PROPOSAL FOR PROFESSIONAL SERVICES

N28th Street Grade Separation Project

Bid #26-10-PW

CITY OF SUPERIOR, WISCONSIN | APRIL 28, 2026

SEH

Building a Better World for All of Us®

Engineers | Architects | Planners | Scientists

April 28, 2026

Chris Carlson, Public Works Director
City of Superior
1316 North 14th Street, 2nd Floor
Superior, WI 54880

Building a Better World for All of Us®

RE: N28th Street Grade Separation Project | Bid #26-10-PW

Dear Mr. Carlson and Members of the Selection Committee:

The City of Superior is seeking a trusted consultant to complete a feasibility study and preliminary design for the N28th Street Grade Separation Project. This project is a significant investment in safety, mobility, and economic vitality for the City. With multiple rail lines, federal funding requirements, and a multi-agency approval process, your success depends on your chosen partner's ability to develop a practical, constructible solution that has stakeholder support and positions the City to secure funding and move efficiently into final design and construction.

We at **Short Elliott Hendrickson Inc. (SEH®)** are the partner you need to achieve this. Based on our conversations with you and our experience working with you and other clients to seamlessly deliver complex transportation projects, we understand the following are key for a successful project:

Select a Buildable. Fundable Alignment. The alternatives we develop will be supported by sound engineering, defensible cost estimates, and clear documentation so the preferred alignment is practical to construct and positioned for future construction funding.

Identify and Manage Key Risks Early. We will address subsurface conditions, environmental requirements, right-of-way impacts, railroad coordination, and Federal Railroad Administration (FRA) approval processes early to minimize redesign, schedule impacts, and cost uncertainty.

Achieve Seamless Stakeholder Coordination. Our team will coordinate with the Burlington Northern Santa Fe Railway (BNSF), WisDOT, FRA, property owners, and other stakeholders to support timely decisions and maintain project momentum.

Build on a Trusted Team with the Right Expertise. For this project, we have assembled a team the City knows and trusts, led by Project Manager Matt Bolf, and supported by specialized rail and funding expertise to successfully navigate project complexity and keep the project moving forward.

SEH has a long-standing relationship with the City of Superior and understands how to work effectively with your staff. By combining practical engineering, early risk management, and proactive coordination, we will deliver a study and preliminary design that is clear and defensible, and ready to move forward, positioning the City to secure funding and advance this project into funding, final design, and construction. Please don't hesitate to reach out to me at 218.279.3025 or mbolf@sehinc.com. We are ready to get to work!

Respectfully submitted,

Matt Bolf PE (WI)
Project Manager

Dan Hinzmann PE (WI), LEED AP®
Client Service Manager

"We look forward to the opportunity to provide a familiar and effective team that will support you through this project."

Engineers | Architects | Planners | Scientists

Short Elliott Hendrickson Inc., 418 West Superior Street, Suite 200, Duluth, MN 55802-1512
218.279.3000 | 888.722.0547 | 888.908.8166 fax | **sehinc.com**

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The specific licenses and credentials of the team members are described in the personnel and/or resume section of this document.

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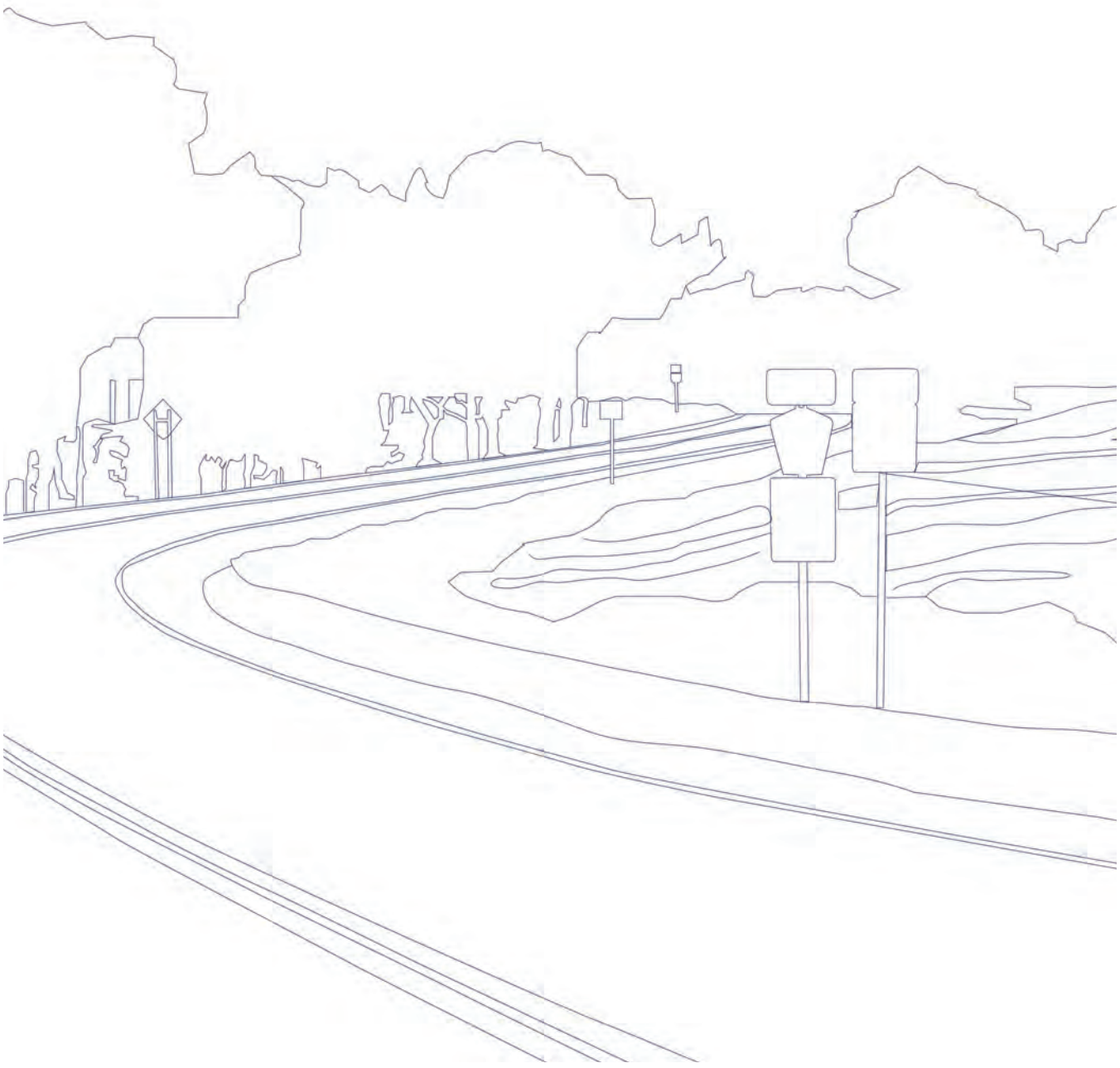
4.1 Company Profile



4.1 Company Profile

As an employee-owned collective of engineers, architects, planners, and scientists. SEH is driven to provide technically advanced, sustainable solutions for government, commercial, and industrial partners nationwide.

About SEH

At Short Elliott Hendrickson Inc. (SEH®), our 900+ dedicated employee-owners are united by a shared vision to create positive, lasting change. We are deeply committed to fostering an equitable environment and building safer, more sustainable infrastructure for governments, industries, and businesses across the nation.

Our Core Purpose: **Building a Better World for All of Us®**

By embracing technology and delivering climate-sensitive design solutions, we strive to improve lives, enhance communities, and establish a legacy of positive change.

TECHNICAL CAPABILITIES

We offer the full range of capabilities and required services to collaborate with Superior staff and involved agencies. This includes in-house and specialty partner resources for structural design, railroad coordination, Wisconsin Department of Transportation (WisDOT) coordination, federal funding compliance, multimodal transportation, traffic engineering, environmental services, right-of-way, stormwater, geotechnical, utility coordination, public involvement, and project management.

Our expertise and focus on **improving safety and mobility** align with the City's primary goal for this project. Our engineers are highly experienced in feasibility and constructability – and are equally capable of pivoting alternative design when feasibility findings arise in the study phase.

STRUCTURAL ENGINEERING

Structures, feasibility analysis, and designing mobility improvements are some of what we do best. We implement the latest in structural engineering, including preliminary design, to help you deliver on your structure goals. Experienced, innovative and versatile – the SEH team brings stability and integrity to every structural project.

Short Elliott Hendrickson Inc.

418 West Superior Street, Suite 200
Duluth, MN 55802-1512
218.27.3000 (main) | 888.908.8166 (fax)

sehinc.com

SHORT ELLIOTT HENDRICKSON INC.
founded in
1927

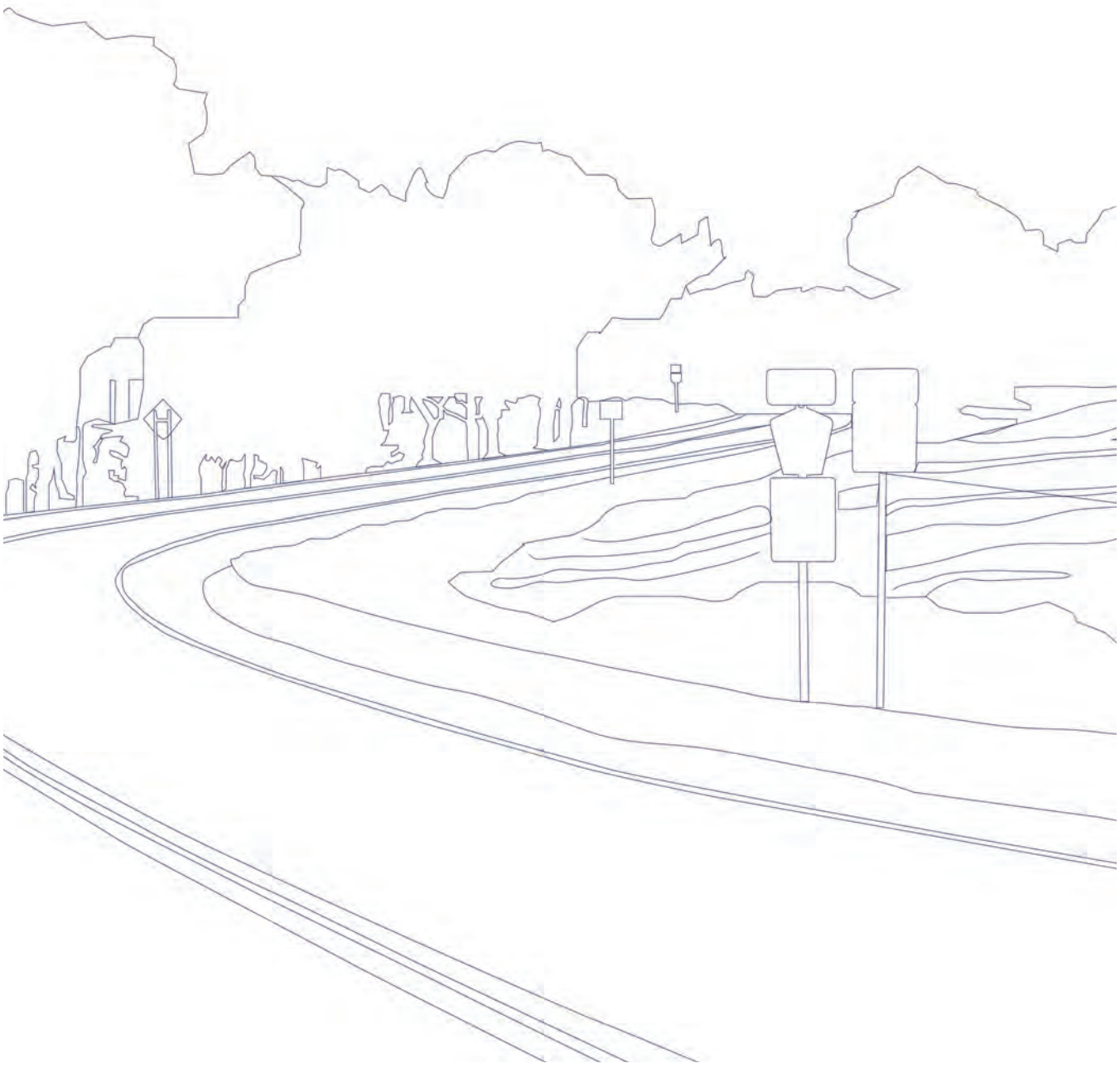
WE PARTNER WITH CLIENTS
in nearly every U.S. state and many Canadian provinces

EMPLOYING
900+
engineers, architects, planners, scientists, and talented professionals

WHO WORK TOGETHER TO SERVE
4 market areas: mobility, better places, clean water, and renewing infrastructure

AN IMPRESSIVE 80%
of our clients are repeat customers

4.2 Key Personnel



4.2 Key Personnel

Our team brings together SEH, TKDA, and Braun Intertec as a coordinated and experienced project team with a long history of delivering complex infrastructure projects for the City of Superior and similar communities. We have worked together on projects involving BNSF coordination, federal funding requirements, environmental documentation, and multidisciplinary design, allowing us to integrate our efforts and move projects forward efficiently.

SEH will lead the team with local project management and strong relationships with City staff. TKDA brings specialized railroad coordination and structural design experience, and Braun will provide geotechnical exploration and bridge foundation recommendations. This team structure allows each discipline to be engaged early and consistently, addressing key constraints and supporting decisions with the right expertise.

Overall, our team has been working directly with the City of Superior on infrastructure projects for more than 26 years, with experience that aligns directly with the needs of this project. We have delivered and collaborated on projects such as Hammond Avenue Reconstruction, Tower Avenue Reconstruction, and the "Can of Worms" project for Minnesota Department of Transportation (MnDOT) which required coordination with BNSF, WisDOT, and local stakeholders, as well as careful consideration of access, phasing, and community impacts.

Through this experience, we understand the level of coordination, technical expertise, and stakeholder alignment required to move complex projects forward. Our team is committed to advancing this project in a way that improves safety, mobility, and long-term viability for the City.

WORKLOAD/AVAILABILITY

The proposed team has the availability and capacity to meet the project schedule and deliver the required work within the identified timelines. Workload for each key team member has been reviewed to provide availability during critical phases, including project planning, environmental review, and preliminary engineering.

In addition to the key personnel listed below, our team is backed by a full complement of multidisciplinary, in-house technical specialists and resources. This adds confidence to our ability to fully meet your project goals and objectives.

TKDA will lead railroad coordination and preliminary structural design, bringing extensive experience working with BNSF and delivering rail-related infrastructure projects. Their involvement helps to ensure that alternatives are feasible, coordinated with railroad operations, and ready to advance without redesign.

