Dear Mr. Joos and Members of the Selection Panel:

Kimley-Horn is pleased to submit this proposal to the City of West St. Paul for the preparation of an update to the 2011 Master Pedestrian and Bicycle Plan. Our project understanding and approach, proposed scope of services, schedule, and fee are detailed below.

**Project Understanding**

The City of West St. Paul recently received a grant from the Minnesota State Health Improvement Program (SHIP) through the Dakota County Active Living Partnership and the Dakota County Public Health Department to develop an updated Master Pedestrian and Bicycle Plan (MPBP). This plan will include an analysis of current conditions, including changes to the City’s development and infrastructure since 2011, development of a master plan map to guide future roadway and trail projects, and an equitable public engagement process to ensure the outcome of the plan matches community needs. The engagement process will focus on SHIP priority populations (people 60 or older, children, and people with low incomes or others experiencing a health disparity). The City is looking for a consultant team to guide the planning process and engagement, with a final adoption of the plan anticipated in October 2022.

The 2011 MPBP has been well utilized by the City since it’s completion eleven years ago. The plan is regularly consulted during project development processes and is the authoritative document that guides the City’s active transportation vision. The plan has been successful, leading to the implementation of several key projects in the intervening years. However, the City’s population and development patterns have continued to shift over the previous decade, necessitating a fresh look at the community’s current needs and future opportunities. With approximately 1 in 3 West St. Paul residents being non-white and 1 in 5 over the age of 65, a special analysis of the City’s active transportation needs from a public health perspective is warranted to ensure all residents have equitable and affordable access to the amenities offered in the community.

The plan will also coordinate with the many County and regional projects that pass through or nearby the City to ensure a continuous accessible network. This plan will identify bicycle and pedestrian recommendations at all scales including local City streets, County roads, and bicycle routes, and opportunities for increased connection to regional networks and trails. The plan will also identify potential funding sources and priority projects to guide the City toward implementation of its full vision.

**Project Approach**

We understand that the City and Dakota County have combined resources to sponsor the creation of this plan specifically to address health equity within the City. West St. Paul currently has the highest percentage of seniors within Dakota County as well as a high population of low-income residents. In total, over 50% of the City’s population are part of at least one SHIP priority population group, making equitable access to healthy, safe, and affordable transportation a priority goal for the plan.

The plan will be developed with a health equity lens, including the technical analysis, project recommendations, and engagement process. The project recommendations will focus on infrastructure that connects major opportunity destinations, such as schools, parks, clinics, and grocery stores with facilities that are suitable for all ages and abilities. The benefits of each project will be examined based on its ability to serve SHIP priority populations and promote the overall health and wellbeing of the community.
We also understand the need to develop an equitable engagement process that focuses on these priority populations. We will partner with the City to identify appropriate methods to target groups of interest and facilitate opportunities for the community to provide meaningful feedback.

**APPROACH TO EQUITABLE ENGAGEMENT**

Our Planning team is comprised of recognized experts in equitable engagement with experience on similar projects throughout the State of Minnesota. We understand the importance of developing a tailored process that meets the community where they are, rather a one-sized-fits-all approach that may not be accessible for all.

Community engagement can be very time- and labor-intensive. We understand the need to make the best use of the City’s constrained resources, as well as the short time frame available to this project. Our team commits to partnering with the City to identify best ways our team can support the City in developing and facilitating a strong community engagement framework.

Our approach to equitable engagement for this project utilizes a community partnership approach to address community outreach through four main phases:

- **Develop Engagement Framework:** Our engagement experts will work with the City to develop a tailored approach to community engagement that fits the budget and timeframe allotted for this plan. This will include the selection of appropriate tools and methods, as well as identify specific community groups and events for partnership throughout the process.

- **Online Survey and Mapping Opportunity:** As an initial engagement phase, we recommend developing a simple online survey tool and digital mapping opportunity. This survey will focus on challenges and needs and allow residents to recommend citywide goals or specific locational needs. The survey should be promoted widely online, as well as available at community libraries and through community organizations and neighborhood groups.

