardous conditions at the Property over the course of many years; and

WHEREAS, in March 2026 and again in May 2026, the City of Mankato's Building Official Thomas Krause (the "City Building Official") inspected the exterior of the Property, and found and documented numerous hazardous conditions of the Dwelling clearly visible from the outside and that pose a danger to public health and safety, as described in a Notice and Order for Removal of Hazardous Building which was delivered to the Property Owners and posted at the Property, and is attached hereto as Resolution Attachment A; and

WHEREAS, these documented conditions included failing exterior wall and roof assemblies on the Dwelling, including its attached garage; there are areas with holes allowing moisture, insects, and varmint intrusions, as described and shown in the City Building Official's report and photographs attached hereto as Resolution Attachment B; and

WHEREAS, these documented conditions represent health and safety hazards; and

WHEREAS, Resolution Attachments A and B will be incorporated into the Abatement Order as its Exhibits A and B; and

WHEREAS, the City provided the Property Owners with notice of the hazardous-building conditions and an opportunity to respond before the City Council considered this Resolution.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Mankato as follows:

I. APPLICABLE LAW.

A. City Code Violations.

Mankato City Code § 11-1 recognizes that one of the purposes of Chapter 11 of City Code, addressing Nuisances, is to "[d]etermine the responsibilities of owners and operators of dwellings and property for correction of nuisance conditions" and to "[p]romote the stabilization and maintenance of neighborhoods"; and

Mankato City Code § 11-2 defines "nuisance" as "any substance, matter, emission or thing which creates a dangerous or unhealthy condition or which threatens the public peace, health, safety or sanitary condition of the city or which is offensive or has a blighting influence on the community and which is found upon, being discharged from, or flowing from any street, alley, highway, railroad right-of-way, vehicle, railroad car, water, excavation, building, erection, lot, grounds or other property located within the city. The term 'nuisance' includes acts and omissions defined in this Code or by state law as nuisances";

Mankato City Code § 11-2 defines "dangerous structure" to mean "a structure which is potentially hazardous to persons or property, including, but not limited to: (1) A structure which is in danger of partial or complete collapse; or (2) A structure with any exterior parts which are broken, loose, or in danger of falling; or (3) A structure with any parts, such as floors, porches, railings, stairs, ramps, balconies or roofs, which are accessible and which are either collapsed, in danger of collapsing or unable to support the weight of normally imposed loads";

Mankato City Code § 11-2 defines nuisance building to mean "a vacant building or portion of a vacant building which has multiple housing code or building code violations or has been ordered vacated by the city or which has a documented and confirmed history as a blighting influence on the community";

Mankato City Code § 11-3 sets forth the conditions designated as Class I nuisances and includes:

> (1) Hazards generally. Things or conditions on the property which, in the opinion of the city inspector, may contribute to injury of any person present on the property, which shall include, but not be limited to, open holes, open foundations, open wells, dangerous trees or limbs or abandoned appliances…"
>
> (2) Fire hazards. A thing or condition on the property which, in the opinion of the city inspector, creates a fire hazard or which is a violation of the fire code.
>
> (3) Health hazards. A thing or condition on the property which, in the opinion of the city inspector, creates a health hazard or which is a violation of any health or sanitation law.

. . .

(5) Insects, rodents or pests. Conditions which are conducive to the presence, harborage or breeding of insects, rodents or other pests. . .”

(6) Nuisance buildings. Any building or portion of a building which is a nuisance as defined in this chapter.

(15) Dangerous structures. Any structure meeting the definition of the term "dangerous structure" in section 11-2.

(16) Other Conditions. Any other conditions whereby a substance, matter, emission or thing which creates a dangerous or unhealthy condition or which threatens the public peace, health, safety or sanitary condition of the city or which is offensive or has a blighting influence on the community and which is found upon, being discharged, or flowing from any street, alley, highway, railroad right-of-way, vehicle, railroad car, water, excavation, building, erection, lot, grounds or other property located within the city exists or is allowed to exist”;

Mankato City Code § 11-5 states that “[n]o person shall directly or indirectly or by omission create a nuisance, and no owner or responsible party shall allow a nuisance to remain upon or in any property or structure under his or her control.”

B. **City Code Enforcement.**

Mankato City Code §§ 11-11, 11-12 and 11-13 authorize pursuit of abatement processes to resolve nuisance conditions within the city and to assess any unpaid charges and administrative penalties for each type of order issued or work performed to abate the nuisance.

C. **State Law.**

Minnesota Statutes, section 463.15, subdivision 3 defines a “hazardous building” as “any building, which because of inadequate maintenance, dilapidation, physical damage, unsanitary condition or abandonment, constitutes a fire hazard or a hazard to public safety or health”;

Minnesota Statutes, sections 463.16 and 463.17, in addition to City Code, sections 11-11 and 11-12, authorize the City Council to order the owner of any hazardous building or property within the City to correct or remove the hazardous condition of the building or property or to raze or remove the building;

Minnesota Statutes, section 463.161 et seq., in addition to various sections of the Mankato City Code cited herein authorize the city to correct or remove a hazardous condition of any hazardous property if the owner of record fails to do so after a reasonable time and assess for the costs to do so;

Minnesota Statutes, section 463.161 et seq., in addition to City Code, authorize a city to correct or remove a hazardous condition of any hazardous property or building if the owner of record fails to do so after a reasonable time and the district court enters a judgment sustaining the city’s order;

Minnesota Rules, section 1300.0180 defines a building as unsafe "if it is structurally unsafe, not provided with adequate egress, a fire hazard, or otherwise dangerous to human life" and further expressly provides that all unsafe buildings are public nuisances that "must be abated by repair, rehabilitation, demolition, or removal according to Minnesota Statutes, sections 463.15 to 463.26."

II. FINDINGS

1. The City Council adopts, as factual findings, all of the above recitals in this Resolution.

2. Photographs taken by and findings of the City's Building Official document unsafe and dangerous conditions of the Dwelling, including failing exterior wall and roof assemblies on the Dwelling including its attached garage.

3. The Property and the Dwelling on the Property are hereby deemed hazardous, as that term is defined by Minnesota Statutes, section 463.15.

4. The Property and Dwelling are hereby deemed unsafe, as that term is defined by Minnesota Rules, section 1300.0180 based upon the professional opinion of the City's Chief Building Official.

5. The Property and Dwelling constitutes a public nuisance within the meaning of Minnesota Statutes, sections 609.74, 609.745, 617.81, Minn. R. 1300.0180, and Chapter 11 of Mankato City Code.

6. The Property Owners have had reasonable time in which to remedy the violations.

7. The City Attorney shall prepare an Abatement Order substantially similar to that attached hereto as Attachment C (the "Abatement Order").

8. City staff and consultants are further authorized to take all necessary and convenient steps to secure compliance with the requirements contained in the attached Abatement Order and may further effectuate the removal and abatement of the hazardous and nuisance conditions on the Property by court order or contract and shall subsequently facilitate assessment of the costs thereof against the Property in accordance with state and local laws.