Braun Intertec will support geotechnical investigations, including borings and foundation recommendations for the proposed bridge. Their work will inform structural design and project feasibility, understanding subsurface conditions early and incorporating them into alternative development and cost evaluation.

Organizational Structure

City of Superior
Chris Carlson, Public Works Director

PROJECT LEADERSHIP

Dan Hinzmann PE, LEED AP
QA/QC Manager
SEH

Matt Bolf PM
Project Manager
SEH

A trusted team with the right expertise for management, feasibility, design, rail, and funding

STREET/UTILITIES

Jarrod Starren PE
Geometric Layouts, Roadway Design
SEH

Josh Woller PE
Traffic Analysis
SEH

Jason Cance PLS
Survey, Right-of-Way
SEH

Cory Ascheman PE
Constructability Review
SEH

Dan Hinzmann PE, LEED AP
Utility Coordination
SEH

Tara Krista PE
Technical Advisor
SEH

RAIL/BRIDGE

Matt Christensen PE, SE
FRA, Railroad Coordination Lead
TKDA

Joe Butler REG
Geotechnical Recommendations
Braun Intertec

Lindsey Lawrence PE
Bridge Design Lead
TKDA

Bryan Remer PE, P.ENG
Rail Coordination and Design Support
SEH

Shannon Connolly PE
Bridge Design Support
TKDA

NEPA/FUNDING/PUBLIC INVOLVEMENT

Ericka Massa CMWP
NEPA Environmental Lead
SEH

Doug Fischer PE
FRA Grant Lead
TKDA

Sue Mulholland
Archeology/Historic Reviews
Duluth Archeology Center

Brea Grace AICP, NCI
Grant Research, Funding Support
SEH

Kristin Petersen AICP, NCI, LEED AP
Public Engagement Coordinator
SEH

If needed based on preliminary reviews, Duluth Archaeology Center (DAC) under principal investigator Sue Mulholland is a qualified firm to conduct Phase 1a pre-field review for archaeological/cultural resources. If consultation results in a State Historic Preservation Office (SHPO) recommendation for field survey, DAC is also qualified to conduct Phase 1 Archaeological Survey to investigate the site for these resources.

The specific licenses and credentials of the team members are described in the personnel and/or resume section of this document.

Matt Bolf PE (WI AND MN)

Project Manager | SEH

26 Years of Experience

Matt will serve as project manager, leading and overseeing all aspects of the N28th Street Grade Separation project. He will be the City's primary point of contact, directing SEH's team resources and coordinating subconsultants for timely delivery of quality-checked deliverables, on schedule and within budget.

Matt will work closely with Chris Carlson and City staff to guide planning, stakeholder coordination, and decision-making, drawing on over 26 years of experience working with the City of Superior. **With 60+ projects delivered for the City of Superior, Matt is familiar with City standards, expectations, and processes, allowing him to maintain efficiency.**

Matt will also lead coordination with TKDA as the rail and structural subconsultant, providing clear direction, integrating their work into the overall project, and supporting consistency with City goals, schedule expectations, and funding requirements.

Matt has led numerous projects for the City and brings an established working relationship that supports efficient communication and decision making.

Relevant Experience

- West Superior Street Reconstruction – Duluth, MN
- Hammond Avenue Reconstruction – Superior, WI
- Helberg Drive New Roadway and BNSF track Reconstruction (Duluth Seaway Port Authority) – Duluth, MN
- TH 169 Bridge Replacement and Highway Reconstruction – Tower, MN
- Superior Active Transportation Plan – Superior, WI

Dan Hinzmann PE (WI, MN) LEED AP®

QA/QC Manager, Utility Coordination | SEH

18 Years of Experience

Dan will lead utility coordination for the project while serving as QA/QC manager. He will work directly with utility providers and the project team to identify conflicts, coordinate relocations, and integrate utility considerations into alternative development and preliminary design.

As QA/QC manager, Dan will oversee the project's quality process and perform independent reviews at key milestones to help ensure deliverables are accurate, coordinated, and aligned with City and project requirements.

He has extensive engineering experience in the City of Superior and with local utilities through projects including street reconstruction, storm sewer projects, lift station improvements, lead service line replacements, and municipal structures.

Relevant Experience

- Lead Service Replacement (Superior Water Light & Power Company) – Superior, WI
- East 5th Water CA (Superior Water Light & Power Company) – Superior, WI
- Belknap Street Reconstruction (WisDOT) – Superior, WI
- Tower Avenue Water Main Replacement (SWLP) – Superior, WI
- Superior Active Transportation Plan – Superior, WI
- Belknap Street Water Main (SWLP) – Superior, WI
- Belknap Street Sanitary Sewer – Superior, WI

West Superior Street Reconstruction

Jarrod Starren PE (WI)

Geometric Layouts, Roadway Design | SEH

31 Years of Experience

Jarrod will draw on his local knowledge to complete feasible layouts and visuals. His familiarity with the City of Superior, WisDOT, and federally funded projects adds to his competence for this project. As a transportation engineer, he has collaborated with teams to deliver high-quality layouts and geometrics. Jarrod is experienced in all phases of design including vertical and horizontal geometric design, storm sewer systems, pavement designs, multi-staged construction plans, signing and pavement marking, and detour routing. He has extensive experience in planning, urban and rural highway/road design, resurfacing, reconditioning, reconstruction, new construction, wetland mitigation site design, and wetland delineation projects. **Jarrod has been working on projects in the City of Superior for more than 25 years.**

Relevant Experience

- Blatnik Bridge Sanitary Sewer System Relocation – Superior, WI
- East 5th Street Reconstruction – Superior, WI
- Hammond Avenue Reconstruction – Superior, WI
- Moccasin Mike Road Box Culvert Replacements – Superior, WI
- Belknap Street Reconstruction (WisDOT) – Superior, WI
- Tower Avenue Reconstruction (WisDOT) – Superior, WI

Hammond Avenue Reconstruction

Matt Christensen PE (MN, SD, CA, FL, WA, ND, OH), SE (IL)

FRA, Railroad Coordination Lead | TKDA

27 Years of Experience

Matt will lead railroad coordination. His extensive experience in designing and coordinating railroad bridge crossings, coupled with his proactive approach to communication and scheduling, will keep this project moving forward. Over his career, he has worked on large infrastructure projects for public agencies, often leading railroad coordination, as well as large infrastructure projects for railroads, including railroad bridges over waterways and highways. **With over 25 years of experience on complex railroad, MnDOT, and County and City projects, Matt has the expertise to keep the railroad coordination for this project on schedule.**

Relevant Experience

- Twin Ports Interchange Final Roadway Design and Railroad Coordination (MnDOT District 1) – Duluth, MN
- Connecting Camden – Minneapolis, MN
- CSAH 2 (44th Avenue) Over the BNSF – Fridley, MN
- Northtown Yard (Anoka County) – Coon Rapids, MN

Lindsey Lawrence PE (MN)

Bridge Design Lead | TKDA

20 Years of Experience

Lindsey will lead preliminary bridge design. She and her bridge group have designed and managed the construction of many bridges over railroad crossings, giving her a strong understanding of railroad requirements. Lindsey has more than 19 years of experience in preliminary and final bridge design, plan production, cost estimating, special provisions, and quality control. **She frequently works on bridge and structure projects from early to end phases, completing preliminary designs with constructability and future maintenance in mind.**

Relevant Experience

- Twin Ports Interchange Final Bridge Design Garfield Avenue (MnDOT District 1) – Duluth, MN
- TH 100 and Vernon Avenue/50th Street Interchange – Hennepin County and Edina, MN
- Jackson Street Reconstruction & Bridge work over CPKC and BNSF Railways – St. Paul, MN
- Cedar Lake Road Bridge Replacement over BNSF Railroad – Minneapolis, MN

Ericka Massa CMWP

NEPA Environmental Lead | SEH

13 Years of Experience

Ericka will complete the preliminary environmental impact analysis, including National Environmental Policy Act (NEPA), Section 106, Section 4(f), and Section 7 of the site assessment, to support alternatives screening, wetland and aquatic resource delineation/inventory/permitting, and environmental documentation for FRA review and approval. Ericka frequently completes wetland delineation, wetland and aquatic resource permitting, floristic inventories and plant community mapping, and habitat restoration for large- and small-scale natural resource projects. **Ericka has completed several environmental permitting projects in the City of Superior and currently serves as the City's consultant for Special Area Management Plan (SAMP) administration. She strengthens our team's ability to identify risks and maintain schedule and compliance requirements.**

Relevant Experience

- Winter Street Permitting – Superior, WI
- Twin Ports Interchange Environmental Compliance (MnDOT District 1) – Duluth, MN
- West Two River to Tower (Saint Louis County Rail Authority) – Tower, MN
- Blatnik Bridge Preliminary Engineering Support (Parsons) – Duluth, MN
- SAMP Wetland Administration – Superior, WI
- 2026 BNSF, CN, and CPKC Railroad Permitting Services (Minnesota Power - Duluth) – Northeast MN

Jason Cance PLS (WI)

Survey, Right-of-Way | SEH

28 Years of Experience

Jason will be the licensed surveyor for any legal and design survey needs. Jason specializes in a variety of surveys, including robotic total station (RTS) and global positioning system (GPS) software. His responsibilities include right-of-way plats, aerial mapping projects, American Land Title Association (ALTA) surveys, topographic surveys, preliminary and final subdivision plats, certified survey maps, remonumentation, and boundary surveys. Jason has written elevation and distance certifications, easements, descriptions, corporate boundary descriptions, and annexations. His experience includes field work, drafting/CADD design of conceptual layouts/ survey-oriented diagrams, and surveys. In addition, Jason has experience working on municipal, commercial, government, and residential projects. **Jason's history in the City of Superior and experience on projects with transportation structures and railroads enables a quick and accurate survey service for the City.**

Relevant Experience

- E Fifth Street Reconstruction – Superior, WI
- E Second Street Wet Weather Capacity Improvements – Superior, WI
- Hammond Avenue Reconstruction – Superior, WI
- Blatnik Bridge Preliminary Engineering Support (Parsons) – Duluth, MN
- STH 29/CTH X Overpass (WisDOT Northwest Region) – Chippewa County, WI

Josh Woller PE (MN, WI, IN, IL, FL)

Traffic Analysis | SEH

19 Years of Experience

Josh will lead the traffic analysis, drawing on his experience providing support for a number of complex transportation projects. Josh specializes in traffic signal design and traffic analysis. He has extensive experience working on a variety of traffic engineering projects including traffic signal design, signal investigation studies, traffic impact analyses, corridor modeling using Synchro/SimTraffic, and data collection.. **Josh's understanding of how to work with multiple government entities, including city, county, and state agencies, will benefit the overall project progress.**

Relevant Experience

- Hammond Avenue Reconstruction – Superior, WI
- Bardon Avenue Resurface, Woodlawn Road to 24th Avenue – Superior, WI
- Tower Avenue Reconstruction (WisDOT) – Superior, WI
- Belknap Street Reconstruction (WisDOT) – Superior, WI
- USH 51, STH 70 East to STH 70 West, Minocqua to Woodruff (WisDOT North Central Region) – Oneida County, WI

Cory Ascheman PE (MN)

Constructability Review | SEH

24 Years of Experience

Cory will review designs for constructability. His experience includes construction administration, project management, and construction observation on projects involving bridge reconstruction, street and utilities, signals and lighting, and multi-modal and ADA pedestrian facilities. **He is familiar with projects involving State and Federal Aid, multi-agency involvement, and public communication.**

Relevant Experience

- Library W Parking Lot Construction Administration – Superior, WI
- Tower Avenue Construction Administration – Superior, WI
- E Fifth Street Reconstruction – Superior, WI
- West Superior Street Reconstruction – Duluth, MN
- 11th Ave Bridge Repair – Minneapolis, MN

Tara Krista PE (WI, FL, IL, IN, MI, MN, NC, SD, TX, AND VA)

Technical Advisor | SEH

26 Years of Experience

Tara will provide targeted quality review and technical oversight focused on street and bridge layout feasibility and constructability. Drawing on her extensive experience leading bridge and transportation projects, she will support the team during alternatives development and preliminary design to confirm that proposed concepts are practical, coordinated, and aligned with project constraints.

Tara will work with the project team to review geometric layouts, structural considerations, and staging approaches, helping to identify potential challenges early and refine solutions before advancing. Her involvement adds an additional level of confidence that the preferred alternative will be buildable, defensible, and ready to advance into final design. **Tara has led and managed the design of more than 125 bridge and culvert projects, as well as numerous federally funded transportation improvement projects.**

Relevant Experience

- E Second Street (WisDOT Northwest Region) – Superior, WI
- Tower Avenue Reconstruction (WisDOT) – Superior, WI
- CTH F (State Street) STP-Urban Reconstruction, Heather Road to Hamilton Avenue (Eau Claire County Highway Department) – Eau Claire, WI
- CTH A, Otter Creek Bridge Rehabilitation (Eau Claire County Highway Department) – Altoona, WI
- STH 27 (WisDOT Northwest Region) – Cadott to Cornell, WI

Shannon Connolly PE (WI, MI, IN, FL)

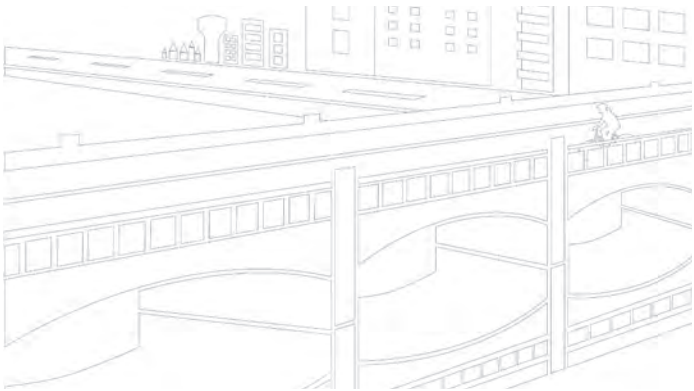
Bridge Design Support | TKDA

16 Years of Experience

Shannon will provide structural layouts that follow the Wisconsin DOT Bridge Manual and Standards. She will use her knowledge of construction practices and costs in Wisconsin to aid Lindsey in providing economical preliminary alternatives. Shannon has extensive experience in preliminary and final design of Wisconsin roadways and bridges. She has spent over half of her career working on structure replacement and rehabilitation projects on local roads and highways throughout Wisconsin. She adds expertise in preliminary and final bridge design, plan production, cost estimating, and special provision writing on Wisconsin projects. **Her early roadway design work and construction inspection experience give her a well-rounded perspective for feasibility and preliminary design projects.**

