Madison City Council Chambers
211 S. Lincoln Street
Madison, NE 68748

CITY COUNCIL AGENDA

February 11, 2026

Welcome and reminder to turn off electronic devices.

ACKNOWLEDGEMENT OF OPEN MEETINGS ACT

ROLL CALL

PLEDGE OF ALLEGIANCE

CONSENT AGENDA ***(one motion to approve items 1 – 4)***

1. Regular Agenda
2. January 14, 2026 Regular Meeting Minutes
3. Claims
4. Treasurer's Report

PUBLIC HEARINGS AND RELATED ACTION

REGULAR AGENDA

5. Discussion/Action on Consultant Selection to Prepare and Develop a Safety Action Plan for the City of Madison Safe Streets and Roads for All (SS4A) Program.
6. Discussion/Action on an agreement with Zelle HR to continue providing Human Resources to the City of Madison.
7. Discussion/Action to move from EMC to LARM.
8. Discussion/Action to approve Interlocal Agreement with LARM.
9. Discussion/Action to approve Resolution No. 2026-27 with LARM.
10. Discussion/Action on weekend itinerary for MHS All-Alumni Celebration the weekend of August 14-16th, 2026.
11. Approve Leigha Rast as Paramedic to Madison Fire and Rescue.

The City Council will review the above matters and take such action as they deem appropriate and necessary.
The City Council reserves the right to enter executive session on certain matters authorized under the Nebraska Open Meetings Act.

12. Discussion/Action on new signage for Fire Hall Building and plans for inside work/repairs.
13. Discussion/Action on moving Ambulance Billing.
14. Approve Ball Coordinator Position for 2026 Season at $3,850 as approved by the Park Board.
15. Discussion/Action on Sparq.
16. Discussion/Action on hiring a full-time and part-time City of Madison Police Officer.
17. Approve Appointment of Ruth Yuman as Madison City Clerk.
18. Approve Appointment of Tristan Plessel as Billing Clerk/Deputy Treasurer.
19. Discussion/Action on the hiring of Natalie Cudaback as temporary office assistant.

ADJOURN

REGULAR MEETING OF THE COUNCIL

The Mayor and City Council of the City of Madison met in regular session at the City Council Chambers, Madison, Nebraska, on Wednesday, January 11th, 2026, beginning at 5:30 p.m.

CALL TO ORDER

Mayor Rob Fite called the meeting to order. Roll call found the following council members present: Rick Schommer, Steve Ainsworth, Paula Biehle and Mindy Spray. Staff members present: City Treasurer Deputy Clerk Amy Wegener, City Clerk Deputy Treasurer Tristan Plessel, Economic Development Director Andy Colvin, Utilities Superintendent Matt Schnebel, City Attorney Mike Brogan and Police Chief Mike Hopen.

The Mayor presided over the meeting and the City Clerk recorded the proceedings. Upon opening of the meeting at 5:30 p.m. the Mayor welcomed all guests.

The Mayor informed the public about the location of the current copy of the Open Meetings Act in the back of the City Council room and made accessible to members of the public.

Notice of the meeting was given in advance thereof by posting in the Madison Star Mail and three public places.

Notice was given to the Mayor and all members of the Council, and a copy of their Acknowledgement of Receipt for Notice is attached to the Minutes. Availability of the agenda was communicated in advance to the Mayor and Council of this meeting. All proceedings shown hereafter were taken while the convened meeting was open to the public.

CONSENT AGENDA

Motion by Councilmember Biehle, Seconded by Councilmember Spray to approve the Consent Agenda: Motion will include A through D as one, with the exception of approving the Sparq invoice on the Claims List. Approve A. Agenda, B. Minutes, C. Claims, D. Treasurer's Report. Roll call: Yeas: Biehle, Spray, Schommer, Ainsworth. Nays: None. Motion carried.

OLD BUSINESS

Motion made by Councilmember Schommer, Seconded by Councilmember Ainsworth to authorize Maneilli Wagner to redesign the bridge substructure, leaving the gas line in place for the Jackson Street Project. Roll Call: Yeas: Schommer, Ainsworth, Biehle, Spray. Nays: None. Motion Carried.

Discussion on Park Board planned expenses for upcoming projects. No action.