9. The City Attorney and City staff are authorized to take all necessary legal steps to effectuate service of this Resolution and the Abatement Order, in the manner required by state or local law, including by posting the Abatement Order at the Property and by serving the Order on the owner of record, and any lienholders.

Adopted this ___day of _____, 2026.

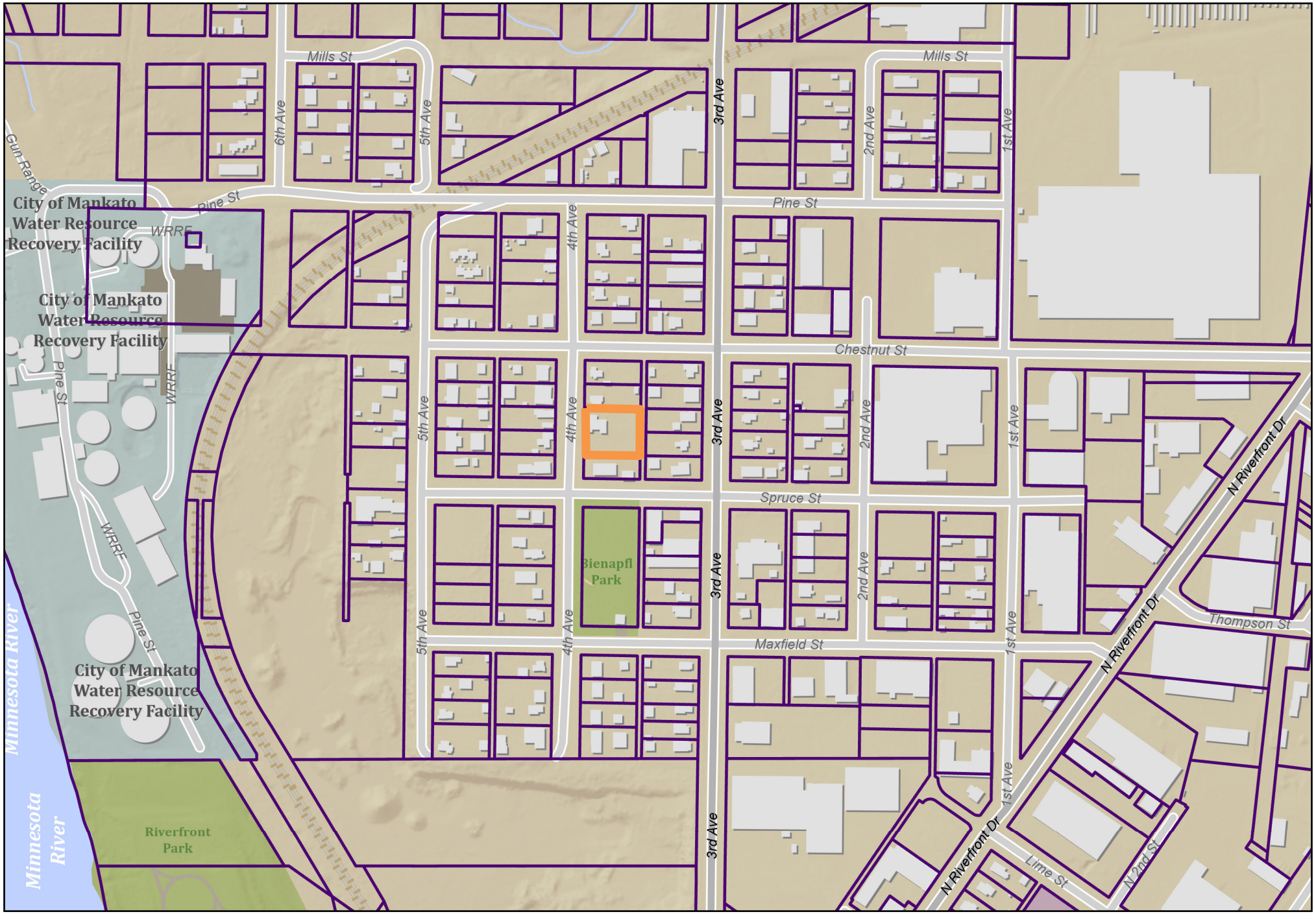
_____
Najwa Massad, Mayor

ATTEST:

_____
Renae Kopischke, City Clerk

(SEAL)

General Location Map



N W E S

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This information is to be used for reference purposes only. The City of Mankato does not guarantee accuracy of the material contained herein and is not responsible for misuse or misinterpretation.

Produced by: City of Mankato GIS
Published: November 3, 2026

Aerial Location Map



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Produced by: City of Mankato GIS
Published: November 3, 2026

MANKATO
Leading the way...

10 Civic Center Plaza
Post Office Box 3368
Mankato, MN 56002-3368

Phone: (507) 387-8600
Fax: (507) 388-7530
www.mankatomn.gov

NOTICE AND ORDER FOR REMOVAL OF HAZARDOUS BUILDING

CITY OF MANKATO, MINNESOTA
Community Development
10 Civic Center Plaza
Mankato, MN 56001

Property Address: 1515 4th Avenue

Parcel Identification Number (PID): R010907202003

Property Owner(s): Joyce Bosard **Alternate Taxpayer:** Goldie Bosard

Mailing Address: 132 Greystone Avenue N., Oakdale, MN 55128

Date of Notice: Monday, July 27, 2026

NOTICE

TO THE ABOVE-NAMED PROPERTY OWNER(S):

NOTICE IS HEREBY GIVEN that the City of Mankato has determined that the structure located at the above-referenced property constitutes a Hazardous Building pursuant to applicable provisions of Minnesota Statute Chapter 463 *Hazardous or Substandard Buildings* and the City of Mankato Code of Ordinances, Chapter 11, Section 11-2 Class I nuisances; *Dangerous structure* and *Nuisance building*.

Following inspection of the property by the Building Official and/or authorized representatives of the City, conditions were found that endanger the health, safety, and welfare of the public and occupants of the structure.

FINDINGS OF FACT

The City finds the following conditions exist on the property as viewed from the exterior of the single-family dwelling and attached garage:

1. Exterior wall and roof assemblies associated with the single-family dwelling are failing. There are areas with holes allowing moisture, insects, and varmint intrusions.
2. Exterior wall and roof assemblies associated with the attached garage are failing. There are area with holes allowing moisture, insects, and varmint intrusions.

These conditions render the building hazardous because they include one or more of the following:

- Structural instability or deterioration.
- Fire hazards.
- Unsanitary conditions.
- Defective electrical, plumbing, mechanical, or building systems.
- Dangerous conditions likely to cause injury or property damage.
- Vacancy and neglect resulting in deterioration.
- Other conditions constituting a public nuisance or threat to public safety.

ORDER

YOU ARE HEREBY ORDERED to take corrective action as follows:

☒ Repair the structure and eliminate all hazardous conditions.
☒ Secure the structure against unauthorized entry.
☒ Remove debris, rubbish, and hazardous materials from the property.
☒ Demolish and remove the structure if repairs are not feasible.
☒ Restore the property to a safe and sanitary condition.
☐ Other:

COMPLIANCE DEADLINE

All corrective actions must be completed no later than: **Wednesday, August 26, 2026**

All permits required by law shall be obtained before commencement of work.