Relevant Experience

- IH 94 East West Preliminary Structure Design - IH 94 Ramp Bridge over the Menomonee River/44th Avenue/CPKC Railroad, MSE Retaining Walls, Soldier Pile Retaining Wall, and Overhead Sign Structures – Milwaukee, WI
- Wisconsin Avenue over Honey Creek Bridge Replacement – Wauwatosa, WI
- CTH C over Wausaukee River Bridge Replacement – Marinette County, WI
- IH 43 Reconstruction, Preliminary & Final Structure Design – Milwaukee and Ozaukee Counties, WI



Joe Butler

Geotechnical Recommendations | Braun Intertec

20 Years of Experience

Joe will be responsible for the coordination and evaluation of geotechnical investigation and reporting. Joe serves as director and principal in charge, as well as corporate drilling leader at Braun Intertec. He is responsible for daily oversight of the business and field and lab staff. He has worked on geotechnical projects and construction testing for a range of government, commercial, industrial, retail, and transportation clients. He has geotechnical expertise in examining soil samples, design calculations, preparing recommendations, and report compilation. **Joe is highly familiar with collaborating with SEH on City of Superior projects, and is a trusted resource for accurate soil investigation that contributes to strong preliminary designs.**

Relevant Experience

- Hammond Avenue Reconstruction – Superior, WI
- Third Street Reconstruction – Superior, WI
- Enbridge new substations and pump stations – Superior, WI
- Almac Drive/6th Street and Utility Reconstruction – Proctor, MN
- Approximately 50 County Bridge replacements - St. Louis County, MN

Bryan Remer PE (WI, MN, IA, MI, ND, NE, OK, VA, LA, AND AL), P.ENG (AB, BC, ON, AND SK)

Railroad Coordination Support | SEH

22 Years of Experience

Bryan Remer will assist TKDA in coordination of plan reviews, approvals, or permitting as needed with the BNSF. Bryan has expansive civil engineering design and construction experience with SEH, including commercial sites such as railroad track and yard design, commodity loading facilities (sand, grain, ethanol, oil, etc.), and storage tank transfer facility design. He regularly performs preliminary design studies, permitting, stormwater management plans, plan and specification documents, and cost estimating. Bryan is actively involved in the American Railway Engineering and Maintenance of Way Association Subcommittee 14 and provided updates to the Manual for Railway Engineering Chapter 14 Section 4.8. He holds a BNSF Railway Safety Certification. **Bryan's established relationships and frequent contact with the BNSF give him the tools for efficient and smooth project coordination.**

Relevant Experience

- E Fifth Street Reconstruction – Superior, WI
- Camp Ripley Rail Spur and BNSF Railway Coordination (Department of Military Affairs) – Little Falls, MN
- Main Street/129th Avenue/Memorial Drive/BNSF Railroad Intersection – Rogers, MN
- Fryburg Rail Terminal, West Connection Rail (Great Northern Midstream LLC) – Fryburg, ND
- South Heart Transload Rail Terminal, 125th Avenue over BNSF Railroad, Bridge 45-107-09.2 (Great Northern Project Development LP) – South Heart, ND

Kristin Petersen AICP, NCI, LEED AP®

Public Engagement Coordinator | SEH

20 Years of Experience

Kristin will assist the City with public information and involvement activities on the project. Kristin offers wide-ranging public involvement experience including creating exhibits and handouts, facilitating public meetings, preparing online and community preference surveys, and holding design workshops for clients and project stakeholders. She brings a background focused on identifying and managing community concerns and conflicts, and documenting, writing and providing graphic design for the preparation of summary reports. **Kristin brings successful prior experience working with the City of Superior for public involvement on street reconstruction and pavement rehabilitation projects.**

Relevant Experience

- E Fifth Street Reconstruction – Superior, WI
- MN 55 Preferred Alternative Selection and Complete Streets Preliminary Design (MnDOT West Metropolitan District) – Minneapolis, MN
- I-94 Pedestrian Bridge near 22nd Avenue S. (MnDOT West Metropolitan District) – Minneapolis, MN
- TH 53 and Garfield Layouts for Twin Ports Interchange (MnDOT District 1) – Duluth, MN
- West Superior Street Reconstruction – Duluth, MN

Doug Fischer PE (MN, OH, MI)

FRA Grant Lead | TKDA

40 Years of Experience

Doug is available for grant writing services to identify and pursue funding for the next phase of the project, so the study and designs are eligible and competitive for future grant funding. Doug is the program director for government markets at TKDA. He has worked on highway, bridge, street, drainage, and utility projects. Doug's career includes over 28 years in the public sector working for Anoka and Washington Counties. This experience has honed his skills and abilities to gain project consensus across all levels of government (local, regional, state, and federal) and in building collaborative teams and partnerships. He has been involved in the procurement of grants for many communities, and successfully procured funding.

Relevant Experience

- "Connecting Camden" Railroad Crossing Elimination (RCE) IIJA Grant Application – City of Minneapolis, MN
- Grant Application Services – Minneapolis, MN
- Grant Application Services – Coon Rapids, MN

Brea Grace AICP, NCI

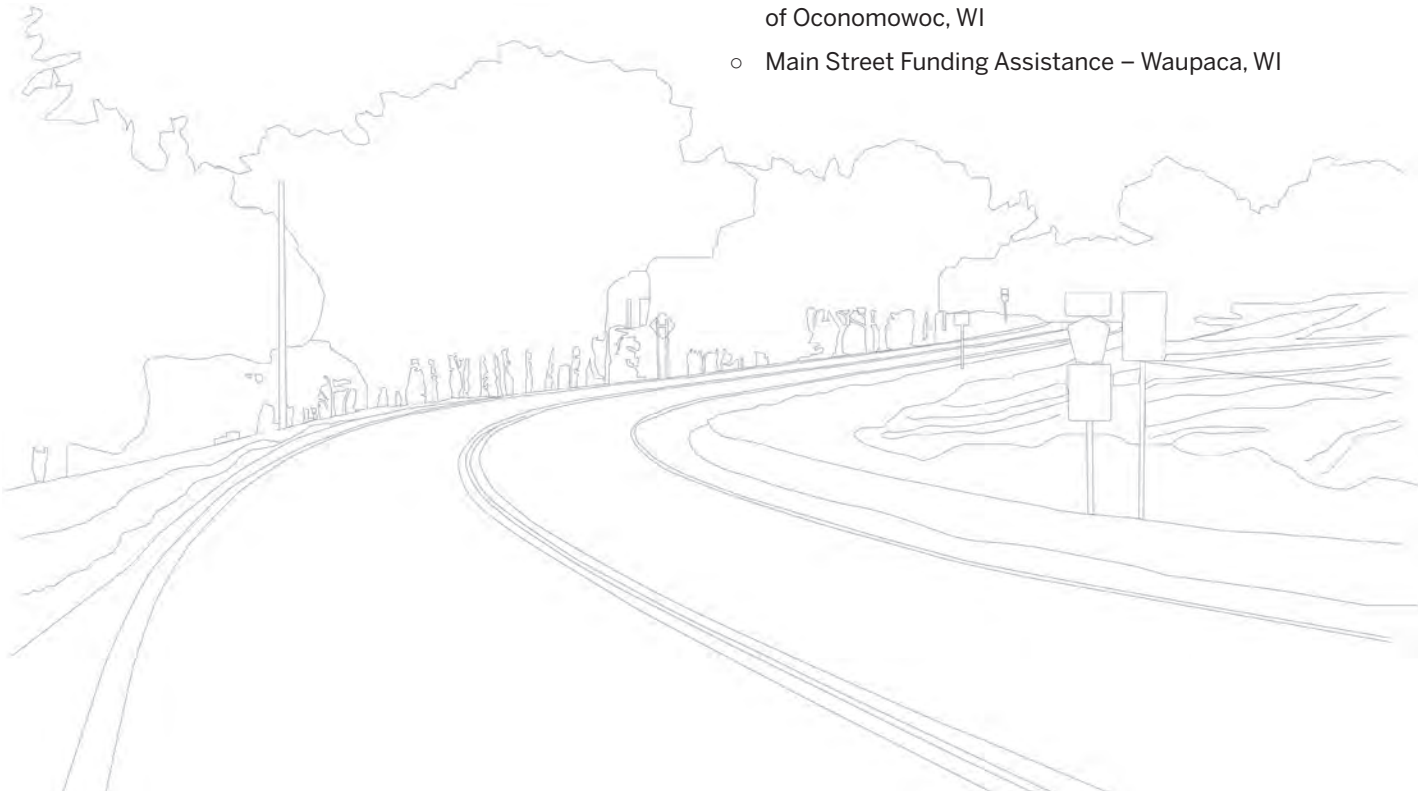
Grant Research, Funding Support | SEH

27 Years of Experience

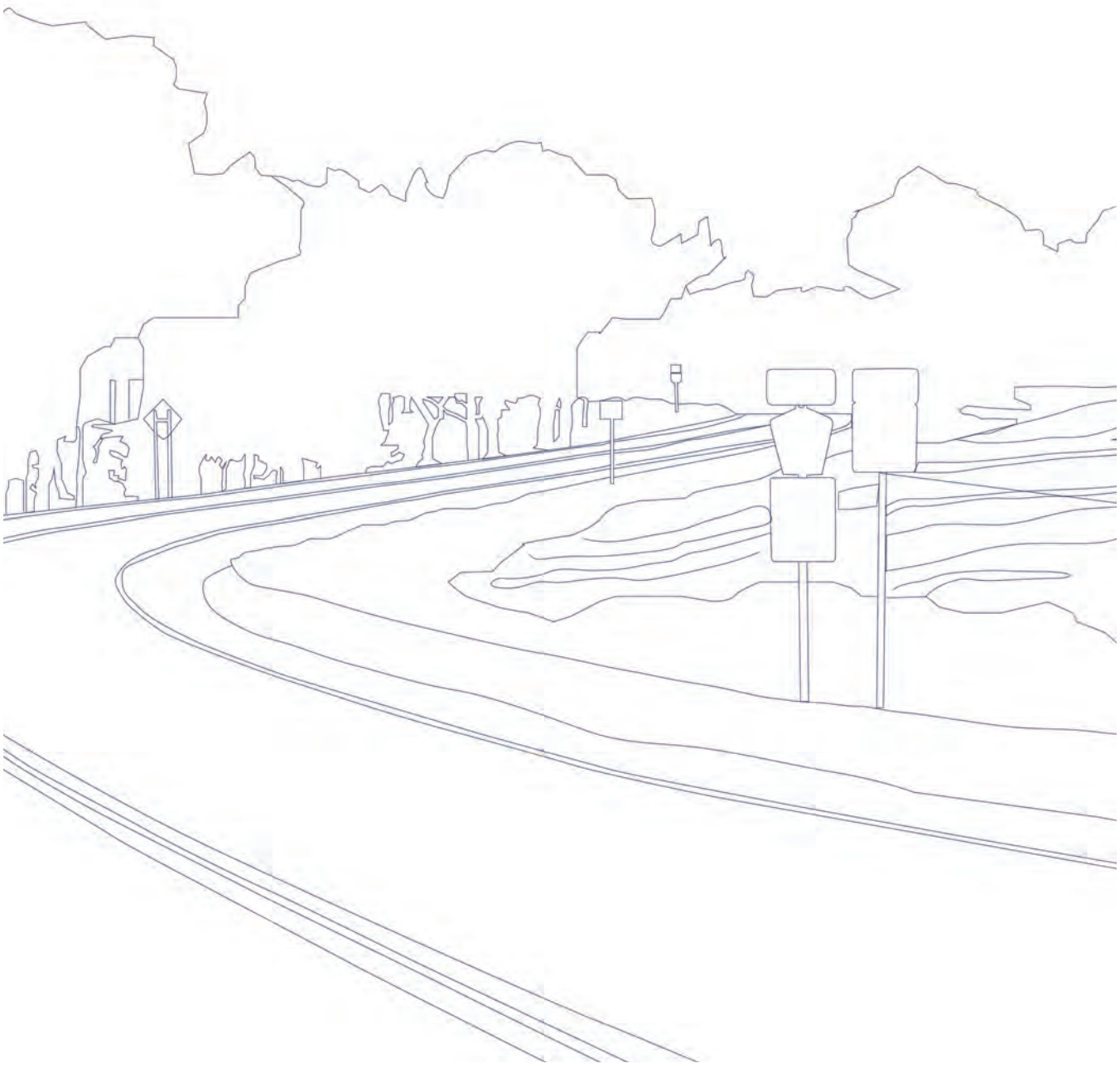
Brea will support the FRA funding compliance, coordination, and strategy to enable future construction funding. Brea is an experienced urban planner, having worked in both the public and private sectors. She is experienced in work involving transportation, economic development, land use, and the environment. She has also engaged the public for decisions in their communities. Her experience successfully maintaining, identifying and applying for funding lends valuable relevance to the City of Superior's project. She will use her passion, creativity, and experience to help bring this project to life. **Brea has recently completed several projects in the City of Superior with members of this team, adding value in local familiarity.**

Relevant Experience

- Hammond Avenue Reconstruction – Superior, WI
- Lift Station 3 Improvements – Superior, WI
- Lead Service Replacement (Superior Water Light & Power Company) – Superior, WI
- RD Funding – Wastewater Treatment Plan (WWTP) – Village of Saint Nazianz, WI
- Tax Incremental District (TID) Feasibility Study – Town of Oconomowoc, WI
- Main Street Funding Assistance – Waupaca, WI



4.3 Related Experience



4.3 Related Experience

SEH has a long and successful history collaborating on projects with the City of Superior, as shown in the graphic below. The following pages show specific projects that highlight our **team's experience solving similar challenges and opportunities to the N28th Street Grade Separation**, such as federal funding compliance; WisDOT, FRA, and BNSF coordination; feasibility study and preliminary bridge and overpass design engineering; NEPA coordination and environmental review; and more.

PROJECT RELATED EXPERIENCE MAP

Twin Ports Interchange

DULUTH, MN

Relevance to your project:
- TKDA partnership
- BNSF coordination
- Multi-agency involvement
- Preliminary designs with minimal refinements needed for final construction packages

SEH worked with two subconsultant partners, TKDA and Isthmas, to lead the preliminary and final design for this complex interchange reconstruction, which contained three bridges (69808, 69808A, and 69809) as part of the $435 million Twin Ports Interchange reconstruction project for MnDOT. The project aimed at enhancing safety, replacing aging infrastructure, and improving usability by the Port of **Duluth-Superior.**

SEH coordinated with the BNSF railroad to complete the final bridge configuration: a five-span, 580 ft. long, variable-width bridge carries five lanes of traffic along I-535 over Garfield Avenue and the BNSF railway. On the project, SEH assisted MnDOT with all BNSF railroad coordination.

