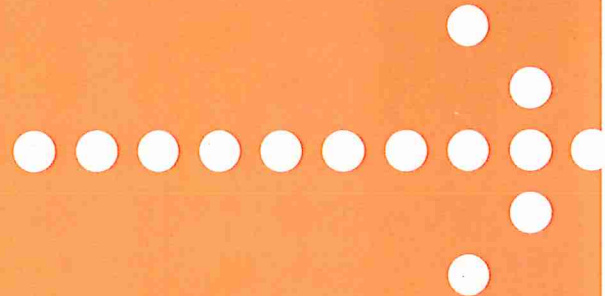
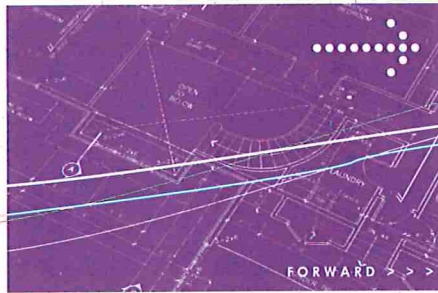
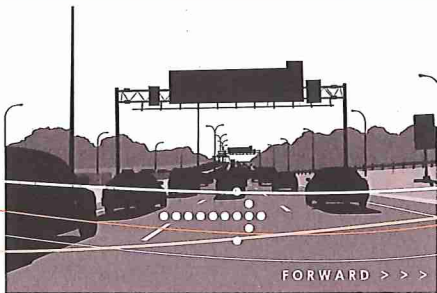
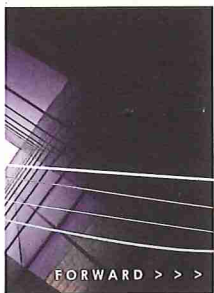


Resolve Challenges. Create Solutions. Achieve Results.

The Tinklenberg Group. Uniquely experienced at bringing the public and private sectors together.



The Tinklenberg Group

The interchange of strategies and solutions

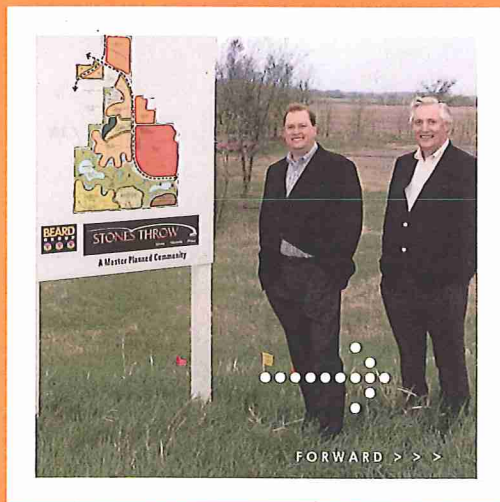
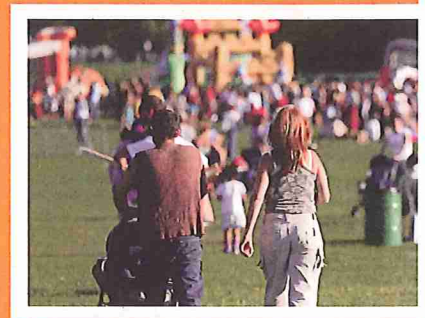
“One of your many contributions was your adept assimilation of the details... furthermore, because you understood and addressed the needs and concerns of the various parties, your role as a neutral change agent was instrumental in achieving the results. Feedback... has been very positive.”

Norman Mineta
Former U.S. Secretary of Transportation

Lasting community benefits.

Through our project facilitation, The Tinklenberg Group consistently demonstrates dedication to building area commerce and positively enhancing the places where we live. We believe the benefits of successful transportation projects are far-reaching. Improved transit can result in

shorter commutes and more time with families. It can help decrease environmental damage and improve safety. It can shape communities – offering improved accessibility, connecting people, and opening opportunities for work and education.

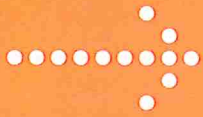


Record of public service.