- **Community and Neighborhood Events:** Rather than a dedicated open-house, we recommend identifying key community and neighborhood events to facilitate further in-person engagement. National Night Out and Explore West St. Paul Days, both in August, present key opportunities to engage with the community and facilitate discussion in a way that doesn’t burden residents. Our team can support the City in this phase by developing a “meeting-in-a-box kit” for use by community and neighborhood organizations or City staff to facilitate mobile engagement.

- **Final Plan Review:** Finally, the community must have a method to review and weigh in on the final plan recommendations. We recommend posting the final plan document online alongside a comment form or simple survey, as well as making hard copies available at places like the public library.

This project will only successfully represent the needs and wishes of the community if engagement is viewed as more than a “check-the-box” requirement. Our team is committed to utilizing the needs and vision expressed by the community to develop a set of plan goals and objectives. Those goals and objectives will carry forward throughout the plan and be used at all project phases, to analyze the merits of specific project recommendations, prioritize specific corridors, and to develop policy and program-level recommendations that meet the community needs.
Project Work Plan
The following is a summary of the proposed scope of work to be completed for this project.

TASK 1: PROJECT MANAGEMENT AND COORDINATION

Task 1.1: Project Management
Kimley-Horn will provide overall project management and utilize internal project management tools to monitor budget, staff roles, and responsibilities of all team members throughout the project. We will communicate directly with the City’s project manager on a regular basis (at least monthly) to discuss decisions and progress through the project.

Task 1.2: Coordination and Communication
We will conduct, prepare materials for, and lead one project kickoff meeting and up to three meetings with the Project Committee. We will prepare meeting summaries from each meeting and distribute to the meeting attendees.

TASK 2: CURRENT CONDITIONS INVENTORY

Task 2.1: Data Collection
Kimley-Horn will obtain current conditions data with assistance from the City. The City will provide Kimley-Horn with available and pertinent data and will coordinate with appropriate agencies to gather municipal- or county-managed GIS data. Kimley-Horn will obtain publicly available GIS data including traffic volumes, crash history, roadway characteristics, and planned transportation improvements. Kimley-Horn will obtain other data including demographics, community attributes, and commute patterns from the American Community Survey.

Task 2.2: Plan & Policy Review
Kimley-Horn will review a limited set of existing plans and policy documents provided by the City. This review will include documents relevant to active transportation in Granite Quarry, such as the 2011 MPBP, plus any relevant City, County, or Regional plans completed in the interim years. The plan and policy review will be documented in the Bicycle & Pedestrian Plan.

Task 2.3: Field Review
Kimley-Horn will conduct a one-day field review to examine existing conditions such as sidewalk and bicycle facilities, visible constraints and barriers, roadway widths and design treatments, and major origins and destinations. The field review is not intended to be comprehensive but will include a review of key corridors to be identified in coordination with the City’s project manager.

Task 2.4: Analysis and Documentation
Kimley-Horn will document existing and future conditions that focus on traffic safety, mobility, and comfort, in addition to land use, design, and economics. The analysis will be developed into an “issues and opportunities” framework that identifies key barriers, locations, and policies to focus the development of the recommendations. The current conditions analysis will be documented in an easy-to-understand and highly graphical format that will be incorporated into the community engagement efforts and the final plan document.
**TASK 3: PUBLIC ENGAGEMENT**

**Task 3.1: Community Engagement Plan**
Kimley-Horn will partner with the City and project team to develop a community engagement framework to guide engagement efforts throughout the planning process. This will be a highly collaborative effort to identify the appropriate population groups to target, select tools and methods, identify upcoming community events and groups to partner with, and develop expectations for reporting. This framework will be developed to meet all SHIP engagement expectations.

**Task 3.2: Online Survey**
Kimley-Horn will create an online survey tool to collect input regarding destinations, obstacles, and opportunities. The tool will include an interactive map and a short survey to allow residents to provide feedback location-specific challenges and ideas. The City will manage all communications and promotion of the survey under the guidance of our public engagement specialists.