This complex project involved the removal of the entire curved steel superstructure, removal of the bridge's pier caps and columns, and removal of the bridge's abutments. Reconstruction of the 69808 bridge (I-535 mainline) involved new relocated abutments, new pier columns and pier caps, and a new superstructure with 45 in. prestressed concrete beams, horizontally curved variable overhang deck, and barriers. The pier railroad struts and foundation were left in place.

SEH worked closely with MnDOT, the Port Authority, and the City of Duluth to deliver preliminary design and plans for Bridges 69808, 69808A, and 69809 and final design on Bridge 69808. SEH refined preliminary designs to deliver the four final design work packages for construction.

Project Details

CLIENT
MnDOT District 1

YEAR COMPLETED
2024

KEY PERSONNEL
Ericka Massa
Cory Ascheman
Matt Christensen
Lindsey Lawrence
Joe Butler

SCAN THIS/CLICK HERE to check more information on the Twin Ports Interchange

Blatnik Bridge Preliminary Engineering

DULUTH, MN

This project includes federal funding compliance with robust agency and stakeholder coordination in a tight timeframe.

Carrying nearly 34,000 vehicles per day over the St. Louis Bay and only one of two roadway connections between Duluth and Superior, the Blatnik Bridge is vital for important interstate surface freight and international commerce through the intermodal port of Duluth-Superior.

SEH facilitated all phases of the NEPA process, from scoping to alternatives evaluation to preparation of a joint Environmental Assessment/Environmental Assessment Worksheet (EA/EAW). To comply with federal funding requirements (funded through the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant), the EA/EAW needed to be completed in approximately 10 months. Due to the magnitude of the project, robust public, stakeholder, and agency involvement was implemented, including more than 200 external stakeholder meetings. Frequent communication between the consultant team and MnDOT, WisDOT, and the Federal Highway Administration (FHWA) was essential to project success.

The SEH team studied alternatives and related impacts for replacing the main truss span with a signature structure. The analysis included rehabilitation or replacement of the approach structures on the same or adjacent alignment. It also evaluated reconfiguration of the existing Superior interchange touchdown.

Our team worked with the following trusted partners for their respective services: Kimley Horn led the environmental, grant writing, risk management, visual impact assessment, and public involvement tasks; SRF Consulting Group led all traffic studies, including preparation of the Interstate System Access Request; and HZ United led the hydraulic and noise studies.

Project Details

CLIENT
Parsons

YEAR COMPLETED
In progress

KEY PERSONNEL
Jarrod Starren
Ericka Massa
Jason Cance
Dan Hinzmann
Cory Ascheman
Joe Butler

Whiting Railroad Overpass

WHITING, IN

This project includes federal funding, INDOT coordination, public engagement, federal funding compliance, railroad coordination, and multi-modal improvements to improve public safety.

The City of Whiting is planning and designing a grade-separated overpass to provide uninterrupted vehicle, pedestrian, and bicycle access between 119th Street, Whiting Lakefront Park, and the BP Whiting Business Unit's Water Purification Plant. The project will eliminate reliance on frequently blocked, at-grade railroad crossings at Front Street and 117th Street, improving safety, emergency response reliability, and operational access while supporting long-term lakefront connectivity and economic activity.

The preferred alternative begins near Front Street and Standard Avenue, extends approximately 1,160 feet over multiple rail lines, and transitions to separate ramps providing secure access to BP's facility and public access to Lakefront Park. The project incorporates multimodal connections to the existing Whiting Bike Trail, structural retaining walls and piers, and integrated drainage improvements.

The SEH team is providing full services for this project, including project administration and meeting facilitation, survey, environmental studies, preliminary drainage analysis, preliminary structural design plans, preliminary roadway plans, public engagement, and a Phase 1 report following USDOT and INDOT requirements.

Project Details

CLIENT
City of Whiting Redevelopment Commission

YEAR COMPLETED
In progress

KEY PERSONNEL
Tara Krista
Bryan Remer

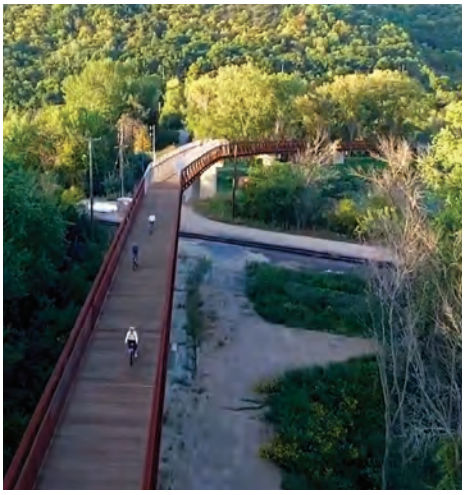
SCAN THIS/CLICK HERE to check out the Preliminary Concept for the Whiting Rail Corridor Overpass

SEH

Great River Trail Phase 1 and 2

BUFFALO COUNTY, WI

Relevance to your project:
- Federal funding compliance
- BNSF coordination for overpass
- Public involvement
- Permitting and agency coordination
- Traffic management plans
- Environmental documentation
- Utility coordination



Completed in two phases, this project links the Minnesota and Wisconsin bicycle trail systems from Marshland, Minnesota to Onalaska, Wisconsin. SEH's Phase 1 and 2 services were for full design of 2.3 miles of shared-use path along Great River Road (STH 35).

Phase 1 had many moving parts to manage. It was federally funded through the Transportation Alternatives Program (TAP) and required coordination with the BNSF Railway for a seven-span railroad overpass. Additional elements included public involvement, real estate acquisition, permitting and agency coordination, and utility coordination. A second structure was included in the project: a single span, 50-foot pedestrian structure that used existing cut stone railroad abutments and spans a Mississippi River backwater.

Phase 2 was completed with funding from the Federal Lands Access Program (FLAP) and Federal Lands Transportation Program (FLTP). **This segment involved railroad coordination for the remaining 0.1-mile section of trail crossing the Canadian National Railroad.**

In addition to funding maintenance and railroad coordination, SEH's design services included topographic survey, design study reports, traffic management plans, environmental documentation including archaeological/historical survey, Phase I hazardous materials investigation, agency coordination and permitting, railroad and utility coordination, soils investigation, trail and structural design, right-of-way plat, and final plans, specifications, and estimate (PS&E).

Project Details

CLIENT
Buffalo County Highway Department

YEAR COMPLETED
2025

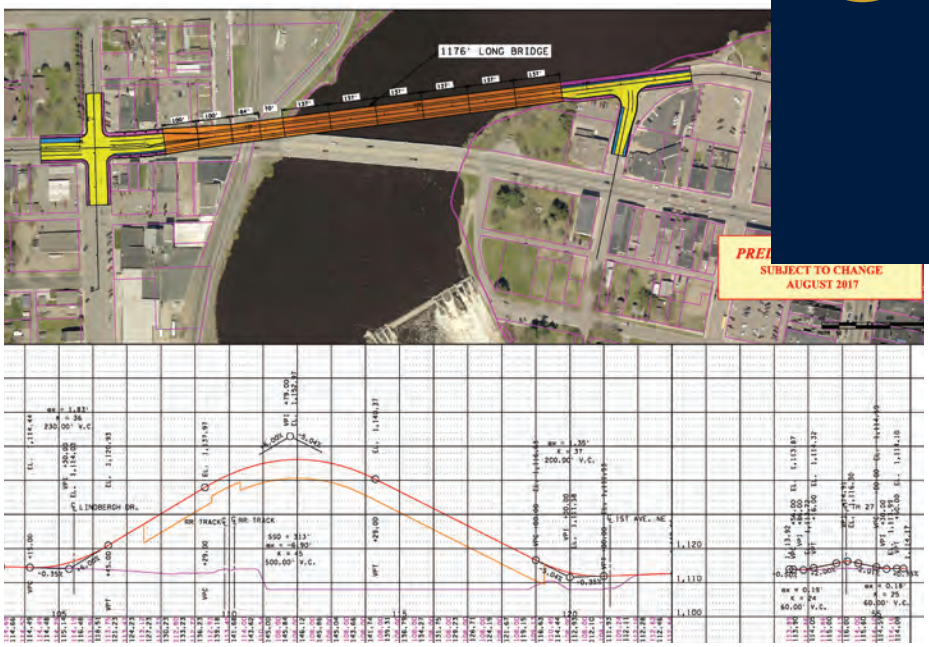
KEY PERSONNEL
Tara Krista
Jason Cance

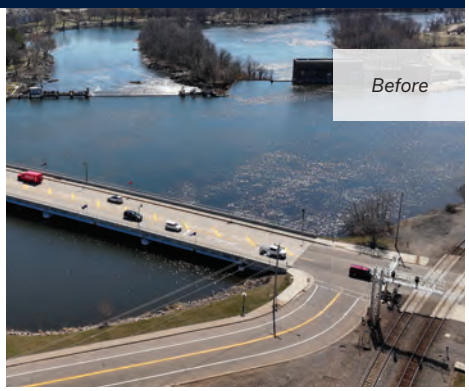
SCAN THIS/CLICK HERE
to see what trail users love about this trail.

TH 27 River Bridge

LITTLE FALLS, MN

Relevance to your project:
- BNSF coordination
- Railroad Crossing Elimination Grant Program compliance
- Utility investigations
- Traffic analysis
- Public engagement





The TH 27 River Bridge project in Little Falls, Minnesota, aims to eliminate longstanding safety and connectivity issues caused by the at-grade BNSF railroad crossing at the west end of the city's only river bridge. With over 12,500 vehicles and nearly 40 trains crossing daily, the location is classified as the highest-risk at-grade crossing in Minnesota, frequently delaying emergency response and constraining economic growth on the west side of the river.

The project's fundamental goal is to develop a grade-separated crossing and new bridge that achieves community and agency support, secures necessary approvals, and is ready for construction by 2030.

Led by SEH, the project will rely on strong stakeholder engagement and close coordination with the City, MnDOT, FHWA, and FRA.

The current project will focus on developing feasible alternatives, conducting and documenting the environmental review process, and preparing the City to deliver a bridge solution that enhances safety, mobility, and quality of life for Little Falls residents for generations to come.

Additional services include survey and utility investigations, traffic analysis, wetland delineation, hydraulic analysis, and public engagement.

Project Details

CLIENT
City of Little Falls

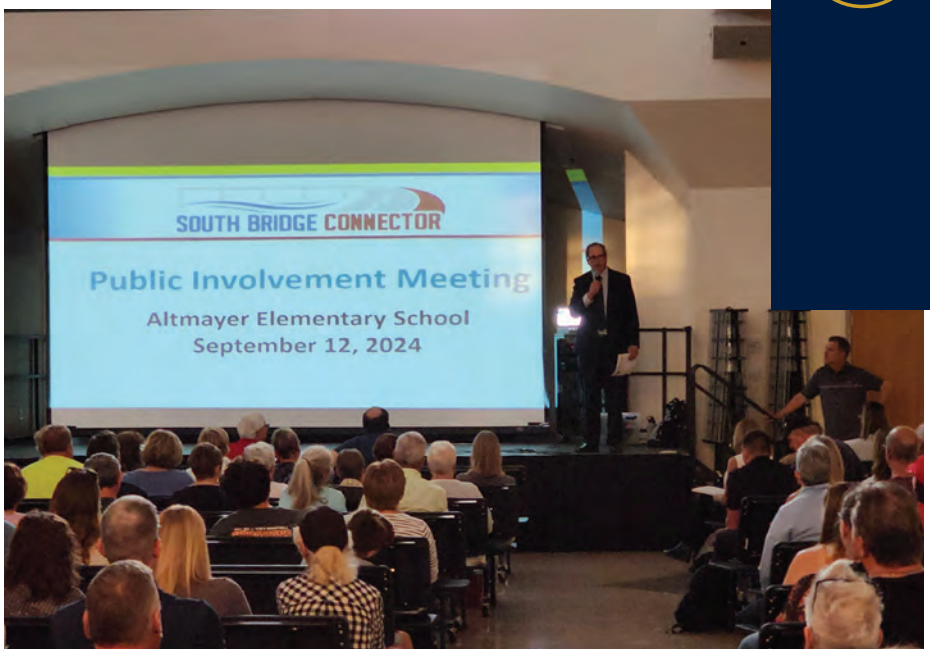
YEAR COMPLETED
In progress

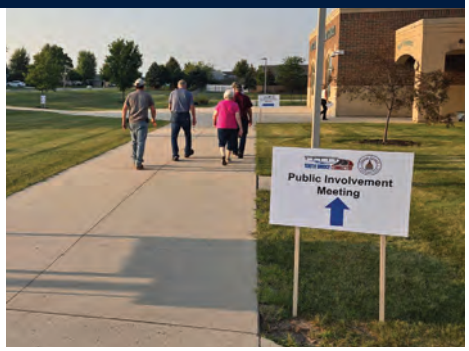
KEY PERSONNEL
Kristin Petersen

South Bridge Connector

BROWN COUNTY, WI

Relevance to your project:
- **Federal funding compliance**
- **NEPA documentation**
- **Utility coordination**
- **Traffic Analysis**
- **WisDOT and multi-agency coordination**





This project prepared a Tier 1 Environmental Impact Statement (EIS) for the South Bridge Connector (SBC). The SBC is a new 6-mile roadway that includes a crossing of the Fox River and a new interchange on IH 41 in a growing area of Brown County. The EIS reviewed the social, environmental, and economic effects of the No Build option and several possible corridor options. The study also looked at how well each option met the project's purpose and need.

The Tier 1 Final EIS and Record of Decision (ROD) were completed within a 12-month accelerated schedule. Close coordination with the IH 41 Team led to the selection of a preferred corridor and a new interchange location on IH 41. Future Tier 2 environmental studies will further refine roadway alignments and evaluate construction impacts.

Public involvement shifted quickly to a mix of in-person and virtual outreach when COVID 19 began. Stakeholders included environmental agencies, Native American tribes, local officials, freight and manufacturing groups, property owners, and community and interest groups. Special focus was placed on engaging Environmental Justice (EJ) and Title VI populations. Outreach activities included public meetings, meetings with local officials and agencies, one on one and small group discussions, business meetings, virtual meetings, and online surveys. The project also held WisDOT's first virtual formal public hearing using YouTube Live, along with an in person hearing that followed new WisDOT COVID 19 public meeting guidance.