The Tinklenberg Group is led by Elwyn Tinklenberg, former MN Commissioner of Transportation. Elwyn has a solid reputation for leading communities and businesses, establishing coalitions, and developing forward-thinking ideas around transportation and development. He has also served as the long-term mayor of Blaine, managed a division of county government, and acted as an expert consultant to the U.S. Department of Transportation.

“The Tinklenberg Group's combination of experience and creativity sets them apart from other transportation consultants. But these qualities are not enough by themselves; projects need persistence and follow-through - and that is what The Tinklenberg Group has.”

Tom Gump
Principal of The Beard Group

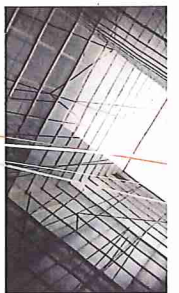
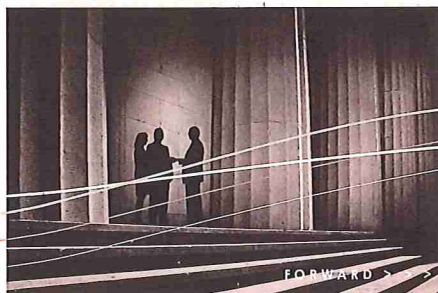
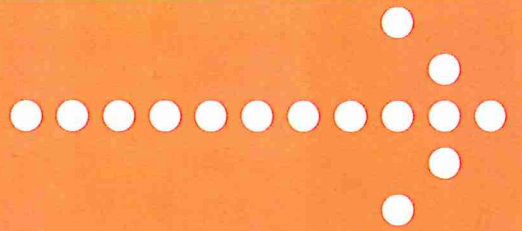


Contact us

Talk with The Tinklenberg Group to learn
what we can do for your development project.

Call 763-783-1288, or email us at info@tinklenberggroup.com

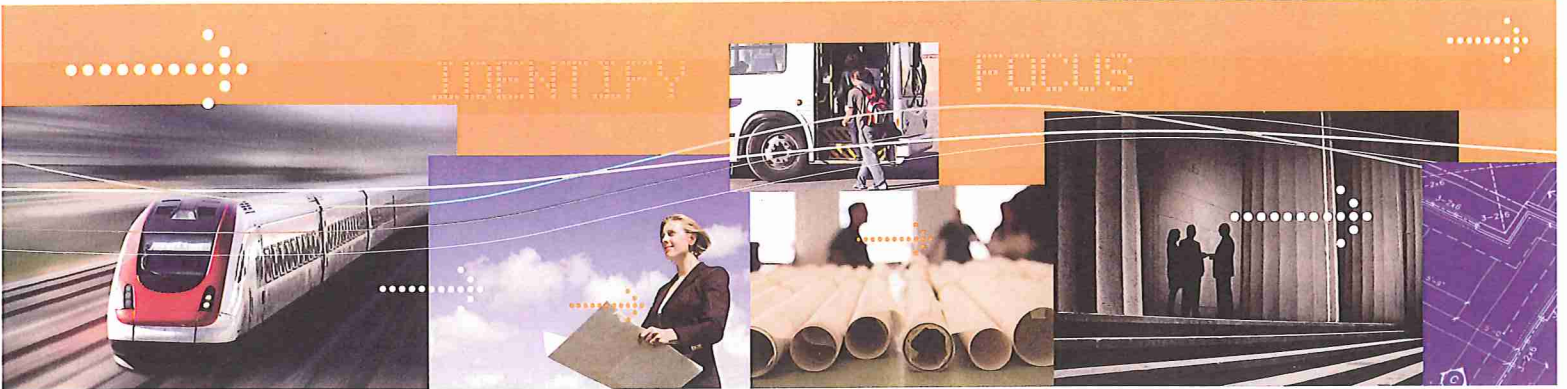
www.tinklenberggroup.com



The Tinklenberg Group

The interchange of strategies and solutions

The Tinklenberg Group's col



More connected. More effective.

The Tinklenberg Group provides distinct and valuable expertise to clients by integrating transportation planning into development projects. Quite simply, we help move projects to completion, faster.

We offer a unique collaborative approach backed by a well-respected reputation for working with all levels of government. By bringing public and private entities together, we resolve challenges and smooth processes to achieve the most desired outcomes.


"The Tinklenberg Group understands local communities. Along with this, they have the unique ability to bring the public and private sectors together in a creative and constructive way that ultimately improves where we live and work. That is what sets them apart from others."