FAILURE TO COMPLY

Failure to comply by the deadline the City of Mankato will seek permission from the City Council for them to direct abatement. Upon council resolution, an order and serve will be prepared on the property owner. The property owner then has 20 days to remedy the issue based on Council resolution and order. If then the property does not comply, the City of Mankato will proceed to District Court of Blue Earth County for the City of Mankato to remove the single-family dwelling and detached garage. The City of Mankato will move the District Court of Blue Earth County for summary of enforcement of this Order pursuant to Minn. Stat. § 463.19 unless you remedy the issue by a specified date. Upon enforcement of the Order by the City of Mankato, all costs expended by the City of Mankato will be assessed against the real property and collected as other taxes as provided in Minn. Stat. § 463.21.:

1. The City will initiate legal proceedings to enforce this Order.
2. The City will proceed with the demolition of the structure.
3. The costs incurred by the City will be assessed against the property and collected as a special assessment or by any other means authorized by law.
4. Additional penalties, fines, and enforcement actions may be pursued.

RIGHT TO APPEAL / HEARING

The property owner may appeal this Notice and Order by submitting a written request to the City of Mankato within **20** days of service of this notice. Failure to appeal within the required period shall constitute a waiver of appeal rights. If you fail to remedy the hazardous conditions, you must remove all personal property or fixtures within **(30)** days of service of the Order upon you pursuant to Minn. Stat. § 463.24. If the personal property or fixtures are not removed within that by time, then the City may sell the personal property or fixtures at public auction as provided in Minn. Stat. § 463.21 or the City may destroy the same.

Moreover, you are advised that if the City of Mankato is compelled to take any action to abate the hazardous conditions by razing or removing the buildings, all necessary costs expended by the City of Mankato will be assessed against the real estate and collected as other taxes as provided in Minn. Stat. § 463.21.

SERVICE

This Notice and Order is being served upon the owner(s) by:

☐ Personal Service
☒ Certified Mail
☒ Posting on Property
☒ USPS
☐ Other Authorized Method

Date of Service: **Monday, July 27, 2026**

CERTIFICATION

I certify that I have inspected the above-described property and determined that the structure constitutes a hazardous building based upon the conditions identified herein.

Issued and Certified By:



Tom Krause
Building Official
City of Mankato, Minnesota

Phone: 507-387-8547

Date: **07/27/2026**

Enclosures:
Copy of Mankato City Code of Ordinance, Section 11-2
Copy of Mankato City Code of Ordinance, Section 11-3

Sec. 11-2. Definitions.

The following words, terms and phrases, when used in this chapter, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Attractive nuisance means a condition, such as a dangerous structure, an unsecured vacant or condemned building, or other condition, which, in the opinion of the city inspector, may attract non-owners or other unauthorized persons and which may expose them to risk, peril or danger.

City inspector means all persons appointed as enforcement personnel or acting as inspectors for the city or any other city employee designated by the city manager to enforce the provisions of this Code.

Dangerous structure means a structure which is potentially hazardous to persons or property, including, but not limited to:

(1) A structure which is in danger of partial or complete collapse; or

(2) A structure with any exterior parts which are broken, loose, or in danger of falling; or

(3) A structure with any parts, such as floors, porches, railings, stairs, ramps, balconies or roofs, which are accessible and which are either collapsed, in danger of collapsing or unable to support the weight of normally imposed loads.

Hazardous waste means any waste material so defined by M.S.A. § 116.06, subd. 11 or described or listed as hazardous waste in state administrative rules.

Interested party means any owner of record, occupying tenant, lienholder of record or other responsible party. For the purposes of this definition:

(1) The term "owner" means the person shown to be owner on the records of the county property information and taxpayer services.

(2) The term "responsible party" means any one or more of the following: agent; assignee or collector of rents; holder of a contract for deed; a mortgagee or vendee in possession; receiver of executer or trustee; lessee; those known to the city inspector as having an ownership interest; or other person, firm or corporation exercising apparent control over a property.

Last known address means the address shown on the records of the county property information and taxpayer services or a more recent address known to the city inspector. In the case of parties not listed in these records, the last known address shall be that address obtained by the officer after a reasonable search.

Nuisance means any substance, matter, emission or thing which creates a dangerous or unhealthy condition or which threatens the public peace, health, safety or sanitary condition of the city or which is offensive or has a blighting influence on the community and which is found upon, being discharged from, or flowing from any street, alley, highway, railroad right-of-way, vehicle, railroad car, water, excavation, building, erection, lot, grounds or other property located within the city. The term "nuisance" includes acts and omissions defined in this Code or by state law as nuisances.

Nuisance building means a vacant building or portion of a vacant building which has multiple housing code or building code violations or has been ordered vacated by the city or which has a documented and confirmed history as a blighting influence on the community.

Refuse means putrescible and nonputrescible and combustible and noncombustible waste, including paper, garbage, material resulting from the handling, processing storage, preparation, serving and consumption of food, vegetable or animal matter, offal, rubbish, plant wastes such as tree trimmings or grass cuttings, ashes, incinerator residue, street cleanings, construction debris, detached vehicle parts, furniture and solid industrial and market wastes.

Service means service by mail or personal service, which are defined as follows:

(1) The term "service by mail" means by depositing the item with the United States Postal Service addressed to the intended recipient at his or her last known address with first class postage prepaid thereon.

(2) The term "personal service" means service by personally handing a copy to the intended recipient or by leaving a copy at the intended recipient's residence or place of business with a person of suitable age and discretion.

Statutory nuisance and *common law nuisance* mean any thing or condition on property which is known to the common law of the land, state statutes, or this Code as a nuisance.

(Code 2015, § 9.77(2), (10)(intro. ¶); Ord. of 3-26-2007; Ord. of 2-23-2009; Ord. No. R-2022-0912-9, § 9.77(10), 9-12-2022)

Sec. 11-3. Conditions designated as Class I nuisances.

For the purposes of this chapter, the following conditions when existing or allowed to exist in the city shall be designated as Class I nuisances:

(1) *Hazards generally.* Things or conditions on the property which, in the opinion of the city inspector, may contribute to injury of any person present on the property, which shall include, but not be limited to, open holes, open foundations, open wells, dangerous trees or limbs or abandoned appliances.

(2) *Fire hazards.* A thing or condition on the property which, in the opinion of the city inspector, creates a fire hazard or which is a violation of the fire code.

(3) *Health hazards.* A thing or condition on the property which, in the opinion of the city inspector, creates a health hazard or which is a violation of any health or sanitation law.

(4) *Improperly managed chlorides.* Any commercial, industrial or non-NPDES permitted industrial facility that doesn't comply with the following:

a. Designated salt and deicer storage areas must be covered or indoors; and

b. Designated salt and deicer storage areas must be located on an impervious/waterproof surface; and

c. Facilities must implement practices to reduce exposure when transferring material in designated salt and deicer storage areas (e.g., sweeping, diversions, or containment).