Project Details

CLIENT
Ayres Associates

YEAR COMPLETED
2025

KEY PERSONNEL
Tara Krista
Bryan Remer

CSAH 2 Bridge Rehabilitation and Trail Project

ANOKA COUNTY, MN

Relevance to your project:
- **BNSF railroad coordination**
- **Structure design**
- **Proximity to BNSF rail yard**
- **Federal funding compliance**

Anoka County commissioned TKDA to perform engineering services for this complex bridge rehabilitation over the heart of the BNSF Northtown yard and roadway reconstruction project for CSAH 2 (44th Avenue NE) between East River Road and Main Street in Fridley. This roadway section is curvy with a steep hump-shaped profile grade. The majority of the segment (about 0.42 miles of the total 0.6 miles) is either bridge embankment of structure. **Adding to the complexity, the 1170-foot-long bridge spans over two BNSF mainline tracks and 24 yard service and operation tracks.**

The bridge rehabilitation addressed structural issues, with work primarily consisting of removing and reconstructing the concrete bridge deck, steel girder maintenance, and concrete pier strengthening. TKDA completed all bridge and roadway design tasks, the plan production, and the project manual for this federally funded project. Preliminary design services included evaluating bridge rehabilitation alternatives. Bridge safety inspection included the use of a drone and snooper truck to assess the condition of the superstructure and potholing to expose pier footings to confirm the integrity of the timber piling.

TKDA led the railroad coordination with BNSF through all project development phases. Railroad coordination was significantly more involved than for a typical highway overpass project, with the location of the bridge above the Northtown yard and its tracks vital to yard operations (such as the hump yard lead track and tracks serving the diesel shop). In the railroad coordination meetings, TKDA led discussions with BNSF to develop a plan to complete the bridge construction, which included developing an approach to the construction that facilitated completing all bridge work from only the top side of the bridge, without the use of cranes within the BNSF yard. The project reached substantial completion in November 2025. TKDA supported Anoka County with construction administration and inspection services.

Project Details

CLIENT
Anoka County

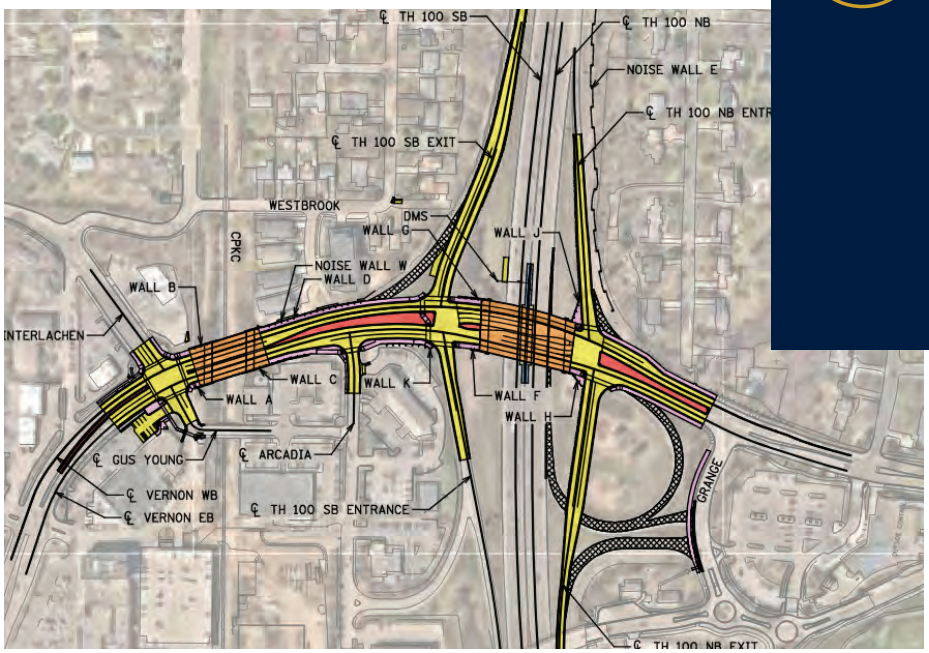
YEAR COMPLETED
2025

KEY PERSONNEL
Matt Christensen

TKDA

TH100 and Vernon Avenue/50th Street Interchange

EDINA, MN



Relevance to your projects:
- Partnership between TKDA and SEH
- Railroad coordination
- Structure design
- Federal funding compliance
- Environmental documentation
- Minimizing right-of-way impacts

TKDA completed environmental documentation, preliminary design, and final design for Hennepin County's Vernon Avenue Bridge replacement over the CPKC tracks; a project that expanded into the TH100 and Vernon Avenue/50th Street Interchange when Edina received funding. Despite tight deadlines, TKDA completed preliminary and final designs for the interchange layout and two bridge replacements within a year.

The project team of TKDA, SEH, and other partner consulting firms was managed with effective leadership, with teams communicating and collaborating as one unit for seamless project delivery to the two agencies involved: Hennepin County and the City of Edina.

The feasibility and alternatives analysis posed complexities such as dense development and the nearby railroad running parallel. The team solved these challenges while meeting current vertical clearance standards, minimizing right-of-way impacts, and staying within budget.

TKDA's longstanding relationship with Class I railroads like CPKC has been crucial to their project's success. **Over the years, TKDA has mastered the railroad coordination process, allowing for seamless integration of engineering solutions with the operational needs of major rail entities.** Their collaborative approach and thorough communication with railroad stakeholders allowed them to meet milestones without compromising safety and functionality.

Our joint team maintained the project schedule, completing the project within one year – from the layout phase to final plans after the project merger. We addressed issues as they arose and kept all stakeholders informed throughout the project's development.

Project Details

CLIENT
Hennepin County

YEAR COMPLETED
2024

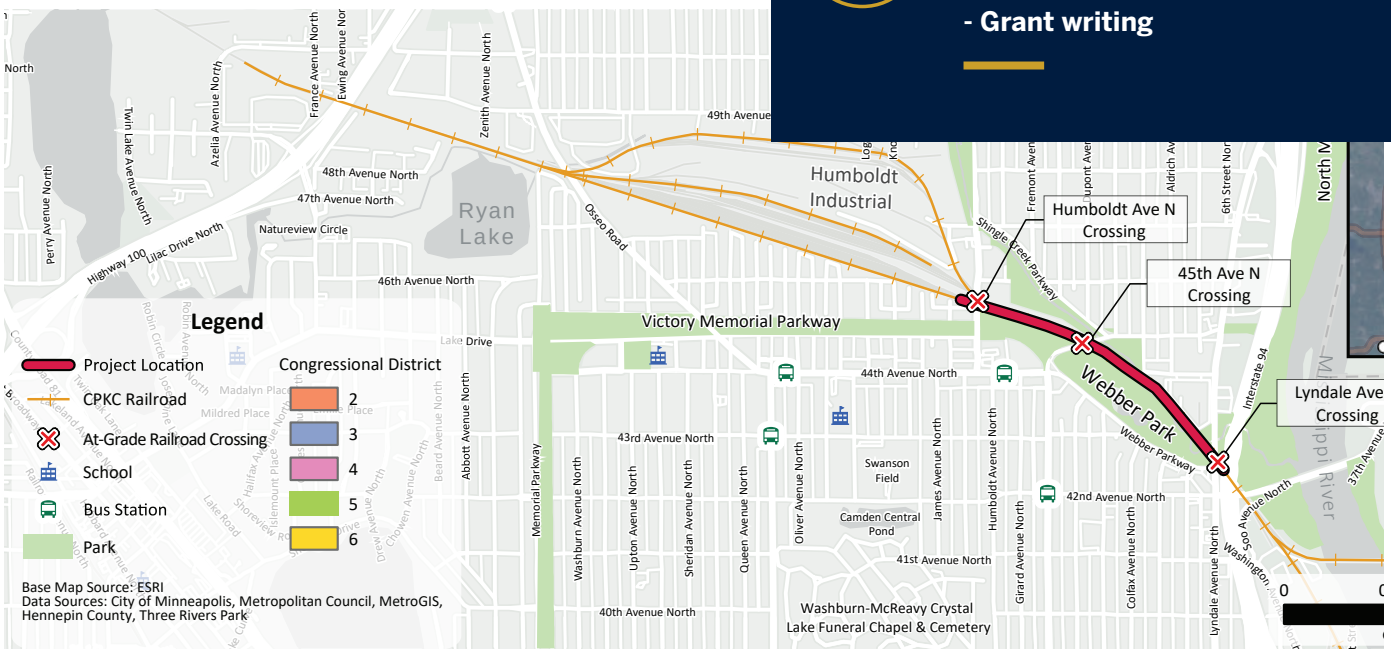
KEY PERSONNEL
Matt Christensen
Lindsey Lawrence

TKDA

Camden Connection

MINNEAPOLIS, MN

Relevance to your projects:
- **Railroad grade separation**
- **Alternative analysis**
- **Grant writing**



In partnership with the City of Minneapolis, TKDA completed a feasibility study for the grade separation of three at-grade crossings in the project area, engaging residents and stakeholders in the Camden Neighborhood to develop an RCE grant with the FRA.

The goal of the project was to understand the viability of separating one or more at-grade railroad crossings near the Humboldt Yard in North Minneapolis. Three existing intersections at North Humboldt Avenue, 45th Avenue North, and North Lyndale Avenue currently cross the Canadian Pacific Kansas City (CPKC) railroad. This study is prompted by long delays and other safety issues at the crossings. Extended gate closures impact travel time of motorists, transit and school buses, emergency management response time, roadway freight movement, and bicyclists and pedestrians.

This study involved extensive collaboration with community stakeholders, including residents, business owners, elected officials, and City staff. Community members shared their personal experiences regarding the effects of the three at-grade crossings on their daily lives, highlighting issues such as travel delays, traffic problems, and safety concerns. The feedback collected played a crucial role in shaping the proposed alternatives. The alternatives proposed in this study assess the feasibility of the crossings by considering the current conditions, identified issues, and the objectives of stakeholders in the project area. Next step for the project is to complete additional analysis to identify the preferred alternative and its location.

TKDA completed grant writing services to submit a 2024 RCE Grant application from the USDOT/FRA. The application won $2,000,000 for project development and preliminary engineering.

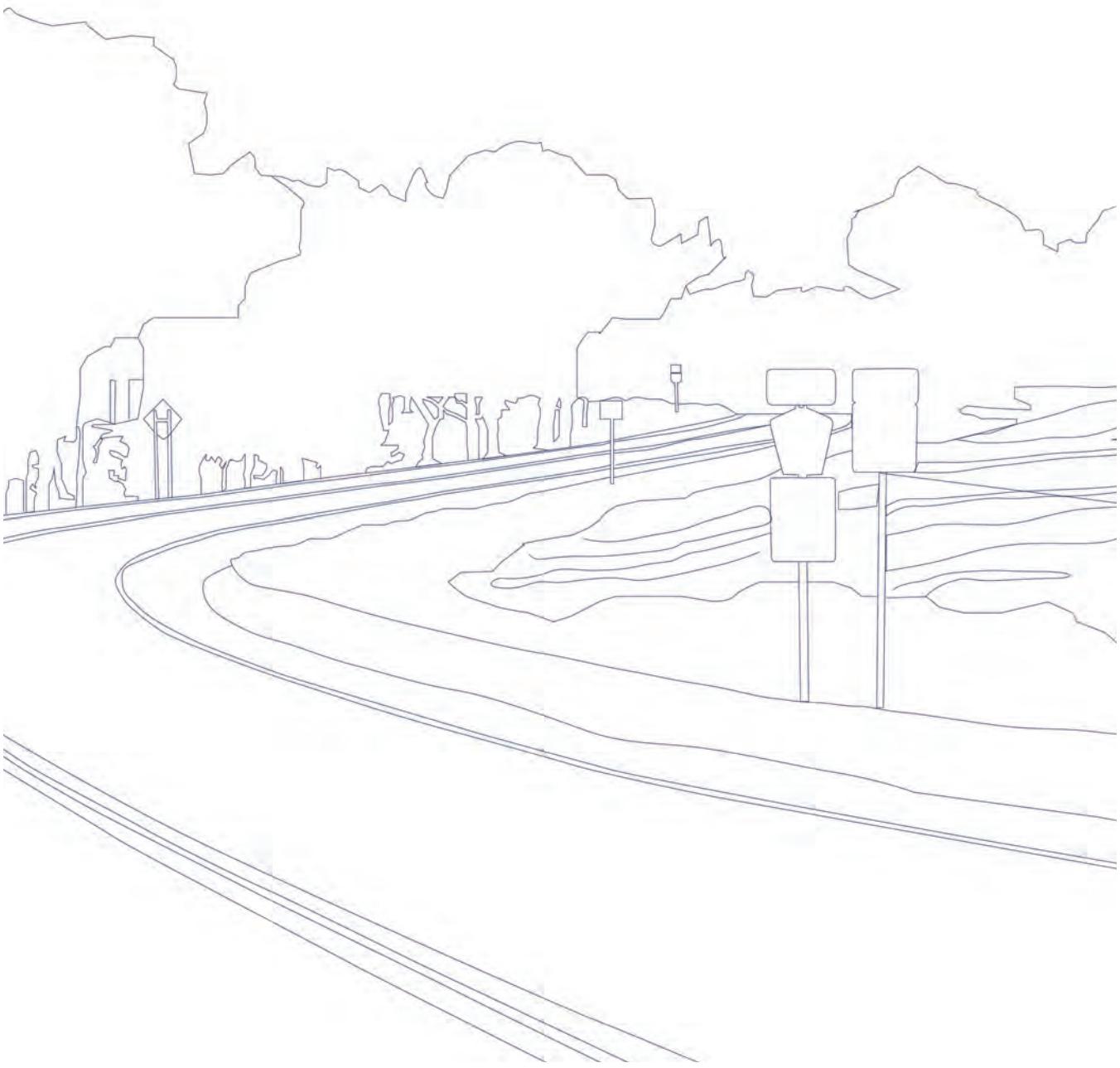
Project Details

CLIENT
City of Minneapolis

YEAR COMPLETED
2024

KEY PERSONNEL
Matt Christensen
Doug Fischer

4.4 Project Approach



4.4 Project Approach

This project will support safety and economic development for your community. We will **align with the BNSF and manage key risks to provide a clear alternative solution and prepare the project to qualify for construction funding**. The following section outlines our understanding and approach for your project.

Background and Objectives

The City of Superior is advancing the N28th Street Grade Separation to improve this critical corridor that includes six BNSF rail lines, serving local and regional traffic. The project will improve freight movement, support access to industrial areas, mitigate the risk of vehicle train collisions, reduce traffic delays, and align with ongoing port and economic development initiatives in Superior. Through this FRA-funded study, the City is seeking a solution that is feasible, well-supported, and ready to advance into final design and construction.