NEW BUSINESS

Discussion on 4th of July Firework Show put on by Mike Sandoval. Council expressed no concerns about the show being held again this year. No action.

Motion made by Councilmember Biehle, Seconded by Councilmember Ainsworth to approve Chloe Ebeling and Koal Weidner to Madison Fire and Rescue. Roll Call: Yeas: Biehle, Ainsworth, Schommer, Spray. Nays: None. Motion Carried.

Motion made by Councilmember Schommer, Seconded by Councilmember Spray to approve the Madison Fire and Rescue Stipends in the amount of $1,500 for Fire Chief Tim Reeves and $300 for Johnny Orlowski. Roll Call: Yeas: Schommer, Spray, Biehle, Ainsworth. Nays: None. Motion Carried.

Discussion on LARM Insurance. No action.

Infrastructure Report given by Utilities Superintendent Matt Schnebel. No action.

Motion made by Councilmember Schommer, Seconded by Councilmember Spray to approve JEO Agreement for Multi-Use Residential Development Preliminary Concept Plan. Roll Call: Yeas: Schommer, Spray, Biehle, Ainsworth. Nays: None. Motion Carried.

Motion made by Councilmember Spray, Seconded by Councilmember Biehle to approve the engagement of Baird Holm, LLP to review and evaluate all agreements and any necessary documentation pertaining to Arbor Care Center, and provide options and advice to the City Council on lease continuation. Roll Call: Yeas: Spray, Biehle, Schommer, Ainsworth. Nays: None. Motion Carried.

Motion by Councilmember Biehle, Seconded by Councilmember Ainsworth to adjourn the meeting at 7:24 PM. Roll Call: Yeas: Biehle, Ainsworth, Schommer, Spray. Nays: None. Motion Carried.

_____ _____

Tristan Plessel, City Clerk **Robert Fite, Mayor**

I, the undersigned City Clerk, hereby certify that the foregoing is the full, true and correct original document of the Madison City Council Meeting proceedings had and done by the Mayor and City Council; that all of the subjects included in the proceedings were contained in the agenda for the meeting, kept continually current and available for public inspection at the office of the Clerk; that such subjects were contained in said agenda for at least twenty-four hours prior to the meeting; that at least one copy of all reproducible material discussed at the meeting was available at the meeting for examination and copying by members of the public; that the said Minutes were in written form and available for public inspection within ten working days and prior to the next convened meeting of said body; that all news media requesting notification concerning meetings of said body were provided advance notification of the time and place of said meeting and the subjects to be discussed at said meeting.

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Tristan Plessel, City Clerk

City Council Agenda Memo

Date: February 11, 2026

To: Mayor and City Council

From: Andrew Colvin, Economic Development Director

Subject: SS4A Safety Action Plan Consultant Selection

Background: In 2023 the city of Madison applied for and received a grant from the US DOT Federal Highway Administration to develop a Safety Action Plan at part of the Safe Streets and Roads for All (SS4A) program. The U.S. Department of Transportation's SS4A program supports local governments in developing comprehensive Safety Action Plans that identify traffic safety risks and prioritize projects, policies, and programs to address them. An adopted Safety Action Plan is a prerequisite for pursuing future SS4A Implementation Grants. The grant agreement outlines the specific work to be completed under this planning phase.

The Safety Action Plan will focus on evaluating roadway safety conditions at identified priority locations and corridors throughout the entire City, including the Madison Fairgrounds area, where known safety concerns exist. The work includes reviewing crash history, roadway characteristics, and user behavior to better understand factors contributing to serious injuries and fatalities for all roadway users.

The plan development requires meaningful public and stakeholder engagement to inform plan development, along with the identification of practical and implementable safety strategies and priority recommendations. The final deliverable must be a complete Safety Action Plan suitable for formal adoption by the City Council and structured to support future applications for SS4A Implementation Grant funding.

The significance of this grant is notable for a community the size of Madison. Because Madison is a smaller community, but also has a more spread out and complex transportation network, this grant will provide a broad range of planning benefits to the

City. Multi-modal transportation options such as trails and shared-use paths, bridge improvements, traffic data, roadway classifications, and future roadway connections can all be thoroughly analyzed and ultimately packaged into a long-range capital improvement plan for the City.