(5) *Insects, rodents, or pest harborage.* Conditions which are conducive to the presence, harborage or breeding of insects, rodents or other pests.

(6) *Nuisance buildings.* Any building or portion of a building which is a nuisance as defined in this chapter.

(7) *Obstructions over public sidewalks.* Shrubs, bushes, trees, vines or other uncontrolled vegetation which has grown over the public sidewalk and which obstructs, interferes with, or renders dangerous for passage any public sidewalk.

(8) *Pet waste.* Any owner, keeper, or person in control of an animal failing to clean up any droppings of the animal or dispose of the droppings in a sanitary manner.

(9) *Sight triangle obstructions.* A fence, wall, shrubbery or other obstruction to vision above a height of 30 inches from the established street grade within the triangular area formed at the intersection of any street right-of-way lines by a straight line drawn between the right-of-way lines at a distance along each line of 25 feet from their point of intersection. Structures permitted under chapter 10, article V,

divisions 4, 5, and 9 may encroach into the required sight triangle as defined by section 5-20(b), provided the structure location does not unduly restrict vehicular or pedestrian sight distances.

(10) *Unsecured unoccupied buildings.* Unoccupied buildings or unoccupied portions of buildings which are unsecured. Owners may be required to replace coverings over broken or missing windows or doors with the appropriately sized windows or doors.

(11) *Roll-off dumpsters.* Roll-off style trash dumpsters left on properties for longer than 90 days that are not associated with an active construction project or otherwise permitted by this Code.

(12) *Improperly parked vehicles.* Motor vehicles not parked on hard surfaced parking areas as required by section 10-1619(6).

(13) *Occupations or commercial activity.* Occupations or commercial activity operated, maintained or permitted in violation of chapter 10, article X, division 2.

(14) *Construction debris.* Spoil piles of fill, excavation or construction debris existing for periods longer than seven days unless otherwise approved by the city.

(15) *Dangerous structures.* Any structure meeting the definition of the term "dangerous structure" in section 11-2.

(16) *Other conditions.* Any other conditions whereby a substance, matter, emission or thing which creates a dangerous or unhealthy condition or which threatens the public peace, health, safety or sanitary condition of the city or which is offensive or has a blighting influence on the community and which is found upon, being discharged, or flowing from any street, alley, highway, railroad right-of-way, vehicle, railroad car, water, excavation, building, erection, lot, grounds or other property located within the city exists or is allowed to exist.

(Code 2015, § 9.77(10)(A); Ord. of 3-26-2007; Ord. of 2-23-2009; Ord. No. R-2022-0912-9, § 9.77(10)(A), 9-12-2022)

10 Civic Center Plaza
Post Office Box 3368
Mankato, MN 56002-3368

Phone: (507) 387-8600
Fax: (507) 388-7530
www.ci.mankato.mn.us

Date: August 31, 2026

To: Mankato City Council
Susan MH Arntz, City Manager
Mark Konz, Director of Planning and Development Services

RE: May 26th, 2026 inspection results for 1515 4th Avenue, Mankato, MN

From: Tom Krause, Building Official

Background

Per a recent Customer Service Request, an on-site inspection of the exterior of the dwelling addressed as 1515 4th Avenue, Mankato, Minnesota was conducted on Tuesday, May 26, 2026, beginning at 12:30 pm. The following is a report based upon the investigation of Tom Krause, City of Mankato Building Official.

Investigation Deficiencies

Hazardous Conditions Due to Maintenance Neglect:

The maintenance of the single-family dwelling and attached garage appears to have been neglected over the past years. The wall and roof assemblies of the dwelling have been neglected to the point that structural failure is evident. Multiple areas of the exterior wall and roof covering, and windows have holes and rotten areas allowing moisture, insect, and varmint intrusions into the exterior wall system and the interior of the dwelling. A portion of the roof assembly has completely collapsed and has trees growing on the interior of the dwelling. The attached garage has evidence of rotten walls and roof covering allowing moisture, insects, and varmint intrusions into the exterior wall system and the interior of the attached garage.

These hazardous elements are depicted on the enclosed Exhibits A-L.

Conclusion

Though I was unable to gain entry into the home, it is clear structural components have been compromised due to the maintenance neglect of the wall/roof covering. I am concerned that the dwelling and the attached garage have been left without the proper weather resistant barrier and covering for the past couple of years that the components within the exterior wall system and the interior have been jeopardized.

This single-family dwelling and attached garage with the items observed and listed meets the definition as a hazardous building as identified by the 2023 Minnesota Statute 463.15, Subd. 3. The dwelling and attached garage have experienced inadequate maintenance, physical damage, unsanitary conditions, and is a hazard to public safety and health. It should be considered that the structures be demolished in pursuant to the 2023 Minnesota Statute 463 for Hazardous or Substandard Buildings.

Respectfully Submitted,



Tom Krause, Building Official



Exhibit A-taken 03/16/26
View of front of dwelling-(west elevation)
1515 4th Avenue, Mankato, MN



Exhibit B-taken 03/16/26
View of right side of dwelling-(south elevation)
1515 4th Avenue, Mankato, MN



Exhibit C-taken 03/16/26
View of rear of dwelling-(east elevation)
1515 4th Avenue, Mankato, MN



Exhibit D-taken 03/16/26
View of rear of attached garage-(east elevation)
1515 4th Avenue, Mankato, MN



Exhibit E-taken 05/26/26
View of front of dwelling-(west elevation)
1515 4th Avenue, Mankato, MN



Exhibit F-taken 05/26/26
View of rear of dwelling-(east elevation)
1515 4th Avenue, Mankato, MN



Exhibit G-taken 05/26/26
View of rear of attached garage-(east elevation)
1515 4th Avenue, Mankato, MN



Exhibit H-taken 05/26/26
View of rear of dwelling-(east elevation)
1515 4th Avenue, Mankato, MN



Exhibit I-taken 05/26/26
View of rear of dwelling-(east elevation)
1515 4th Avenue, Mankato, MN



Exhibit J-taken 05/26/26
View of right side of dwelling-(south elevation)
1515 4th Avenue, Mankato, MN



Exhibit K-taken 05/26/26
View of front of dwelling-(west elevation)
1515 4th Avenue, Mankato, MN


Exhibit L-taken 05/26/26
View of front of dwelling-(west elevation)
1515 4th Avenue, Mankato, MN

City of Mankato
10 Civic Center Plaza, PO Box 3368
Mankato, MN 56002-3566
Telephone: (507) 387-8600

CERTIFICATE OF HAND DELIVERY
NOTICE AND ORDER FOR REMOVALOF HAZARDOUS BUILDING 1515 4TH AVENUE

The undersigned certifies that on July 24 (1039Am), 2026, he/she posted a letter at 1515 4TH Avenue providing notice and order for removal of a hazardous building. Also enclosed was a copy of the Mankato City Code Section 11-2 & 11-3.