The project is supported by early coordination with stakeholders. BNSF helped develop the funding application and is contributing to the local share of professional services. WisDOT also sponsored the funding application and expressed support. **This early multi-agency alignment provides a strong foundation but will require continued coordination to maintain momentum and advance a solution that all stakeholders can fully support**.

Based on conversations with you and our understanding of the project, we believe the following are critical to success:

CRITICAL SUCCESS FACTORS

- Develop a preferred alignment supported by clear engineering, defensible cost
- Estimates, and complete documentation
- Align alternatives with FRA requirements and future funding expectations
- Provide a study that allows the City to move directly into final design with minimal rework

BENEFIT TO THE CITY

Positions the project for funding and avoids repeating analysis in future phases

- Coordinate early and consistently with BNSF to develop concepts that are operationally acceptable
- Incorporate railroad requirements into alignment and structural alternatives
- Maintain communication to support timely reviews and approvals

BENEFIT TO THE CITY

Reduces risk of redesign, delays, and loss of project momentum

- Confirm the appropriate NEPA pathway and requirements early to avoid unapprovable alternatives
- Evaluate subsurface conditions, right-of-way impacts, and railroad constraints to identify risks to feasibility, cost, and constructability
- Coordinate NEPA documentation and FRA requirements alongside design development

BENEFIT TO THE CITY

Minimizes surprises and supports a predictable path forward

- Develop alternatives that are realistic, constructable, and aligned with corridor constraints
- Balance cost, constructability, and community impacts
- Present clear comparisons to support informed decision-making

BENEFIT TO THE CITY

Allows confident selection of a preferred alternative that can move forward

POSITION THE PROJECT FOR CONSTRUCTION FUNDING

Focus: Demonstrates feasibility, constructability, multimodal benefit, and readiness for funding.

- **A** **ISSUE:** Multimodal opportunities are limited today.
  OPPORTUNITY: Establishing a clear path on the bridge will allow a safe flow of multimodal traffic. This is informed by the City's trail planning efforts.
- **B** **ISSUE:** Vehicle and pedestrian movements conflict with at-grade crossings.
  OPPORTUNITY: Eliminate crossings with proposed improvements.

ACHIEVE EARLY BNSF ALIGNMENT

Focus: Rail coordination, access changes tied to BNSF, and solutions that reduce railroad risk.

- **C** **ISSUE:** BNSF Facility and Utility Facility will lose access to 28th Street.
  OPPORTUNITY: Evaluate if a new crossing is viable at 22nd Street. Evaluate further options with BNSF.
- **D** **ISSUE:** 1938-era sewer line runs under several tracks.
  OPPORTUNITY: Consider lining or new install using a more preferred alignment.
- **E** **ISSUE:** Rail line will remain active for the duration of the project.
  OPPORTUNITY: Coordinate a clear understanding with BNSF around acceptable construction operations to maintain rail operation.

THESE CRITICAL SUCCESS FACTORS and design considerations drive our approach, shaping alternatives that will advance a solution that can be approved and implemented without delay.

IDENTIFY AND MANAGE KEY RISKS EARLY

Focus: Utilities, service continuity, and elements that pose construction or operational risk.

- **F** **ISSUE:** 12 in. DI water main (1983) might be in conflict.
  OPPORTUNITY: Early coordination with SWLP to understand the process and timing to relocate these utilities.
- **G** **ISSUE:** OH Power line will be in conflict.
  OPPORTUNITY: Early coordination with SWLP to understand the process and timing to relocate these utilities.
- **H** **ISSUE:** There are large wetland complexes in and around the project area.
  OPPORTUNITY: Early coordination with Corps and City on potential options to "set guardrails" for the project.
- **I** **ISSUE:** Threatened and endangered species can influence project planning.
  OPPORTUNITY: Early coordination with Corps and City on potential options to "set guardrails" for the project.

PROVIDE CLEAR AND PRACTICAL ALTERNATIVES

Focus: Property access, local circulation, and solutions stakeholders can clearly understand.

- **J** **ISSUE:** Servicemaster property will lose access to 28th Street.
  OPPORTUNITY: Construct platted Washington Avenue to provide alternate access.
- **K** **ISSUE:** Private residence will lose access to 28th Street.
  OPPORTUNITY: Construct platted alley to provide alternate access.
- **L** **ISSUE:** Homes on Corning Avenue will lose access to 28th Street.
  OPPORTUNITY: Evaluate if a new crossing is viable at 22nd Street. Evaluate if acquiring homes is viable.
- **M** **ISSUE:** Private apartments will lose access to 28th Street.
  OPPORTUNITY: Extend access from eastern parcel (same property owner). Establish access easement.
- **N** **ISSUE:** Private residence will lose access to 28th Street.
  OPPORTUNITY: Modify access to come from Oakes Ave.
- **O** **ISSUE:** Access changes will be required at Elmira Avenue.
  OPPORTUNITY: Maintain Elmira under the proposed bridge while eliminating turning movements.

TASK 1 - PROJECT MANAGEMENT, COST CONTROL, AND MEETINGS

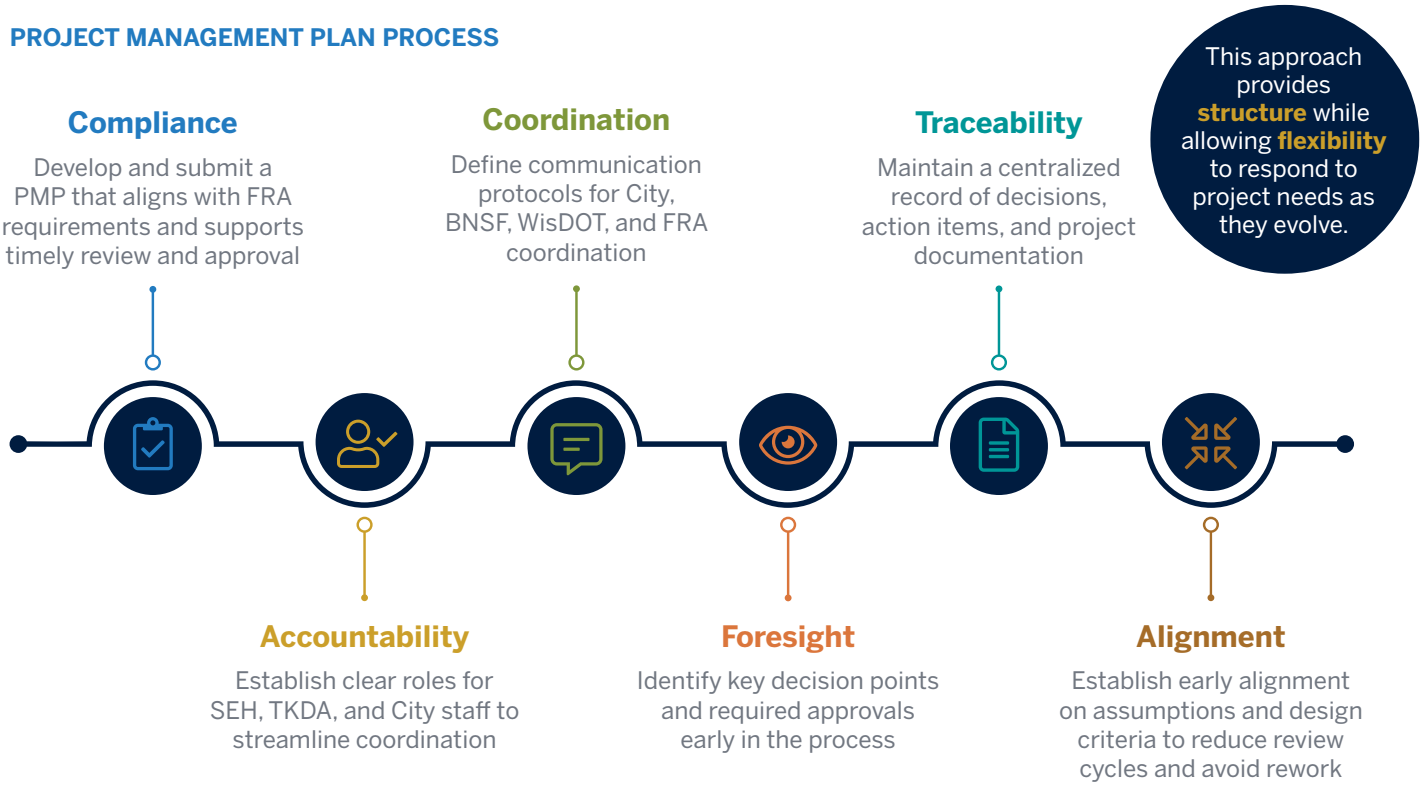
Effective project management will be critical to maintaining schedule, coordinating multiple stakeholders, and advancing the project through FRA approvals. **Our approach will provide clear communication, proactive decision-making, and accountability throughout the project**.

Additionally, we've tailored our project management plan and communication style to meet your preferences. We recognize your need for complete consultant guidance and oversight. Our management plan, bolstered with a familiar team, provides trust and certainty for a successful project outcome.

PROJECT MANAGEMENT PLAN AND COMMUNICATION

We will develop a Project Management Plan (PMP) at the outset of the project in coordination with City staff and consistent with FRA requirements. The PMP will define how the project will be implemented, monitored, and delivered, including roles, responsibilities, communication protocols, and decision-making processes. **The PMP will be submitted to the FRA for review and approval prior to advancing subsequent tasks.**

PROJECT MANAGEMENT PLAN PROCESS



COST CONTROL

A clear and defensible project cost will be established early and refined throughout the project to support decision-making and future funding. Cost control methods include:

- Developing an initial planning-level cost estimate for each alternative
- Updating cost estimates as concepts are refined and additional information becomes available
- Evaluating alternatives with consideration of cost, constructability, and long-term maintenance
- Tracking scope and budget throughout the project to avoid gaps or late-stage changes

This process supports selection of a preferred alternative that is realistic, fundable, and aligned with project goals.

MEETINGS AND COORDINATION

We will maintain regular coordination with the City and project stakeholders to support timely decisions and maintain momentum. Our services will include the following:

- Hold a project kickoff meeting to confirm scope, schedule, roles, and communication expectations
- Conduct regular coordination meetings with City staff (bi-weekly or as needed) to review progress, discuss key decisions, and address issues
- Conduct regular project meetings with FRA as outlined in PMP
- Coordinate with BNSF, WisDOT, and FRA at key milestones to support reviews and approvals
- Prepare project progress reports to support FRA grant reporting requirements and coordinate reporting with the City, BNSF, and FRA
- Provide a monthly written progress update with each invoice summarizing work completed, upcoming tasks, schedule status, and key decisions or issues

These meetings and updates will be focused and efficient, allowing the project to progress while **keeping City staff informed and aligned – but not overburdened**.

PUBLIC PARTICIPATION AND COMMUNICATION

Public engagement will be an important component of this project to inform stakeholders, gather input, and support development of a preferred alternative. With an experienced and locally familiar team, we will meet your public involvement requirements by providing the following:

- Develop a public participation and communication plan aligned with City and FRA requirements
- Coordinate with the City to identify key stakeholders, including adjacent property owners, businesses, and community groups
- Facilitate public meetings and engagement activities at key milestones to gather input and communicate project progress
- Present project information in a clear and accessible format to support understanding of alternatives and tradeoffs
- Document feedback and incorporate it into the evaluation of alternatives

This approach will support meaningful engagement, **help identify concerns early**, and build understanding of the project as it advances. It will also fulfill and comply with the FRA's RCE grant requirements.

Streamlined collaboration and transparent outreach keep partners aligned, decisions moving, and community support consistent throughout the project.

In-person engagement will be part of our overall strategy to support meaningful public involvement.

Different events and methods to convey information will build project understanding.

SCAN THIS/CLICK HERE to listen to Turning Public Meetings into Project Momentum with Kristin Petersen.

TASK 2 - PROJECT PLANNING AND ALTERNATIVES DEVELOPMENT

Our approach to project planning aligns with Task 2 and will result in a Project Planning Package consistent with FRA guidance for the Project Planning Lifecycle Stage. This package will document technical analysis, stakeholder coordination, and evaluation of alternatives, and will be developed to **support efficient FRA review and approval so the project can advance without delay**.

STAKEHOLDER COORDINATION

Coordination with key stakeholders will be integrated **early on and throughout project planning to support timely decisions, maintain alignment, and advance the project through review and approval**. We will reduce late-stage changes by following these stakeholder engagement methods:

- Engage WisDOT, FRA, and other stakeholders at key milestones to support input and coordination
- Coordinate with regulatory agencies and project partners to confirm requirements and expectations
- Incorporate stakeholder input into alternative refinement and evaluation
- Maintain clear communication and document decisions to support efficient review and avoid delays

FUTURE FUNDING AND GRANT WRITING SERVICES

This project is intended to position the City for construction funding, and our approach is aligned with that goal from the outset. We will develop alternatives, documentation, and cost estimates that clearly demonstrate project feasibility and readiness for implementation.

Our team will identify potential funding opportunities, including federal and state programs, and coordinate with the City to align project development with grant requirements. This includes completing the Project Planning Package, environmental documentation, and preliminary engineering in a manner that supports future funding applications and minimizes additional effort. Our team will develop a funding roadmap that will:

- Identify funding sources and summarize available grants
- Evaluate each program based on factors like funding likelihood/amount, local match requirements, timelines, eligibility, effort and compliance requirements, and necessary partnerships
- Outline application/implementation steps

This approach will help you pursue the right funding, providing **better likelihood of funding qualification, reducing delivery risk, and supporting the objectives of the City of Superior** and stakeholders.

RAILROAD COORDINATION

Railroad coordination will be treated as a **core design driver** and integrated into project planning and alternative development. Our approach focuses on early alignment with BNSF. We will use our well-established relationships with BNSF to understand and coordinate with their decision makers. This will result in feasible, acceptable alternatives that can advance without delay.