*Additional task:* If desired, Kimley-Horn’s engagement specialists may assist in promoting and communicating the survey to the public, including developing flyers, signs, and online messages that direct participants to participate in the survey, plus a single day of staff soliciting in-person feedback from bicyclists and pedestrians along popular routes. Kimley-Horn will also analyze survey results and demographics to understand the key populations that should be targeted for further engagement.

**Task 3.3: Community and Neighborhood Engagement Toolkit**
Kimley-Horn will assist the City with identifying a strategy to facilitate engagement at community and neighborhood events during the months of June, July, and August. We will develop a simple engagement toolkit to include engagement materials and methods for City staff or community partners to solicit feedback from key populations. This may include engagement with the community at events such as the West St. Paul Farmer’s Market, soliciting feedback along popular trails and routes, or engagement with various neighborhood groups at National Night Out. Specific engagement activities appropriate to these events will be determined in coordination with the City, but may include a brief survey, input on facility design, and feedback on specific project recommendations.

*Additional task:* If desired, Kimley-Horn may provide full-service engagement support to facilitate community engagement from the West St. Paul community. This will include the production of engagement materials, in-person staffing support and facilitation as needed at community events, and direct engagement with key community groups that represent SHIP priority populations.

**Task 3.4: Final Plan Review**
Kimley-Horn will provide an online platform for community review and comment on the final plan materials. This will include an online PDF for viewing, as well as simple commenting mechanism or short survey to solicit feedback. If desired, a printed copy of the plan may also be made available at various community buildings.

**Task 3.5: Community Engagement Summary**
The City will consolidate all received community feedback into a single appendix, and Kimley-Horn will develop a brief engagement summary for inclusion in the final plan. This summary will be developed to meet the requirements of the SHIP grant and focus on feedback from SHIP priority populations.
**TASK 4: PLAN DEVELOPMENT**

**Task 4.1: Goals and Objectives**
Kimley-Horn will inventory the goals, performance measures, and desired outcomes documented in the 2011 MPBP as well as additional plans reviewed during the plan review. We will combine that analysis with public feedback to identify consistent themes and overlaps to develop a set of goals and objectives for this plan. These goals and objectives will be developed following the initial round of community and agency engagement to allow for community needs to influence their creation. These adopted goals and objectives will be used to identify and analyze recommendations to ensure the plan builds toward a consistent long-term direction.

**Task 4.2: Projects**
The preliminary bicycle and pedestrian recommendations map will be developed in partnership with City staff and the committee. The map will encompass facility recommendations for the entire City, as well as identify opportunities for connections to regional and county facilities. Special focus will be given to identifying projects that fill critical gaps in the multimodal network; connect multimodal facilities to neighborhoods; provide mobility benefits to SHIP priority populations; connect people to the Town’s parks, amenities, and schools; and improve public health within the community.

Based on subsequent public feedback and input from the Steering Committee, Kimley-Horn will revise the bicycle and pedestrian recommendations map to reflect community needs and key opportunities. The final project recommendations map will provide guidance on all corridors in the City and include recommendations for trails and off-street facilities, on-street connections, sidewalks, and potential intersection improvements.

**Task 4.3: Prioritization**
Kimley-Horn will coordinate with the City and Committee to determine the best way to prioritize the identified projects into short-term and long-term tiers. The prioritization methodology will rely on public feedback to identify key factors central to improving public health equity in the City to guide the analysis. These factors will be finalized in coordination with the City, but may include connections to key destinations, connections to existing facilities, connections and benefits to key SHIP populations, safety, and probable cost.

**Task 4.3: Policies & Programs**
In addition to the project recommendations, Kimley-Horn will develop recommendations for local policies and ordinances related to bicycling and walking, education initiatives, programs, and events to encourage non-motorized travel, and enforcement efforts. These recommendations will include guidance on incorporating the 6 E’s (Evaluation, Engineering, Encouragement, Enforcement and Equity) in future projects and programs. Best practice recommendations will also focus on topics such as Complete Streets, Safe Routes to Schools, traffic calming, and land use and development policies that improve overall community walkability.