Date: 7/24, 2026

Chris Boyer

Paula Van Zee
Notary Public
Minnesota
My Commission Expires January 31, 2029

Witness

Date Subscribed & Sworn

Paula A Van Zee

Notary Public


1515


1515 4th Avenue
Notice and order
enclosed.
No Soliciting
1515

ATTACHMENT C

DRAFT ABATEMENT ORDER

STATE OF MINNESOTA DISTRICT COURT

COUNTY OF BLUE EARTH FIFTH JUDICIAL DISTRICT

Case Type: Other Civil

In the Matter of the Hazardous Building and Nuisance Property Located at 1515 4th Avenue Mankato, Minnesota

ORDER FOR ABATEMENT OF HAZARDOUS AND NUISANCE PROPERTY AND STRUCTURE

TO: All owners, occupants, and lienholders of record for the property located at 1515 4th Avenue, Mankato, Minnesota (the "Property")

The City Council of the City of Mankato (the "City") orders that within 20 days after service of this Abatement Order you must either serve an Answer on the City or commence abatement of the hazardous and nuisance conditions at 1515 4th Avenue, Mankato, Minnesota, legally described as Lots 8 and 9 in Block 26, of Mankato City, Blue Earth County, State of Minnesota (the "Property"), including the violations relating to the single-family residence and its attached garage on the Property (the "Dwelling"). If you elect to abate, all corrective work must be completed within 20 days after service unless, within seven (7) days after service, you contact the City and obtain approval of a mutually agreeable abatement plan that begins within fourteen (14) days after service and is completed within no more than ninety (90) days, by which time the City's Building Official must determine that the Property and Dwelling are sanitary, safe, structurally sound, and in good repair.

The City Council, at its _____, 2026 meeting, reviewed the list of violations which were identified in the inspection of the Dwelling and Property by the City's Building Official and

reviewed photographs of the Dwelling. Based on the evidence presented to City Council, and after a presentation to Council by city staff, the Council, pursuant to Minnesota Statutes, chapters 463 and 609, Minnesota State Building Code and the Mankato City Code, has determined with respect to the Property and the Dwelling that documented unsafe and dangerous conditions exist, and are listed in the Notice and Order for Removal of Hazardous Building attached hereto as Exhibit A and the report of the City's Building Official and accompanying photographs attached hereto as Exhibit B, and the structure must be repaired or demolished.

The ordered work may require building permits and you must first apply for and obtain any such permits required for the work you intend to perform from the appropriate City offices and any other entity with jurisdiction. This Abatement Order is NOT a permit. Further, all such work completed is subject to inspection by the City's Building Official, Fire Inspector, or other city staff as may be required to ensure compliance with applicable laws, regulations, and this Order.

The City, pursuant to Minnesota Statutes, chapters 463, 609 and 617, and the Mankato City Code, has determined, as set forth in the Resolution to Abate attached hereto as Abatement Order Exhibit D, that the Property is hereby deemed hazardous, as that term is defined by Minnesota Statutes, section 463.15.

Accordingly, it is hereby ORDERED that you abate the aforementioned conditions within 20 days of the date of service of this Abatement Order by repairing the structure and eliminating all hazardous conditions listed in Exhibits A and B, or by demolishing and removing the Dwelling if repairs are not feasible.

You are further advised that unless such corrective action is taken or an Answer is timely served on the City within **20 days** of the date of service of this Abatement Order upon you, a

motion for summary enforcement of this Abatement Order will be made to the Blue Earth County District Court.

Finally, you are further advised that if you do not comply with this Abatement Order and the City is compelled to take corrective action, as authorized under law, all necessary costs incurred by the City in enforcing this Abatement Order will be assessed against the Property pursuant to Minnesota Statutes, sections 463.21 and 617.83, and Chapter 11 of the Mankato City Code. In connection to such assessment, the City further intends to recover all of its expenses incurred in carrying out this Abatement Order, including specifically but not exclusively, filing fees, service fees, publication fees, attorneys' fees, appraisers' fees, witness fees, including expert witness fees and traveling expenses incurred by the City from the time this Abatement Order was originally made pursuant to Minnesota Statutes, section 463.22 and the Mankato City Code.

Dated _____, 2026 **KENNEDY & GRAVEN, CHARTERED**

By:_____

Pamela Whitmore (#0232440)
Zachary T. Brennan DesAutels (#0392151)
700 Fifth Street Towers
150 South Fifth Street
Minneapolis, MN 55402
(612) 337-9300
Attorneys for City of Mankato

ACKNOWLEDGMENT

The undersigned acknowledges that costs, disbursements and reasonable attorney and witness fees may be awarded pursuant to Minn. Stat. § 549.211, subd. 2, to the party against whom the allegations in this pleading are asserted.

_____
Zachary T. Brennan DesAutels

AGENDA RECOMMENDATION

City Manager's Report **8. B.**

City Council Regular Meeting
Meeting Date: 11/09/2026

Agenda Item:

Resolution accepting the Pohl Road and Timberwolf Drive/Tanager Road Safety Review and Ordering Recommended Improvements.

Recommendation/Action(s):

Adoption of the attached resolution.

Summary:

The City of Mankato has received concerns regarding vehicle and pedestrian safety at the intersection of Pohl Road and Timberwolf Drive/Tanager Road. The intersection is currently all-way stop controlled with Timberwolf Drive and Tanager Road classified as a two-lane minor collector roadway. Pohl Road is a three-lane roadway classified as a minor collector roadway north of the intersection and a local road south of the intersection. All roadways have a speed limit of 30 mph.

In response to the concerns, the city has completed a Safety Review which evaluated the following criteria:

- Crash history
- Signing
- Pavement markings
- Lighting
- Roadway speeds
- Americans with Disabilities Act (ADA) compliance

Each criteria mentioned above was reviewed with a goal to compare the observed existing conditions with the most applicable benchmark, including crash-rate indices, Minnesota Manual on Uniform Traffic Control Devices (MN MUTCD) requirements and guidance, city policy and maintenance practices, available operational data, and engineering judgment.

Based on available crash, speed, and field review, the key finding is that the intersection is not recommended to undergo a change in traffic control or require a major reconstruction at this time. However, the review identified several targeted safety improvements recommended to improve driver awareness, reinforce stopping behavior, enhance nighttime visibility, and address known ADA deficiencies. These improvements can be implemented without changing the existing all-way stop control or major revision to intersection geometry.

Recommended safety improvements are noted as follows:

- Near-term (recommended within the next 1–2 years)
  - Replace the existing 30-inch stop signs with 36-inch stop signs. Replace the ALL-WAY plaques at the same time so the signs and plaques provide comparable retroreflectivity.
  - Add vertical post reflective strips to each stop sign support.
  - Maintain vegetation that limits sign visibility in accordance with current city maintenance practices.
  - Add stop bars on all roadway approaches.
  - Add high-visibility crosswalk blocks to the existing crossings on the west and south approaches.
  - Refresh pavement markings in accordance with the City's annual restriping program.

- Mid-term (recommended within the 5-year Capital Improvement Plan)
  - Improve intersection lighting by replacing the existing pole and fixture with the type the city typically uses to illuminate intersections on collector roadways.
  - Program upgrades to the noncompliant ramps consistent with the city's ADA transition plan and evaluate new ramps in the northeast quadrant.