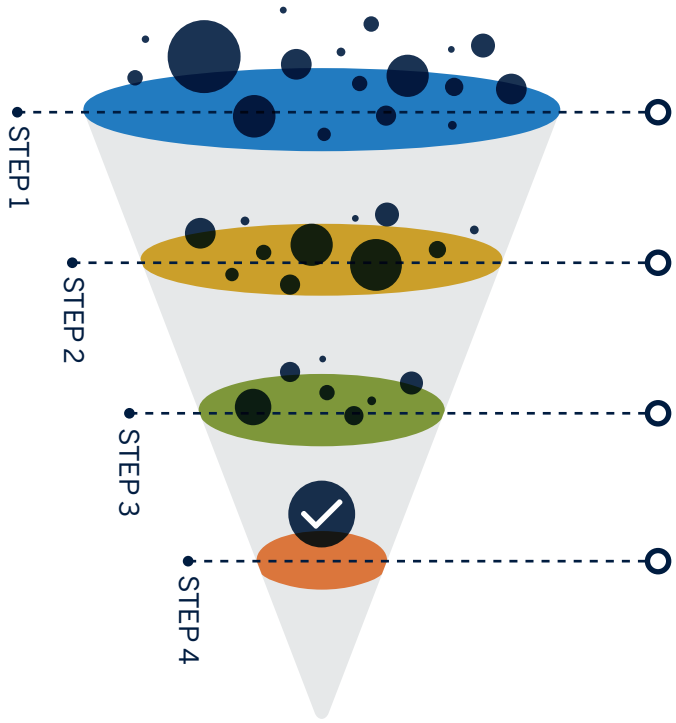
- Define key decision drivers for the City and BNSF and incorporate them into alternative evaluation criteria
- Coordinate early with BNSF to confirm critical constraints, including clearances, track geometry, staging, and access requirements
- Engage TKDA to lead coordination and integrate railroad requirements into design development
- Maintain a decision log and regular coordination to track requirements and resolve issues early
- Identify opportunities to provide value to the railroad, such as improved access or drainage, to support project acceptance

This approach **validates alternatives early**, reducing the risk of redesign and supporting timely approvals.

ALTERNATIVES DEVELOPMENT AND EVALUATION

We will develop and evaluate a range of feasible alternatives that address the corridor constraints, railroad operations, and project goals. This process will focus on developing realistic, buildable alternatives that can be advanced without significant redesign.

ALTERNATIVES DEVELOPMENT PROCESS



Develop Concepts

Develop initial alignment concepts considering roadway geometry, railroad crossings, structural needs, and early coordination with BNSF and TKDA.

Collaboration and Refinement

Incorporate input from the City, WisDOT, and key stakeholders to refine and narrow the initial alternatives.

Evaluation and Risk Assessment

Evaluate alternatives based on cost, constructability, right-of-way, environmental factors, performance, and key risks.

The Preferred Alternative

Use the evaluation results and stakeholder input to select the preferred alternative.

PROJECT PLANNING AND FRAMEWORK AND PACKAGE

At the conclusion of initial planning activities, we will establish a Project Planning Framework and prepare a Project Planning Package in accordance with FRA requirements and consistent with the approved PMP. This framework will define existing conditions, evaluation criteria, and the process used to assess alternatives.

The Project Planning Package will document alternatives considered, stakeholder input, and the basis for decision-making, and will be submitted to the FRA for review and acceptance. This framework will guide the evaluation of alternatives and support selection of a preferred alternative.

TECHNICAL ANALYSIS AND DOCUMENTATION

Supporting engineering and documentation will be developed to allow **clear comparison of alternatives and support funding and approval decisions**. Our team will:

- Prepare preliminary layouts and conceptual engineering for each alternative
- Develop planning-level cost estimates based on current market conditions and project assumptions
- Document design criteria, assumptions, and key constraints
- Coordinate environmental considerations and regulatory requirements alongside alternative development
- Maintain documentation consistent with FRA guidance to support Project Planning Package approval

PREFERRED ALTERNATIVE SELECTION

We will support the City in selecting a **preferred alternative that is defensible, buildable, and positioned to advance into preliminary engineering**,

We will prepare the City to move efficiently toward design and construction by:

- Presenting alternatives in a clear and comparable format, including costs, impacts, and key considerations
- Facilitating discussions with the City and stakeholders to support decision making
- Documenting the basis for selection of the preferred alternative
- Preparing the Project Planning Package for FRA review and approval

TASK 3 – ENVIRONMENTAL REVIEW AND DOCUMENTATION

Our environmental review will be conducted in coordination with project planning to support development of the Project Planning Package and meet FRA requirements. NEPA compliance will be a primary focus, with environmental considerations evaluated early to identify constraints and avoid advancing alternatives that cannot be approved. This approach integrates environmental requirements into decision-making, rather than identifying them after a preferred alternative is selected.

ENVIRONMENTAL COORDINATION AND COMPLIANCE

We will coordinate with the City, FRA, and regulatory agencies to **define the appropriate level of environmental documentation** and comply with federal requirements. Tasks will include:

- Confirming environmental documentation requirements consistent with NEPA, Section 106, Section 4(f), and Section 7
- Coordinating with FRA and resource agencies to establish scope and expectations
- Identifying applicable permits, approvals, and regulatory considerations early in the process
- Integrating environmental requirements into project planning and decision-making

ENVIRONMENTAL REVIEW AND ANALYSIS

Environmental review will be integrated with alternative development to support informed decision-making and FRA approval. Environmental review tasks include:

- Identify environmental constraints early and screen alternatives for potential fatal flaws, including impacts that may limit permitting or approval
- Evaluate impacts to wetlands, waterways, cultural resources, and potential contamination, recognizing that wetlands are present north and south of 28th Street and leveraging the City's Special Area Management Plan (SAMP) to streamline mitigation and permitting
- Coordinate environmental review with engineering development to avoid or minimize impacts where practical and provide solutions that are feasible and buildable
- Document environmental findings to support comparison of alternatives and selection of a preferred solution, consistent with NEPA and FRA requirements

DOCUMENTATION AND APPROVALS

Environmental documentation will be prepared to support FRA review, approval, and project advancement. Our team will:

- Prepare environmental documentation consistent with **NEPA, Section 106 of the National Historic Preservation Act, Section 4(f) of the USDOT Act, Section 7 of the Endangered Species Act**, and applicable federal regulations and guidance
- Coordinate documentation with the Project Planning Package
- Support agency coordination and responses to comments
- Coordinate with the FRA to support timely review and approval of environmental documentation prior to advancing to preliminary engineering

This approach positions the project to advance into preliminary engineering with environmental considerations clearly understood, **minimizing the risk of redesign, delays, or approval challenges**.

RISK IDENTIFICATION AND MANAGEMENT

We will **identify and manage key project risks early in the process** to support informed decision-making and avoid impacts to schedule, cost, and project feasibility. Risk evaluation will be integrated with project planning, environmental review, and stakeholder coordination so that potential issues are understood before a preferred alternative is selected.

Project-specific risks and constraints, such as access, property impacts, and stakeholder needs, are identified in the Issues and Opportunities Map and will be evaluated as part of alternative development and decision-making.

SUBSURFACE AND UNKNOWN CONDITIONS

Subsurface conditions will be evaluated through geotechnical investigations; however, variability in fill and underlying soils presents uncertainty that will be considered throughout project development.

- Use available information and early borings to identify potential variability
- Evaluate risks such as settlement, unsuitable materials, and groundwater impacts
- Incorporate flexibility into design assumptions and cost estimates
- Refine understanding as additional information becomes available

This approach **results in a constructible plan.**

RAILROAD COORDINATION RISK

Coordination with BNSF will be critical to maintaining the schedule and avoiding rework. Our team will:

- Engage BNSF early and throughout alternative development
- Coordinate with TKDA to develop alternatives that are operationally acceptable
- Identify railroad constraints and requirements that influence alignment and structure type
- Maintain ongoing communication to support timely review and approvals

This approach **helps deliver alternatives that are feasible from a railroad perspective** and reduces the risk of redesign or delays.

ENVIRONMENTAL AND PERMITTING RISK

To avoid unexpected challenges while advancing alternatives, our team will:

- Identify environmental constraints and regulatory requirements during alternative development
- Screen alternatives for **potential fatal flaws** and permitting challenges
- Coordinate environmental review with engineering to maintain consistency
- Incorporate environmental considerations into alternative evaluation and selection

This approach includes **environmental considerations are part of decision-making**, not a constraint identified after a preferred alternative is selected.

RIGHT-OF-WAY AND PROPERTY IMPACTS

Right-of-way needs and property impacts will be defined early in planning to support a clear and defensible approach to acquisition. This includes coordination across City right-of-way, BNSF right-of-way, and adjacent private parcels, where impacts may range from temporary easements to potential full property acquisition in select locations.

Our team will **establish clear expectations for if or when property will need to be acquired and ensure stakeholders are accurately informed and engaged throughout the process.** This includes:

- Identifying right-of-way requirements for each alternative, including impacts to City, BNSF, and private property

Our team will align with BNSF on key issues, such as street access to the BNSF Facility and Utility Facility, so the rail line can remain active throughout the project.

- Evaluating impacts to adjacent properties, access, businesses, and potential full acquisitions where needed
- Coordinating with the City and BNSF to confirm right-of-way limits, constraints, and approval requirements
- Incorporating right-of-way considerations into alternative development and evaluation.

This approach supports development of alternatives that are practical, implementable, and aligned with property constraints and stakeholder expectations.

STAKEHOLDER COORDINATION AND DECISION-MAKING

Clear communication and structured decision-making will reduce risk and maintain project momentum. Our team will:

- Establish clear decision points and evaluation criteria early in the project
- Coordinate with the City, BNSF, WisDOT, and FRA to support timely input and approvals
- Document key decisions, assumptions, and rationale
- Align stakeholder input with project goals and constraints

This approach supports **timely decisions and avoids delays caused by late-stage changes or conflicting input**.

Upon completion and FRA approval of environmental documentation, the project will advance into preliminary engineering with a clearly defined and approvable solution.

TASK 4 – PRELIMINARY DESIGN

This phase builds directly on the preferred alternative developed during project planning, **advancing a vetted solution** into preliminary engineering. This phase will further define the project to approximately the 30% design level, refining key elements, confirming feasibility, and preparing the project for environmental clearance and final design.

PRELIMINARY DESIGN

Preliminary design will build on the selected alternative to define project limits, design criteria, and key features, ensuring a coordinated and implementable solution. Our approach includes:

- Refining project limits, typical sections, and design assumptions
- Coordinating across disciplines to maintain a consistent and integrated design
- Incorporating stakeholder input and agency requirements into design development
- Maintaining alignment with the Project Planning Package and prior approvals

This approach results in a project that's ready to advance without rework.

GEOMETRIC LAYOUTS

Roadway geometry will be developed to **meet design standards and stakeholder needs while accommodating railroad, structural, and site constraints**. This includes:

- Developing horizontal and vertical alignments based on the selected alternative
- Evaluating intersection layouts and access requirements
- Coordinating roadway geometry with railroad and structural elements
- Confirming applicable design criteria and standards

PRELIMINARY BRIDGE AND STRUCTURAL DESIGN

Preliminary bridge and structural concepts will be led by Lindsay Lawrence. All concepts will be developed in coordination with roadway design and railroad

SEH completed multiple geometric layouts based on public input, safety, traffic calming, pedestrian movements, and maintenance.

requirements to support evaluation of alternatives and advancement into preliminary engineering. Structural concepts will be developed and advanced through the following:

- Develop and evaluate bridge and retaining wall alternatives in coordination with alignment concepts including crossings at **#061459A (BNSF yard) and #082636K**
- Consider structure type, span arrangement, constructability, maintenance, and impacts to right-of-way and utilities
- Coordinate closely with BNSF to meet railroad requirements and operational constraints with structural concepts
- Evaluate opportunities to optimize structure length and configuration, including potential adjustments to crossing locations to reduce impacts and cost
- Prepare a Type, Size, and Location (TS&L) memo summarizing structural alternatives and recommendations
- Advance the selected structural concept into preliminary design
- Develop preliminary structure layouts and **typical sections, including multimodal accommodations and barrier requirements**
- Coordinate closely with the roadway team to provide consistency in geometry, access, and design elements
- Support development of cost estimates and project documentation

Structural concepts will be developed in accordance with WisDOT and AASHTO standards and integrated with roadway, utility, and site constraints.

Structural design will be integrated with the **Project Planning Package, environmental documentation (NEPA), and preliminary design submittals**, ensuring consistency across all project deliverables.

Preliminary Structure Design and Roadway teams will collaborate for consistent geometry, access, and design elements that support a clear alternative.

TRAFFIC ANALYSIS AND IMPACTS

The traffic analysis will focus on documenting existing conditions and evaluating access and operational impacts associated with the proposed improvements. Based on current understanding, traffic patterns are not expected to change significantly; however, analysis will be completed to support NEPA documentation and FRA requirements. This includes:

- Document existing traffic conditions and access patterns
- Evaluate access to adjacent properties and identify potential changes associated with each alternative
- Complete traffic analysis necessary to support NEPA documentation and FRA requirements
- Develop construction staging, detour routes, and traffic control strategies to minimize disruption
- Coordinate with the City and emergency services to maintain safe and reliable access during construction

GEOTECHNICAL

The following geotechnical tasks will be incorporated to support structural design and overall feasibility:

- Based on experience in the project area, we anticipate superficial conditions will consist of urban fill over native glacial lacustrine clays, underlain by very dense glacial till.
- Perform geotechnical borings to characterize subsurface conditions and confirm soil profiles
- Evaluate foundation alternatives, with bridge foundations anticipated to be supported on piles extending to very dense glacial till
- Assess embankment loading and potential consolidation of underlying clays
- Identify and evaluate mitigation strategies, including staged construction, lightweight fill, and load transfer platforms, where needed
- Provide geotechnical recommendations to support structural design, cost estimating, and constructability

This approach helps to ensure that subsurface conditions are understood and incorporated into design development, reducing the risk of redesign and cost uncertainty as the project advances.

UTILITIES AND PRIVATE UTILITIES

Utility impacts will be identified and coordinated early to reduce conflicts and avoid delays, and **minimize impacts to schedule and cost**. Our team will:

- Review available utility information and identify potential conflicts
- Coordinate with public and private utility providers
- Evaluate relocation needs and associated impacts

- Incorporate utility considerations into design and cost estimates

STORMWATER

Stormwater management will be integrated into the preliminary design to support **practical and coordinated** outcomes for drainage and water quality objectives. Our team will:

- Evaluate existing drainage patterns and system constraints
- Identify stormwater management needs and potential improvements
- Coordinate with roadway and structural design
- Incorporate stormwater considerations into project development and cost

PEDESTRIAN AND BICYCLE CONSIDERATIONS

Multimodal elements will be incorporated to support safe and accessible movement through the corridor.

Our local work surrounding your project area, like the Tower Avenue Reconstruction, and our work on the City of Superior Active Transportation Plan add valuable insight and experience into your needs and expectation for multimodal transportation.