Mayor Doug Anderson
City of Dayton, MN

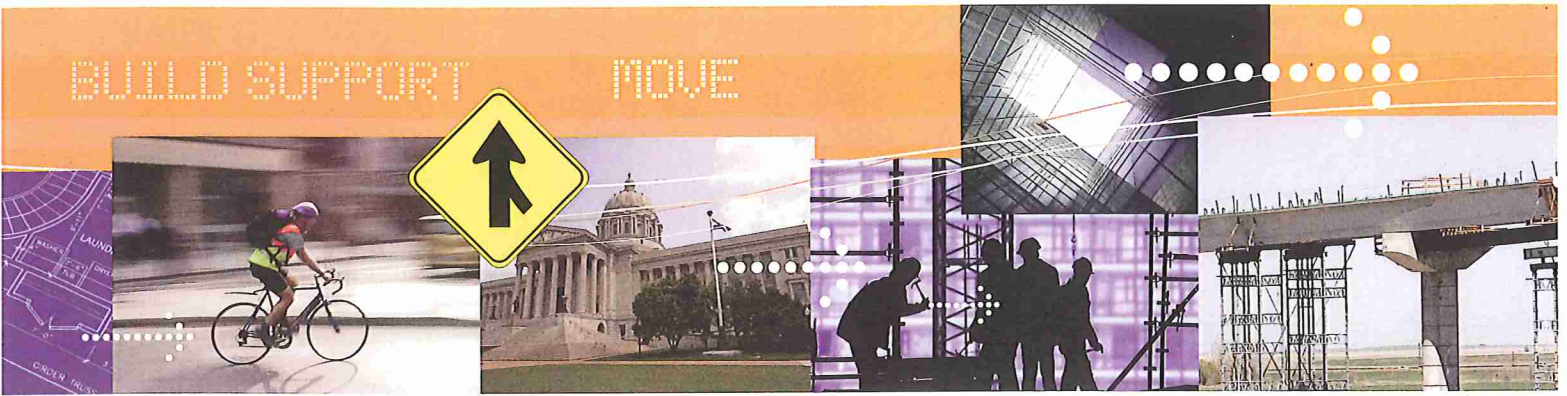
FORWARD >>>

Key strengths:

- Delivery of successful outcomes based on collaborative and comprehensive project implementation strategies.
- Hands-on experience as practitioners in local, state and federal government, multi-modal transportation planning, project management and coalition building.
- Strategies that take a big-picture look at funding options, including private investment opportunities as well as local, state, and federal sources.
- Solid knowledge of processes, regulations, and contacts.
- An effective, phased planning and communication approach that shows results as the project progresses.

 **IDENTIFY AND ASSESS IMPROVEMENTS WITH INPUT FROM PUBLIC AND PRIVATE STAKEHOLDERS**

Collaborative approach minimizes obstacles



Advantage: clients

Representing a wide variety of clients, The Tinklenberg Group works with all levels of government, multi-jurisdictional transportation coalitions, research institutions, the transportation industry, the roadway construction materials industry, commercial business interests, and the U.S. Department of Transportation.

Well-known in the public sector, our expertise is also an invaluable asset for private enterprises. Strong government relations enable The Group to provide clients with effective access, and our familiarity with laws and regulations helps clients navigate otherwise complicated paths.

With creative strategies and a keen understanding of the needs of private-sector clients, we facilitate effective collaborations that create unique opportunities.

The Tinklenberg Group assists clients with various projects from conceptual planning stages through implementation.

- Build legislative support
- Develop financing strategies
- Represent private-sector clients to public officials
- Conduct community and public relations
- Manage project phasing and implementation
- Build coalitions for support and advocacy

610 Corridor Coalition: This group, supported by the leadership of Elwyn Tinklenberg and Jesse Ventura, formerly the mayors of Blaine and Brooklyn Park, respectively, worked closely with Congressman Jim Oberstar and then-U.S. Senator Dave Durenberger to successfully secure federal funds for the Highway 610 project.

Highway 10/169 Coalition: Facilitated by The Group, the cities and counties that lie along Highway 10 between Coon Rapids and Elk River, together with representatives of MN-DOT and the Met Council, are members of this coalition, which advocates for the interests of the communities along the corridor.