- Long-term
  - Retain the existing all-way stop control and intersection geometry based on the available crash and speed data. After implementing the near and mid-term improvements, continue monitoring crash patterns, speeds, and intersection operations to determine whether additional measures are warranted.

Attachments

Resolution

Safety Review Memo

RESOLUTION RECEIVING SAFETY REVIEW AND ORDERING RECOMMENDED SAFETY IMPROVEMENTS FOR THE INTERSECTION OF POHL ROAD AND TIMBERWOLF DRIVE/TANAGER ROAD, WITHOUT PETITION

WHEREAS, the City of Mankato has received concerns regarding vehicle and pedestrian safety at the intersection of Pohl Road and Timberwolf Drive/Tanager Road; and

WHEREAS, in response the City of Mankato has completed a Safety Review which evaluated the following criteria; and

- Crash history
- Signing
- Pavement markings
- Lighting
- Roadway speeds
- Americans with Disabilities Act (ADA) compliance

WHEREAS, each criteria mentioned above was reviewed with goal to compare the observed existing conditions with the most applicable benchmark, industry guidance and standards, city policy and maintenance practices, available operational data, and engineering judgement; and

WHEREAS, the Safety Review identified targeted safety improvements recommended to be implemented to improve driver awareness, reinforce stopping behavior, enhance nighttime visibility, and address known ADA deficiencies.

NOW THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF MANKATO, MINNESOTA:

1. These improvements are recommended to be implemented without changing the existing all-way stop control or major revision of the intersection geometry.

2. That the City Manager be and hereby is authorized to work with the City Engineer to execute and deliver the recommended near and mid-term improvements identified within the Safety Review.
3. The delivery of the improvements is expected to be through city forces or through capital improvement projects, for example the annual striping or resurfacing capital improvement projects.
4. After implementing improvements, the City of Mankato shall continue to monitor the intersection for changes in crash patterns, speeds, and operations to evaluate whether additional safety improvements are warranted.

This resolution shall become effective upon its adoption.

Passed this 9th day of November 2026.

_____

Najwa Massad

Mayor

ATTEST:_____

Renae Kopischke

City Clerk

BOLTON & MENK

Real People. Real Solutions.

MEMORANDUM

Date: 11/2/2026

To: Cory Bienfang, PE - City Engineer

From: Maury Hooper, PE – City Traffic Engineer
Chris Loyd, PE – Traffic Engineer

Subject: Pohl Road and Timberwolf Drive/Tanager Road Safety Review
City of Mankato, Minnesota
Project No.: 26X.143902
Task Order No.: 013

I. Introduction

The City of Mankato received concerns regarding vehicle and pedestrian safety at the intersection of Pohl Road and Timberwolf Drive/Tanager Road. This review evaluates crash history, signing, pavement markings, lighting, roadway speeds, and ADA conditions against applicable safety benchmarks, standards, guidance, city policy, and engineering judgment, and identifies recommended near-term, mid-term, and long-term safety improvements.

II. Existing Conditions

The intersection of Pohl Road and Timberwolf Drive/Tanager Road is in southwestern Mankato. Timberwolf Drive and Tanager Road are two-lane minor collectors with unposted speed limits of 30 mph. Pohl Road is a three-lane roadway classified as a minor collector north of the intersection and as a local road south of the intersection. Pohl Road has a posted speed limit of 30 mph.

Five-foot sidewalks are provided along both sides of Timberwolf Drive and are separated from the roadway by eight-foot boulevards. A five-foot sidewalk is provided along the south side of Tanager Road and is separated from the roadway by a five-foot boulevard. Along Pohl Road, an eight-foot sidewalk is adjacent to the curb on the west side, while no sidewalk is provided on the east side. On-road bike lanes are provided along Pohl Road and Timberwolf Drive, and parking is prohibited on those approaches. Parking is permitted along Tanager Road.

The intersection is all-way stop controlled. The current intersection layout is shown in **Figure 1**. **Figure 2** provides a Google street view for each approach.

Figure 1 – Existing Intersection Layout



Figure 2 – Approach Street View









III. Data Collection

24-hour turning movement counts were collected at the intersection of Pohl Road and Timberwolf Drive/Tanager Road on May 21st, 2026. The peak hours of the collected counts were 7:30-8:30 AM and 5:15-6:15 PM. Daily pedestrian and bicycle crossings of the west and south approaches were 43 and 44, respectively. Daily pedestrian and bicycle crossings of the north and east approaches were 12 and 3 despite not having marked crosswalks or ADA ramps. The full count data is included in the **Appendix**.

IV. Assessment

Each criteria reviewed below includes an assessment which compares observed existing conditions with the most applicable benchmark, including crash-rate indices, MnMUTCD requirements and guidance, city policy and maintenance practices, available operational data, and engineering judgment. Recommendations distinguish required compliance work from discretionary safety enhancements where applicable.

V. Crash History

Observed Existing Conditions

Five reported crashes occurred during the typical 5-year review period:

- (1) serious injury crash
- (1) minor injury crash
- (3) property-damage-only crashes.

All the recorded crashes involved drivers of age 24 or less, half of the crashes involved a component of impairment due to alcohol, two of the crashes involved a single vehicle leaving the road, 3 of 5 crashes occurred in the evening/at night. There were no reported bicycle or pedestrian crashes in the available 10-year database.

The total crash rate was 0.47 crashes per million entering vehicles, below the critical rate of 0.76. The resulting critical index is 0.62, which is below 1.0.

The fatal-and-serious-injury crash rate was 9.49 crashes per million entering vehicles, above the critical rate of 8.52. The resulting fatal-and-serious-injury critical index is 1.11.

Assessment

The critical index for total crashes is less than 1.0, which indicates the intersection is operating within the expected safety range for total crashes.

The fatal-and-serious-injury critical index exceeds 1.0, which indicates the intersection is operating outside of the expected safety range for fatal and serious type crashes and should be further reviewed for site conditions that may be contributing to the elevated crash frequency. At this intersection, the result is driven by a single serious-injury crash in May 2026. The remaining crash history does not show a recurring pattern of similar right-of-way, angle, or severe crashes (i.e., there are no other fatal or serious injury crashes). A serious crash is appropriately included in the calculation, but the available history does not indicate a pattern, or a sustained/systemic

intersection safety problem.

Recommendations
No change in traffic control or intersection geometry is recommended based on the types of intersection crashes and the available crash history alone. Continued monitoring is appropriate, particularly for recurrence of similar crash types.

VI. Signing

Observed Existing Conditions
Each approach has one 30-inch stop sign on the right side, supplemented by an ALL-WAY plaque. The stop-sign dimensions are documented in the City's GIS database.

The Timberwolf Drive approach and Pohl Road approaches have additional "bike lane" and "no parking" restrictions to support those on-road features.

Trees in the boulevards along the east and west approaches are potential sight-line obstructions. No potential sight-line obstructions were identified on the north or south approaches.