**Task 4.4: Action Plan**
Kimley-Horn will create an Action Plan matrix that will detail the MPBP’s project and program recommendations and the timeframe for the implementation of each recommendation. The Action Plan will describe next steps and responsible parties to implement project, program, and policy recommendations.
The Action Plan will also include metrics by which the City can measure progress in achieving the vision of the MPBP, as well as typical unit costs for bicycle and pedestrian facilities to guide project development of the plan recommendations. Implementation guidance will be developed to include potential future funding sources.

TASK 5: DOCUMENTATION AND APPROVAL

Task 5.1: GIS Database
Kimley-Horn will create a project file geodatabase (FGDB) to store newly created GIS data that will include the bicycle and pedestrian project recommendations. Kimley-Horn will include the FGDB in the electronic submittal to City.

Task 5.2: Draft Report
Kimley-Horn will prepare a draft MPBP document for review by the City, committee, and larger community. The City’s project manager will collect and consolidate all comments into one master list to provide to Kimley-Horn. Kimley-Horn will create the report in Adobe InDesign, to maximize report aesthetics and design to best communicate final recommendations. Final reports for public distribution will be converted into PDF format and will include an executable table of contents.

Task 5.3: Approval
Kimley-Horn will attend and facilitate up to two hearings with the City Council during the planning process. The initial meeting is intended as a plan update, to take place in July 2022. The second hearing will follow the development of the draft plan and focus on adoption and approval of the final plan.

Task 5.4: Final Report
Kimley-Horn will revise the draft plan one time based on the consolidated list of comments before submitting to the City by September 30, 2022. The plan will be formatted as an electronic document and submitted to the City in PDF format.

DELIVERABLES
The following deliverables will be provided to the City based on the elements of this project scope:

- Current Conditions Inventory Document, including issues and opportunities analysis
- Community engagement plan
- Engagement toolkit for use by City staff or community partners
- Community engagement summary
- Map of project recommendations
- Final MPBP document, including:
  - Program and policy recommendations
  - Action plan and project prioritization
  - Implementation guidance
  - Best practices recommendations
SCHEDULE
The City has indicated its desire to have the City Council adopt the final MPBP by September 30, 2022. Our recommendation for a project schedule that achieves this goal is shown below based on key milestones:

February 2022

<table>
<thead>
<tr>
<th>Key Milestones</th>
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<tbody>
<tr>
<td><strong>February</strong></td>
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<tr>
<td>Notice to Proceed</td>
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<td>Project Kickoff Meeting</td>
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<td><strong>March</strong></td>
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<tr>
<td>Develop Community Engagement Plan</td>
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<tr>
<td>Data Collection and Current Conditions Analysis</td>
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<td>Online Survey</td>
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<td><strong>April</strong></td>
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<tr>
<td>Finalize Current Conditions Document</td>
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<tr>
<td>Develop Goals and Objectives</td>
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<td>Committee Meeting #1</td>
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<td><strong>May</strong></td>
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<tr>
<td>Develop Community Engagement Toolkit</td>
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<td>Develop Draft MPBP Map</td>
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<td>Committee Meeting #2</td>
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<td><strong>June</strong></td>
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<tr>
<td>Draft Project Prioritization</td>
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<td>Draft Policy and Program Guidance</td>
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<td>Community Engagement Events Begin</td>
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<tr>
<td><strong>July</strong></td>
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<td>Community Engagement Events Continued</td>
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<tr>
<td>Plan Update Presented to City Council</td>
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<tr>
<td>Develop Action Plan and Implementation Guidance</td>
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<td>Committee Meeting #3</td>
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<tr>
<td><strong>August</strong></td>
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<tr>
<td>Final Community Events (National Night Out)</td>
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<tr>
<td>Finalize Recommendations Based on Community Feedback</td>
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<tr>
<td>Draft Plan Submitted</td>
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<tr>
<td>Final Community Engagement</td>
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<tr>
<td><strong>September</strong></td>
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<tr>
<td>Plan Adoption by City Council</td>
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<tr>
<td>Final Plan Submitted</td>
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Project Team