Accelerating enterprise.

The Tinklenberg Group works with government officials as well as private-sector clients. Those in real estate, development, construction, law, engineering, and other industries look to The Group to eliminate roadblocks that can stall or stop projects.

- ☒ Secure financing
- ☒ Build relationships
- ☒ Ensure compliance
- ☒ Communicate to the public and gain support
- ☒ Improve the project timeline

FORWARD >>>

FOCUS FRAGMENTED PLANNING ELEMENTS AROUND CLEAR, WORKABLE GOALS

BUILD SUPPORT AT LOCAL, REGIONAL AND FEDERAL LEVELS

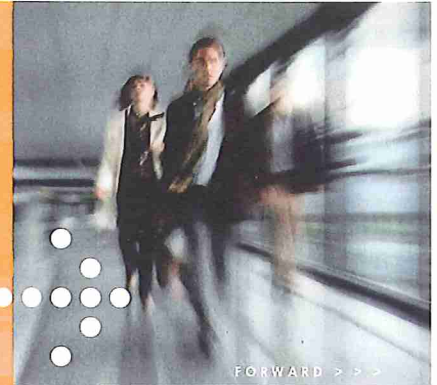
MOVE PROJECTS FORWARD FASTER

and drives results.

"As Commissioner of the Minnesota Department of Transportation, Tinklenberg put together one of the best transportation plans in the country. His strategic focus demonstrated the kind of integrative long-term thinking critical to the next generation of transportation improvements."




 **U.S. Rep. Jim Oberstar**

Chairman of the House Committee on Transportation and Infrastructure



Smart strategies. Clear benefits.

The Tinklenberg Group brings together the right resources to present effective solutions – and distinct client benefits.

-  **Speed to market.** The current planning timeline for transportation initiatives is 10+ years. Developers and their customers can't afford to wait for roads and other transit options to serve their properties.
-  **Cost savings.** Projects completed in a shorter timeframe simply cost less. With the increasing costs of labor and materials over 10 years, significant savings can be realized by speeding the process.
-  **Strong communities.** The Tinklenberg Group is dedicated to projects that strengthen communities and private enterprise.

Real results.

The Tinklenberg Group's unique approach is put to work in a variety of ways:

Facilitating development.

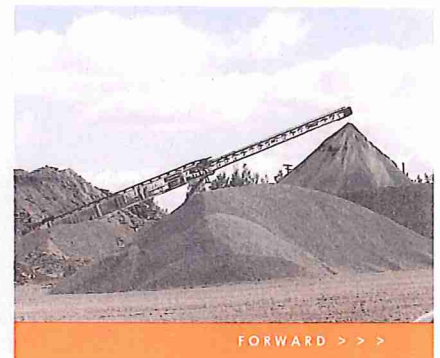
A local developer is currently planning a new community in an area lacking easy access from the interstate. They contracted with The Group to generate support for building a new interchange, including drafting legislation to support financing mechanisms, advocating to local, state and federal officials for support and funding, and coordinating with surrounding communities to establish a Joint Powers Authority.

Creating markets.

The Tinklenberg Group has been working since 2003 to promote the use of recovered taconite aggregate from the iron mining industry of northern Minnesota. We helped the client secure the necessary grants and have been active in encouraging use of the aggregate material by private contractors and state DOTs in roadway construction.

Minimizing impact.

The Tinklenberg Group is negotiating on behalf of a client whose business is likely to be decimated by the construction of an overpass eliminating customers' direct access. While the goal of the overpass is sound – controlling traffic at a particularly dangerous intersection – the client is certain to experience a crippling financial loss. We work proactively with all entities involved to ensure fair compensation.



"As Commissioner at MnDOT, El [Tinklenberg] led the effort to reform the construction delivery process. His creativity and determination resulted in two of the state's biggest projects – the Hiawatha Light Rail line and Trunk Highway 52 in Rochester – coming in ahead of schedule and on-budget."

Tom McCrossan
C.S. McCrossan, Inc.