Assessment
Under the MnMUTCD, the existing 30-inch stop signs meet the minimum size and placement requirements for a conventional roadway with a single approach lane. MnDOT does not classify Pohl Road's three-lane section as a multilane roadway for this purpose, so the 30-inch signs comply with the manual's minimum size requirement. However, the MnDOT Standard Signs and Markings Summary treats a left-turn lane and adjacent through lane as a multilane "approach" and recommends a 36-inch stop sign for that condition.

At certain times of year, trees on the right side of the east and west approaches may limit advance visibility of the stop signs for the required 200-foot stopping sight distance identified for a 30-mph roadway.

Recommendations
Because vegetation may restrict the required 200-foot view of the stop signs, enhanced visibility would reinforce the all-way stop control, the following treatments are recommended under Section 2A.11 of the MnMUTCD:

- Increase the stop sign size to 36" x 36" (all approaches)
- Add a strip of reflective material to the sign support (color RED)

Trim or remove vegetation and other obstructions on the Timberwolf Drive and Tanager Road approaches, consistent with the city's maintenance practices, to maintain at least 200 feet of visibility to the stop signs.

VII. Pavement Markings

Observed Existing Conditions
The north, west, and south legs have lane lines and marked bike lanes. Crosswalks on the west and south legs use transverse lines, there are no crosswalks markings on the north and east approaches. The Pohl Road approaches include a two-way left-turn lane, while Timberwolf Drive has a single approach lane. No pavement markings are present on Tanager Road. None of the approaches has a stop bar.

Assessment
The existing pavement markings are consistent with minimum requirements provided in the Mn MUTCD.

Recommendations
Convert the west and south crosswalks to high-visibility block or zebra markings to improve crossing visibility. Add stop bars on all approaches to provide drivers with a clear stopping location and reinforce the all-way stop control.

VIII. Lighting

Observed Existing Conditions
A single decorative-style luminaire is located at the southeast corner. Similar fixtures are used along Tanager Road, while standard higher mounted intersection fixtures are used farther north on Pohl Road.

Assessment
The nighttime crash pattern indicates a need to review intersection illumination. This lighting review is further supported by the fact this is an intersection of minor collectors and is controlled by an all-way stop.

Recommendations
Evaluate replacing the existing low-mounted decorative pole and fixture in the southeast quadrant with a higher-mounted, intersection-focused pole and fixture. The replacement should improve nighttime visibility for motorists, pedestrians, and bicyclists.

IX. Roadway Speeds

Observed Existing Conditions
The daily 85th-percentile speed was 24 mph for northbound and southbound Pohl Road traffic, 32 mph for Timberwolf Drive traffic, and 30 mph for Tanager Road traffic.

Assessment
StreetLight Data Analytics provided bidirectional speed estimates at locations 300 feet from the intersection. The reported 85th-percentile speeds are consistent with the 30-mph posted or statutory speed environment on the study roadways.

Recommendations
No traffic calming or speed control measures are recommended at this time.

X. ADA Compliance

Observed Existing Conditions
Pedestrian ramps are present at the northwest, southwest, and southeast corners of the intersection. No pedestrian ramp is present at the northeast corner.

Assessment
The northwest, southwest, and southeast corners have pedestrian ramps included in the MAPO ADA Transition Plan and Inventory. The northwest ramp is identified as compliant; the southwest and southeast ramps are identified as noncompliant.

Recommendations

The count data indicates use of the existing ramps and shows pedestrian and bicycle crossings on the north and east approaches despite the absence of ramps and marked crosswalks at the northeast corner. These movements support evaluating new ramps in the northeast quadrant to serve both crossings.

The non-compliant ramps should be addressed through the city's ADA transition plan.

XI. Findings and Recommendations

The intersection operates within the expected safety range for total crashes, and observed speeds are consistent with the 30-mph environment. Although several existing features meet minimum requirements, the review identified opportunities to improve nighttime visibility, stop-sign visibility, pavement-marking clarity, and ADA access. These improvements can be implemented without changing the existing traffic control or intersection geometry.

Recommended safety improvements can be prioritized as follows:

Near-term

- Replace the existing 30-inch stop signs with 36-inch stop signs. Replace the ALL-WAY plaques at the same time so the signs and plaques provide comparable retroreflectivity.
- Add vertical post reflective strips to each stop sign support.
- Maintain vegetation that limits sign visibility in accordance with current city maintenance practices.
- Add stop bars on all approaches.
- Add hi-visibility crosswalk blocks to the existing crossings on the west and south approaches.
- Refresh pavement markings in accordance with the City's annual restriping program.

Mid-term

- Improve intersection lighting by replacing the existing pole and fixture with the type the city typically uses to illuminate intersections on collector roadways.
- Program upgrades to the noncompliant ramps consistent with the city's ADA transition plan and evaluate new ramps in the northeast quadrant.

Long-term

- Retain the existing traffic control and intersection geometry based on the available crash and speed data. After implementing the near-term improvements, continue monitoring crash patterns, speeds, and intersection operations to determine whether additional measures are warranted.

Appendix

Phol Rd & Timberwolf Rd, Mankato, MN
0 0

Thursday, May 21, 2026

AM Peak Hour (00:00 to 10:00)

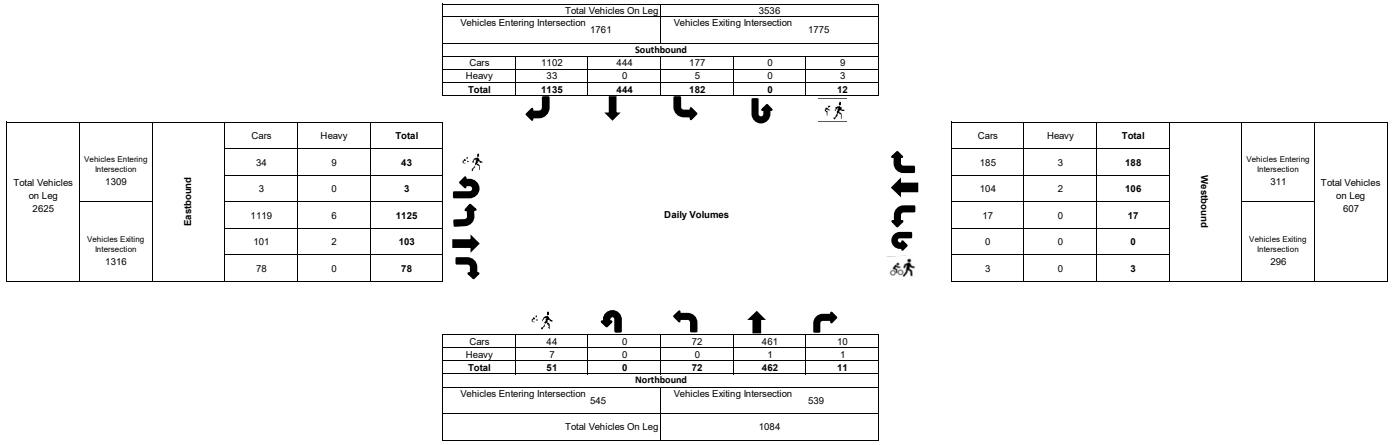
Time	Southbound						Westbound						Northbound						Eastbound				
	U Turns	Left Turns	Straight Through	Right Turns	Crosswalk Crossings	*Vehicle Approach Total*	U Turns	Left Turns	Straight Through	Right Turns	Crosswalk Crossings	*Vehicle Approach Total*	U Turns	Left Turns	Straight Through	Right Turns	Crosswalk Crossings	*Vehicle Approach Total*	U Turns	Left Turns	Straight Through	Right Turns	Crosswalk Crossings
7:30 AM	0	0	0	2	0	*2*	0	0	0	6	1	*6*	0	0	7	0	0	*7*	1	17	0	0	0
7:45 AM	0	2	2	7	0	*11*	0	0	3	4	0	*7*	0	2	9	0	0	*11*	0	29	1	1	0
8:00 AM	0	2	1	10	0	*13*	0	0	1	3	0	*4*	0	1	3	0	0	*4*	0	17	1	0	0
8:15 AM	0	1	3	9	0	*13*	0	0	2	7	0	*9*	0	0	10	0	0	*10*	0	14	1	1	0
Peak Hour Total	0	5	6	28	0	*39*	0	0	6	20	1	*26*	0	3	29	0	0	*32*	1	77	3	2	0
Peak Hour Heavy Vehicles	0	2	0	3	0	*5*	0	0	0	0	0	*0*	0	0	0	0	0	*0*	0	2	0	0	0
Peak Hour Heavy Vehicles %	0.00%	40.00%	0.00%	10.71%	0.00%	12.82%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.60%	0.00%	0.00%	0.00%
PHF	0.000	0.625	0.500	0.700	0.000	*0.750*	0.000	0.000	0.500	0.714	0.250	*0.722*	0.000	0.375	0.725	0.000	0.000	*0.727*	0.250	0.664	0.750	0.500	0.000