LYDIA STATZ, AICP: PROJECT MANAGER
Lydia specializes in transportation and mobility planning and has had the privilege to work in over a dozen states and a wide variety of communities throughout her four years with Kimley-Horn. Lydia is passionate about working with communities to identify ways to enhance their livability and sustainability through smart and actionable choices. Since joining the firm, Lydia has become known for her tailored community approach that calls on national best practices and local community priorities to develop plans that make smart use of limited resources. Lydia has extensive experience working with communities to develop mobility plans and active transportation projects to actionable develop design guidance, project recommendations, as well as policies and programs that advance community goals.

ERIC FOSMO, P.E.: PROJECT ADVISOR AND QUALITY ASSURANCE
Eric has 16 years of trail, roadway, storm drainage, water main, and sanitary sewer design experience on municipal infrastructure projects where he has provided project management, technical design, plan and specification preparation, and cost estimating services. He is well versed in the Minnesota Chapter 429 process and is adept at balancing the priorities of multiple project stakeholders and challenging project deadlines. Eric will review all work products to ensure alignment with City priorities and ongoing projects, as well as provide implementation guidance to ensure an actionable final plan.

LIZ MORICE: PLANNING TASK LEAD
Liz is a transportation planner with ten years of community organizing experience, during which she specialized in coalition building and stakeholder outreach. Her work to bring together disparate groups has supported local, state, and national policy changes as well as long-lasting community connections. Her unique background supports thoughtful process design and creative engagement strategies. She is careful to understand the unique experiences of the communities and groups with whom she works to foster understanding and broad support. Liz has a master’s degree in urban and regional planning from the Humphrey School of Public Affairs and a Certificate in Metropolitan Design from the University of Minnesota College of Design. Prior to joining Kimley-Horn, she gained planning experience with Metro Transit, Hennepin County, and Bolton & Menk, Inc.

LEILA BUNGE, AICP: ENGAGEMENT LEAD
Leila is a planner with 8 years of experience in public engagement, environmental documentation, and transportation planning for city, county, and state projects. Leila has managed and facilitated a variety of public engagement activities aimed to be inclusive to a diverse group of stakeholders through social media, community events, stakeholder meetings, and online engagement platforms such as interactive maps and websites, and ensured all materials were accessible for both in-person and online use. Leila has helped form strategic partnerships with other agencies and interest groups to increase the client’s outreach capacity and overall awareness of the project.
Project Experience

FARGO TRANSPORTATION PLAN, FARGO, ND
Kimley-Horn is leading the development of the Fargo Transportation Plan, a comprehensive multimodal study that examines ways to advance the City’s transportation goals. The Fargo Transportation Plan will establish the framework that ensures every future transportation project builds a more sustainable, healthy, and economically vibrant community. The plan will include a roadway master plan to guide future street design throughout the city; a policy modernization guide to simplify current processes and better integrate land use with street design; and an implementation guidebook that will make the plan’s recommendations actionable. The 12-month planning process began in May 2021 and is slated to be adopted by Fargo City Commission in spring 2022.

STATEWIDE PEDESTRIAN PLAN, MN
Kimley-Horn is engaging MnDOT’s priority populations which include youth and children, people with low incomes, people of color, Native Americans, people with disabilities, and older adults. The goal is to gain their support for pedestrian improvements and the types of infrastructure that would help them walk more often in various land use contexts. The consultant team is also meeting with transportation stakeholder groups, including MnDOT district staff and staff from cities and counties to discuss the maintenance of pedestrian infrastructure.