FORWARD >>>

Elwyn Tinklenberg

11234 Forest Court NE, Blaine, MN 55449

Cell: 763-242-6644

Home: 763-785-1552

WORK HISTORY**Nov 2002 – Present President, The Tinklenberg Group**

The Tinklenberg Group is a consulting practice that specializes in transportation and related issues affecting government and business. Clients have included the United States Department of Transportation, where I worked with the surface modal administrators and the Secretary's office to redesign the research and deployment programs in advanced transportation technologies. Other clients have included a major passenger railcar manufacturer, city and county governments, municipal transportation corridor studies, the University of Minnesota, private development groups and major retail businesses. As a recognized leader in high speed rail, I was also recruited by the Japanese International Transport Institute to help organize international seminars on the topic in Washington DC, Chicago and Los Angeles.

Jan 1999 – Nov 2002 Commissioner, Minnesota Department of Transportation

As a member of the Governor's cabinet, I was responsible for recommending and implementing policy direction as well as managing day-to-day operations of the department's 5,500 employees and \$2 billion annual budget. In this position, I assisted the Governor in working with the legislature to secure funding for Minnesota's first light rail line and was responsible for planning and executing its construction. I also lead the effort to develop the state's first regional commuter rail system plan and achieved a short term doubling of MnDOT's total construction budget. In addition, I worked with the department's senior management team to lead a major reform effort focusing the organization on transportation operations, new models of program delivery, and customer information and feedback. During my tenure, former U.S. House Transportation and Infrastructure Committee Chairman Jim Oberstar also recognized my leadership in developing what he called the best state transportation plan in the country.

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Sept 1998 – Jan 1999 President, Government and Enterprise Services

I consulted with clients working at all levels of government on the development and implementation of strategies designed to assist them in securing transportation related improvements or markets. My work involved all modes of transportation, including highways, transit and passenger rail initiatives, and working with local, national and multi-national corporations.

1997 – 1998 Head of Public Policy Group, Goff and Howard

I directed the development and coordination of projects and activities on behalf of public sector clients. Responsibilities included management of public information, marketing and media relations for a five-county commuter rail demonstration event; coordination of the public information and involvement campaign for the Northstar Corridor Development Authority, a multi-jurisdictional transportation and commuter rail authority; organizational and administrative support for the Red Rock Corridor commuter rail study; and development of the North Highway 61 Corridor Authority for the purpose of studying the feasibility of commuter rail in an abandoned railroad right-of-way. Collectively, these corridors represent the majority of those currently under consideration in Minnesota as potential commuter rail corridors.

1991 – 1997 Manager, Division of Public Services, Anoka County, Minnesota

I was responsible for the overall management and coordination of six departments of County government, including: Highways and Transit, Solid Waste, Parks and Recreation, Surveyor Geographic Information Systems, and Public Information. The division had a combined general and enterprise budget of approximately \$44 million and over 200 employees. I was appointed manager when the division was created and had responsibility for developing its organizational structure and implementing the new reporting relationships among the affected department heads. In this position I also helped initiate and organize Minnesota's first commuter rail project which is currently in operation.

OTHER TRANSPORTATION RELATED POSITIONS AND ACTIVITIES

2003 – 2010 Member, American Public Transportation Association

Elected to the Board of Directors in 2003
Elected to the Business Members Board of Governors in 2003

1999 – 2002 American Association of State Highway and Transportation Officials

Chair, Advanced Transportation Systems Subcommittee
Chair, 511 National Implementation Task Force
Chair, Transportation Operations Committee

1986 – 1996 Mayor, City of Blaine, Minnesota, Population 47,000

1990 – 1996 President, North Metro Mayors Association, 20-member municipal organization

1990 – 1994 Chair, North Metro Crossing Coalition, transportation advocacy group

Within the context of these positions and organizations, I was responsible for coordinating and implementing the effort to support the development of a new freeway currently under construction in the Twin Cities area.

1996 – 1999 Board and Executive Committee Member, Minnesota Transportation Alliance

Sept 1998 Elected President of the Minnesota Transportation Alliance

This association of government, industry and labor organizations advocates for and supports transportation improvements in Minnesota.

1994 – 1996 Member, Metropolitan Transportation Advisory Board

This board develops and recommends the transportation improvement program and federal transportation spending priorities for the metropolitan area.