We will implement the following to support **safe, accessible, and connected multimodal facilities**:

- Evaluate pedestrian and bicycle connectivity
- Incorporate facilities consistent with City goals and applicable standards and the City of Superior Alternative Transportation Plan and 28th Street Trail planning
- Consider safety, accessibility, and user experience
- Coordinate with adjacent land uses and access points

CONSTRUCTABILITY

Constructability will be considered throughout design development to support a project that is **practical to build and can be advanced without redesign**. This includes:

- Evaluating construction sequencing and staging
- Maintaining access for adjacent properties and key stakeholders
- Coordinating construction considerations with railroad operations
- Identifying potential challenges that may impact schedule or cost

COST ESTIMATING AND PROJECT SCHEDULING

We will develop and refine cost estimates and project schedules as part of preliminary engineering to support **project definition, funding readiness, and advancement into final design**. This includes:

- Updating cost estimates based on the refined 30% design, including roadway, structural, utility, and railroad-related elements
- Incorporating project risks, assumptions, and potential constraints into cost development

- Developing project milestone timelines consistent with FRA requirements and project deliverables
- Aligning cost estimates and schedule with the Project Planning Package and preliminary design documentation
- Providing documentation that demonstrates project feasibility, effectiveness, and readiness for final design and construction

QUALITY ASSURANCE AND QUALITY CONTROL

Quality assurance and quality control (QA/QC) will be integrated throughout the project to provide deliverables that are accurate, coordinated, and meet City and FRA requirements. Our approach focuses on early alignment, independent review, and clear documentation to support efficient approvals and avoid rework.

QUALITY MANAGEMENT APPROACH

We provide **complete, coordinated, and defensible deliverables** by:

- Establishing project-specific QA/QC procedures at project kickoff aligned with the PMP and Project Planning Package
- Assigning independent reviewers for key deliverables, including alternatives evaluation, environmental documentation, and preliminary design

- Conducting discipline-specific and interdisciplinary reviews to maintain consistency across roadway, structural, environmental, and utility components
- Verifying that design assumptions, criteria, and decisions are clearly documented and consistently applied

MILESTONE REVIEWS AND COORDINATION

We support **clear and consistent submittals that facilitate agency review and approval** by:

- Performing QA/QC reviews at key milestones, including Project Planning Package submittals, environmental documentation, and preliminary engineering deliverables
- Confirming alignment between technical analysis, cost estimates, and project documentation
- Reviewing stakeholder coordination outcomes and incorporate feedback into deliverables
- Maintaining a decision log to track key assumptions, comments, and resolutions

DOCUMENTATION AND APPROVAL READINESS

Our team provides deliverables that are **ready for review, support timely approvals, and minimize the need for rework**. This includes:

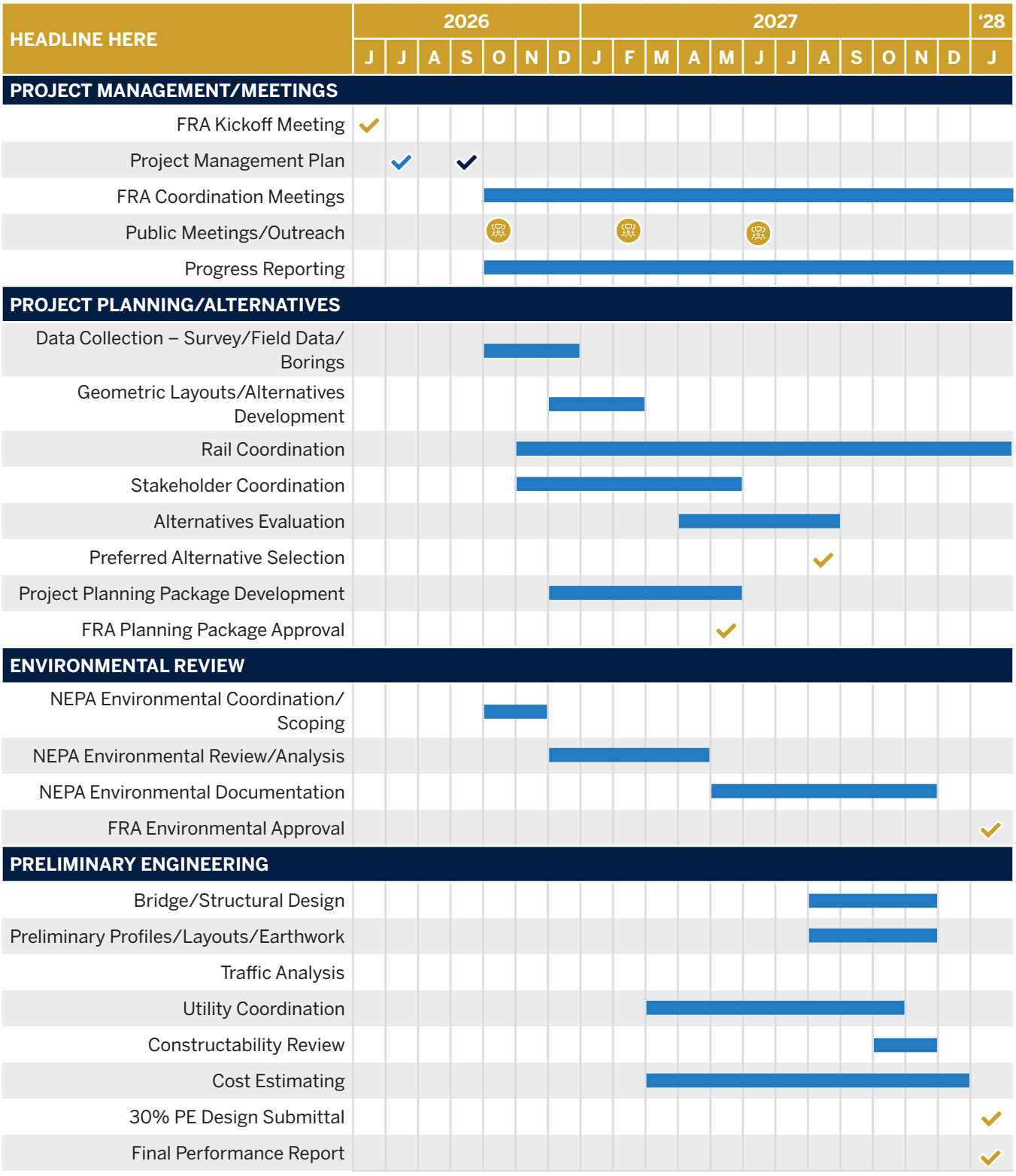
- Preparing deliverables in accordance with City, FRA, and regulatory requirements
- Verifying that environmental, planning, and design documentation are consistent and complete prior to submittal
- Conducting final QA/QC reviews prior to submission to minimize comments and revisions
- Supporting responses to review comments and incorporate revisions efficiently

PROJECT CLOSEOUT AND FINAL REPORTING

At the completion of the project, we will **prepare a Final Performance Report in accordance with FRA requirements**. The report will document project activities, key decisions, and outcomes, including a summary of progress toward project objectives and milestones.

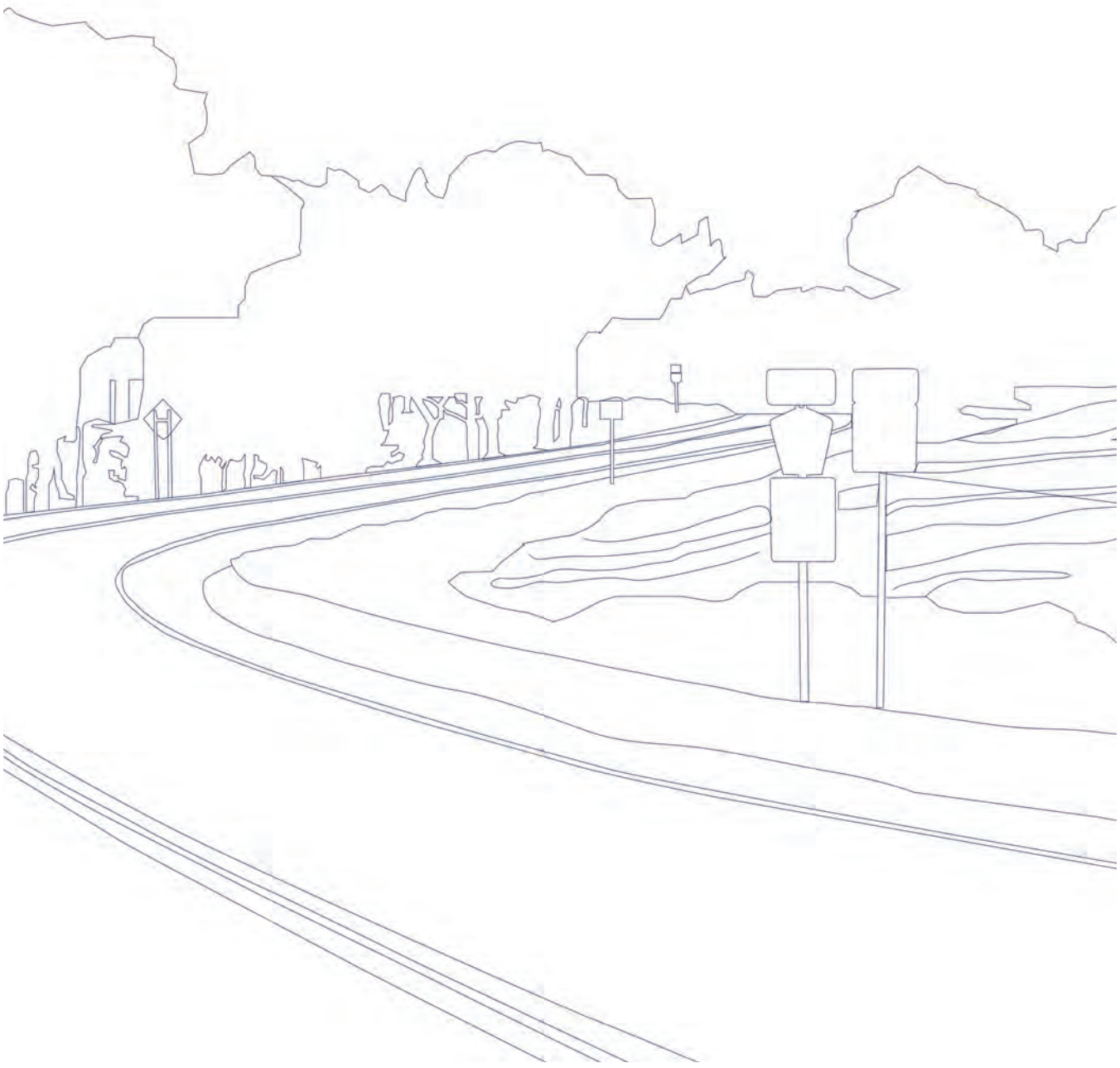
We will coordinate with the City and project partners to compile required information and verify that the report reflects the full scope of work completed. The final report will be prepared in a clear and organized format to support FRA review and document the project's readiness to advance into final design and construction.

Preliminary Project Schedule



KEY: Duration | Milestone | FRA Submittal | FRA Approval | Public Meeting

Required Forms



Required Forms

The following forms are included as requested in your RFP.

4.5 Subconsultants Listing

7. SubConsultants Listing (Must be submitted with Qualifications.)

N28th Street Grade Separation

The undersigned agrees to employ the following listed **subConsultants** for the following enumerated classes of work and not to alter or add to such list without the written consent of the City of Superior, WI. Use separate sheet as necessary.

	SUBCONSULTANT	CLASS OF WORK
1)	TKDA	Structural Design/Rail Coordination
2)	Braun Intertec	Geotechnical Recommendations
3)	Duluth Archeology Center	Archeology/Historic Reviews
4)		
5)		

Submitted by:

COMPANY Short Elliott Hendrickson Inc. (SEH)

ADDRESS 418 West Superior Street, Suite 200, Duluth, MN 55802

COMPANY REPRESENTATIVE Matt Bolf, PE

8. Addenda Acknowledgement (Must be submitted with Qualifications)

N28th Street Grade Separation

I/we hereby acknowledge receipt of the following addenda(s):

Addendum No. _____ Dated
Addendum No. _____ Dated
Addendum No. _____ Dated
Addendum No. _____ Dated

I/we further certify that no agreement has been entered into to prevent competition for said work and that I/we carefully examined the site where the work is to take place, and the plans, specifications, form of contract and all other contract documents.

I/we further agree to enter into the contract, as provided in the contract documents, under all the terms, conditions and requirements of those documents.

* If no addenda were issued, the consultant/firm shall so indicate and sign this document.

Short Elliott Hendrickson Inc. (SEH)
Company

Representative Signature

9. Reference Form

Applicant Firm Name: Short Elliott Hendrickson Inc. (SEH)

Contact Person: Matt Bolf, PE

Address: 418 West Superior Street, Suite 200

City, State, and Zip Code: Duluth, MN 55802

Telephone: 218.279.3025

Reference #1

Owner or Company Name: City of Duluth

Contact Person: Cari Pedersen, Interim Public Works Director

Type of Service(s) Provided: Roadway design, trail design, urban planning, bridges, NEPA, public outreach

Calendar Year(s) of Service(s) Provided: 2000 - Present

City, State, and Zip Code: Duluth, MN 55802

Telephone: 218.730.5200

Reference #2

Owner or Company Name: Wisconsin Department of Transportation

Contact Person: Stephanie King, PE

Type of Service(s) Provided: Roadway design, urban and rural design engineering, storm sewer, street lighting, traffic signals, wetlands

Calendar Year(s) of Service(s) Provided: 2009 - Present

City, State, and Zip Code: Superior, WI 54880

Telephone: 715.395.7373

Reference #3

Owner or Company Name: City of Whiting

Contact Person: Mayor Steve Spebar

Type of Service(s) Provided: Feasibility study, grant funding application assistance, preliminary alternative investigation, public involvement, stakeholder engagement, railroad coordination, full site survey, geotechnical investigation, full utility investigation and collection.

Calendar Year(s) of Service(s) Provided: 2023 - Present

City, State, and Zip Code: Whiting, IN 46394

Telephone: 219.659.7700

4.7 Statement

SEH has made our own examination, investigation, and research regarding the method of doing the work, all conditions affecting the work to be done, the labor, equipment, and materials, and the quantity of the work to be performed.

SEH agrees that we are satisfied by our own investigation and research regarding all such conditions, that we will enter into the Service Agreement based upon such investigation and research, and that we will make no claim against the City because of any of the estimates, statements, or interpretations made by any officer or agent of the City which may prove to be erroneous in any respect.

Building a Better World for All of Us®

Sustainable buildings, sound infrastructure, safe transportation systems, clean water, renewable energy, and a balanced environment. Building a Better World for All of Us communicates a company-wide commitment to act in the best interests of our clients and the world around us.

We're confident in our ability to balance these requirements.

JOIN OUR SOCIAL COMMUNITIES