THOMPSON/OAKDALE AVENUE PEDESTRIAN AND BICYCLE FEASIBILITY STUDY, WEST ST. PAUL, MN
Kimley-Horn prepared a feasibility study and report for pedestrian and bicycle improvements along the Thompson and Oakdale Avenue corridors. The City of West St. Paul received state grant funds to assess potential pedestrian and bicycle infrastructure improvement options for Thompson Avenue (Robert Street to the eastern West St. Paul border at Highway 52) and Oakdale Avenue (from Wentworth Avenue to Butler Avenue). This project included an alternatives analysis to identify preferred pedestrian and bicycle improvements along both roadways; public engagement with key stakeholders to gather input; and the preparation of a feasibility report detailing the recommended pedestrian and bicycle improvements. Information from the feasibility report supported an application for Metropolitan Council Regional Solicitation (TAP) funding in April 2020. Kimley-Horn completed the feasibility report in April 2020 and prepared preliminary plans for the identified improvements in July 2020.

NCDOT STATEWIDE ACTIVE TRANSPORTATION ON-CALL
Kimley-Horn conducts bicycle and pedestrian planning efforts for cities and towns across the state of North Carolina through an on-call contract with NCDOT. Projects managed by Lydia include:

- **Lowell Bicycle and Pedestrian Plan**: Kimley-Horn partnered with the City of Lowell to develop a bicycle and pedestrian plan that recommends projects, programs, and policies to advance documented goals related to revitalization, outdoor recreation assets, and safety for all users and modes of transportation. The plan outlined a meaningful implementation strategy focused on infrastructure and programmatic recommendations that increase the use and awareness of transportation investments.

- **Hudson Bicycle and Pedestrian Plan**: With NCDOT and in partnership with the Western Piedmont Council of Governments, Kimley-Horn completed a bicycle and pedestrian plan for the Town of Hudson. The plan focuses on creating a well-connected bicycle and pedestrian network by linking residential areas to downtown, schools,
commercial districts, and town parks. Kimley-Horn gave special consideration to developing a system that encourages safe and active use of the active transportation network for people of all ages and abilities.

**Estimated Fees**

Kimley-Horn will provide the scope of services identified above on an hourly basis. We understand the City’s available resources for this project are limited, and we are committed to working with the City to identify a project scope and fee that best meets the City’s needs for this project. The following is a summary of our estimated fees and expenses.

**Additional Engagement Support**

Kimley-Horn may provide additional engagement support to facilitate a comprehensive and equitable engagement process. This may include assistance in promoting and communicating the survey; a single day of staff soliciting in-person feedback from bicyclists and pedestrians along popular routes; the production of engagement materials; in-person staffing support and facilitation as needed at community events; and direct engagement with key community groups that represent SHIP priority populations.

<table>
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<tr>
<th>Core Work Task</th>
<th>Estimated Cost</th>
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<td>Task 1: Project Management Coordination</td>
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<tr>
<td>Task 2: Current Conditions Inventory</td>
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<td>Task 3: Community Engagement Support</td>
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<td>Task 4: Plan Development</td>
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<td>Task 5: Documentation and Approval</td>
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<td><strong>Total</strong></td>
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<td>Additional Engagement Support</td>
<td>$8,694.00</td>
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<tr>
<td><strong>Total with Additional Tasks</strong></td>
<td><strong>$41,611.50</strong></td>
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A more detailed summary of our estimated hours and fees is provided as a separate attachment. Labor fee will be billed according to our current standard hourly rate schedule.

Our total estimated cost for the Scope of Services is $32,917.50 including all labor and reimbursable expenses. Fees and times stated in this proposal are valid for sixty (60) days after the date of this letter.

We appreciate the opportunity to submit this proposal and look forward to working with you on this project. Please feel free to contact myself at 612.503.8535 or Lydia.Stat@Kimley-Horn.com or Eric at 651.643.0449 or Eric.Fosmo@Kimley-Horn.com if you have any questions.

Sincerely,

KIMLEY-HORN AND ASSOCIATES, INC.

Lydia Statz, AICP  
Project Manager

Eric J. Fosmo, P.E.  
Client Manager