1988 – 1990 Member, Regional Transit Board

This board planned and budgeted for the regional transit system in the metropolitan area.

I have also testified on transportation issues before numerous legislative and congressional committees as well as presented at several international forums and best practices events.



THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

Mr. Elwyn Tinklenberg
Expert Consultant
The Tinklenberg Group
11234 Forest Court, NE
Minneapolis, MN 55449

MAR 29 2005

~~Elwyn:~~
Dear Mr. Tinklenberg:

Thank you for your leadership and service to both the U.S. Department of Transportation (DOT) and to the Federal Highway Administration's Intelligent Transportation Systems Program.

Your expertise in restructuring the Intelligent Transportation Systems (ITS) Program and your work with the ITS Management Council have been invaluable in establishing a more focused, results-driven program. Your efforts to establish a model for the ITS Advisory Committee will be very beneficial in retaining those program qualities in the future. The reconstituted ITS Program will benefit the DOT, the overall ITS community, and most importantly, our collective customers.

One of your many contributions was your adept assimilation of the details of the program. Furthermore, because you understood and addressed the needs and concerns of the various parties, your role as a neutral change agent was instrumental in achieving the results. Feedback received to-date from external stakeholders and customers, and internal staff, has been very positive. I am sure this was largely due to the rapport you established with them and because of your excellent organizational and management skills.

On behalf of our colleagues on the ITS Management Council and the staff in the ITS Joint Program Office, I want to acknowledge and thank you for your efforts in support of the ITS Program. I wish you much success in your future endeavors.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'Norman Y. Mineta', written over a vertical line.

Norman Y. Mineta

Editorial

September 22, 2002

Two Ventura stars leave office

Tinklenberg, Smith

As transportation commissioner, Elwyn Tinklenberg told Minnesotans not necessarily what they wanted to hear but what they needed to hear. His frequent explanations helped lift the interwoven issues of roads, transit, housing and development to the top of the state's agenda.

The essence of Tinklenberg's message was two-pronged: If Minnesotans want more roads they must commit to actually paying for them; and they must realize that wider freeways alone won't solve metro traffic congestion, but that transit must play a larger role.

That message is widely understood in states as diverse as Georgia, Texas, Colorado and Utah. Minnesota has been slow to accept it, largely because transportation has become a partisan matter. Independents, Democrats and many Republicans tend to agree with Tinklenberg, while GOP leaders insist that more roads can be squeezed from existing money and that transit is just a welfare benefit for people without cars.

For his clarity and courage on these matters, Tinklenberg, who will leave his post Oct. 4, deserves the gratitude of Minnesotans. The preponderance of research and professional opinion nationwide to bolster his views.

Entrenched, military-style bureaucracies like MnDOT's see commissioners come and go, often to little effect. But a new breed of engineers agrees with Tinklenberg that the interstate highway era is waning. A new world that demands quality-of-life for commuters and in-time delivery for products requires a nimbler solution than just adding pavement. The Minnesota Department of Transportation can no longer be just the highway department. Nor can it waste time and money on unnecessary process. Tinklenberg insisted on a faster track for road projects, trimming the average span by one-third.

He failed on two important fronts, however. He couldn't convince the Legislature to adequately fund the state's needs or to develop a source of dedicated money for transit.

In this regard, Gov. Jesse Ventura, while giving Tinklenberg rein to speak the right words, subverted his commissioner with political mistakes. Reducing license tab fees in 2000 made it harder to build roads the state needed. Vetoing local road and bridge projects in 1999 infuriated legislators who then vowed revenge against the governor's transit priorities.

Indeed, opponents jeopardized a Minneapolis-Bloomington light-rail project, scrapped a Minneapolis-St. Cloud commuter-rail line and tried to eliminate HOV lanes and ramp meters. Disputes with the Department of Administration over highway contracts and a mishandling of inflation-adjusted cost projections for light-rail transit further forced

Tinklenberg to devote as much energy to defending his agency as planning for the future.

But the future is where the focus belongs. Transportation investments require a long view, a sustained commitment and a variety of choices. One day the retrogressive House leadership will be gone, Minnesota will enter the 21st century and El Tinklenberg will be recalled as a commissioner who told Minnesotans what they needed to hear.

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