Mid Peak Hour (10:00 - 14:00)

Time	Southbound						Westbound						Northbound						Eastbound				
	U Turns	Left Turns	Straight Through	Right Turns	Crosswalk Crossings	*Vehicle Approach Total*	U Turns	Left Turns	Straight Through	Right Turns	Crosswalk Crossings	*Vehicle Approach Total*	U Turns	Left Turns	Straight Through	Right Turns	Crosswalk Crossings	*Vehicle Approach Total*	U Turns	Left Turns	Straight Through	Right Turns	Crosswalk Crossings
1:00 PM	0	3	4	9	0	*16*	0	0	1	5	0	*6*	0	0	8	0	0	*8*	0	19	0	1	0
1:15 PM	0	7	5	22	0	*34*	0	0	1	4	0	*5*	0	0	4	0	0	*4*	0	17	1	0	0
1:30 PM	0	2	11	18	0	*31*	0	1	1	2	0	*4*	0	1	11	0	0	*12*	0	22	0	1	0
1:45 PM	0	3	8	17	0	*28*	0	0	1	3	0	*4*	0	0	15	0	0	*15*	0	19	1	3	1
Peak Hour Total	0	15	28	66	0	*109*	0	1	4	14	0	*19*	0	1	38	0	0	*39*	0	77	2	5	1
Peak Hour Heavy Vehicles	0	1	0	4	0	*5*	0	0	0	0	0	*0*	0	0	0	0	0	*0*	0	1	0	0	1
Peak Hour Heavy Vehicles %	0.00%	6.67%	0.00%	6.06%	0.00%	4.59%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.30%	0.00%	0.00%	100.00%
PHF	0.000	0.536	0.636	0.750	0.000	*0.801*	0.000	0.250	1.000	0.700	0.000	*0.792*	0.000	0.250	0.633	0.000	0.000	*0.650*	0.000	0.875	0.500	0.417	0.250

PM Peak Hour (14:00 - 24:00)

Time	Southbound						Westbound						Northbound						Eastbound				
	U Turns	Left Turns	Straight Through	Right Turns	Crosswalk Crossings	*Vehicle Approach Total*	U Turns	Left Turns	Straight Through	Right Turns	Crosswalk Crossings	*Vehicle Approach Total*	U Turns	Left Turns	Straight Through	Right Turns	Crosswalk Crossings	*Vehicle Approach Total*	U Turns	Left Turns	Straight Through	Right Turns	Crosswalk Crossings
5:15 PM	0	7	11	57	0	*75*	0	0	5	3	0	*8*	0	2	5	0	0	*7*	0	25	2	1	0
5:30 PM	0	5	9	27	0	*41*	0	0	2	2	0	*4*	0	1	6	1	4	*8*	0	28	2	1	1
5:45 PM	0	1	9	31	0	*41*	0	0	5	3	0	*8*	0	3	7	0	1	*10*	0	25	1	1	0
6:00 PM	0	3	5	36	0	*44*	0	1	4	4	0	*9*	0	2	5	0	0	*7*	0	30	5	0	1
Peak Hour Total	0	16	34	151	0	*201*	0	1	16	12	0	*29*	0	8	23	1	5	*32*	0	108	10	3	2
Peak Hour Heavy Vehicles	0	0	0	2	0	*2*	0	0	0	0	0	*0*	0	0	0	0	0	*0*	0	0	0	0	0
Peak Hour Heavy Vehicles %	0.00%	0.00%	0.00%	1.32%	0.00%	1.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PHF	0.000	0.571	0.773	0.662	0.000	*0.670*	0.000	0.250	0.800	0.750	0.000	*0.806*	0.000	0.667	0.821	0.250	0.313	*0.800*	0.000	0.900	0.500	0.750	0.500



Intersection Safety Screening

Intersection: Pohl Road and Timberwolf Drive/Tanager Road

Statewide Averages based on 2020-2024 crashes

Crashes by Crash Severity	
Fatal (K)	0
Incapacitating Injury (A)	1
Minor Injury (B)	1
Possible Injury (C)	0
Property Damage (PDO)	3
Total Crashes	5

Intersection Characteristics	
Entering Volume	5,770
Environment	Urban
Lighting	Unlit
Traffic Control	All-way Stop

Annual crash cost = *$219,000*

Statewide comparison = *All-way STOP*

Total Crash Rate	
Observed	0.474
Statewide Average	0.289
Critical Rate	0.760
Critical Index	**0.62**

Fatal & Serious Injury Crash Rate	
Observed	9.486
Statewide Average	0.633
Critical Rate	8.520
Critical Index	**1.11**

The observed crash rate is the number of crashes per million entering vehicles (MEV). The critical rate is a statistical comparison based on similar intersections statewide. An observed crash rate greater than the critical rate indicates that the intersection operates outside the expected, normal range. The critical index reports the magnitude of this difference (i.e. observed crash rate ÷ critical crash rate).

The observed total crash rate for this period is 0.47 per MEV; this is 38% below the critical rate. Based on similar statewide intersections, an additional 4 crashes over the five years would indicate this intersection operates outside the normal range.

The observed fatal and serious injury crash rate for this period is 9.49 per 100 MEV; this is 1.1 times the critical rate. This site may be a sustained severe crash location.