Discussion: While City staff will remain closely involved throughout the process, the preparation of an SS4A-compliant Safety Action Plan requires specialized technical expertise, data analysis, and public engagement capacity. A qualified consultant will ensure the plan meets all federal requirements, remains within the approved scope and budget, and is completed on schedule.

The City of Madison solicited a Request for Qualifications from engineering firms in Fall 2025. Two proposals were received: one from JEO Engineering and one from Olsson Engineering. Mayor Fite, Matt Schnebel, John Zwingman and I met to review the proposals and evaluated each on its own merits. While both firms possess the qualifications to manage a project of this scale, our recommendation is to award the project to Olsson Associates and move forward with developing a full scope of services and project budget.

Olsson is being selected based on their broad experience with transportation safety plans, technical expertise of the lead project managers and, notably, a dedicated engineer to assist with translation and outreach to our Spanish-speaking community. Olsson will provide the necessary expertise and diverse approaches to help the City develop a plan. It should be noted that the delay between the awarding of the grant to select a consultant is due to a number of technical issues, including technical changes made to the SS4A program upon the transition of US Presidential Administrations.

Financial Consideration: For this phase of the program, $320,000 in federal SS4A funds have been obligated, along with an $80,000 local match that has been budgeted by the City of Madison, for a total project budget of $400,000.

Staff Recommendation: Staff recommend approval of Olsson to work with the City of Madison on the development of an SS4A Safety Action Plan and directing staff to develop a scope of services agreement and project budget, which will be brought back to the City Council for approval.





QUALIFICATIONS FOR

Safe Streets and Roads for All
SAFETY ACTION PLAN



olsson®

October 10, 2025

City of Madison
Attn: City Clerk
211 South Lincoln Street
P.O. Box 527
Madison, Nebraska 68748

RE: Statement of Qualifications for the Safe Streets and Roads for All Safety Action Plan

Dear Selection Committee Members:

Congratulations on receiving a Safe Streets and Roads for All (SS4A) grant. Preparing the city's first ever Comprehensive Safety Action Plan (SAP) is one of the first major steps in increasing roadway safety for all modes of transportation throughout the City of Madison (vehicle, bicycle, and pedestrians). We understand the resulting plan must provide functional information, communicate a shared strategy, and identify and shape proposed projects that serve the city's diverse needs.

OUR LOCAL PRESENCE AND NATIONAL EXPERIENCE.

Key staff for this project are based in our Norfolk, Grand Island, Omaha, and Lincoln, Nebraska offices. Our knowledge of the City of Madison's current transportation dynamics combined with our public engagement expertise give us a distinct advantage. Here's why our team is a great fit for your project:

WE ARE LEADERS IN THE TRANSPORTATION INDUSTRY.

Olsson is a leader in the transportation industry. For more than 60 years, we have helped municipalities, planning organizations, and transit agencies plan, design, and implement transportation projects. These include multimodal safety plans and programs, safe routes to schools plans and programs, citywide bicycle and pedestrian plans, multimodal corridor studies, public education campaigns, and entertaining and fun public outreach programs. I will be the project manager for this project and brings 20 years of multimodal experience, as well as recent local experience assisting the City of Norfolk with their Safety Action Plan. I will be supported by a team of planners, engineers, public outreach specialists, and other professionals, each having a passion for safe, efficient, and implementable multimodal projects.

WE ARE PUBLIC ENGAGEMENT EXPERTS.

Viewing engagement as the cornerstone of this plan is of utmost importance. Ultimately, this plan must represent the ideas, concerns, and priorities of the community. Drawing on lessons learned through our public engagement process on numerous Safety Action Plans and Comprehensive Plans, we propose a customized process that sheds light on existing conditions; facilitates meaningful community conversation; and advances projects that are community-supported and focused on the greatest areas of need.

This project is important to us, and we are committed to exceeding the City of Madison's expectations for project delivery and client service. We look forward to speaking with you about our team and approach. Should you have any questions, please contact me at 402.341.1116 or at crolling@olsson.com.

Sincerely,

Chris Rolling, PE
Olsson Project Manager

CONTENTS

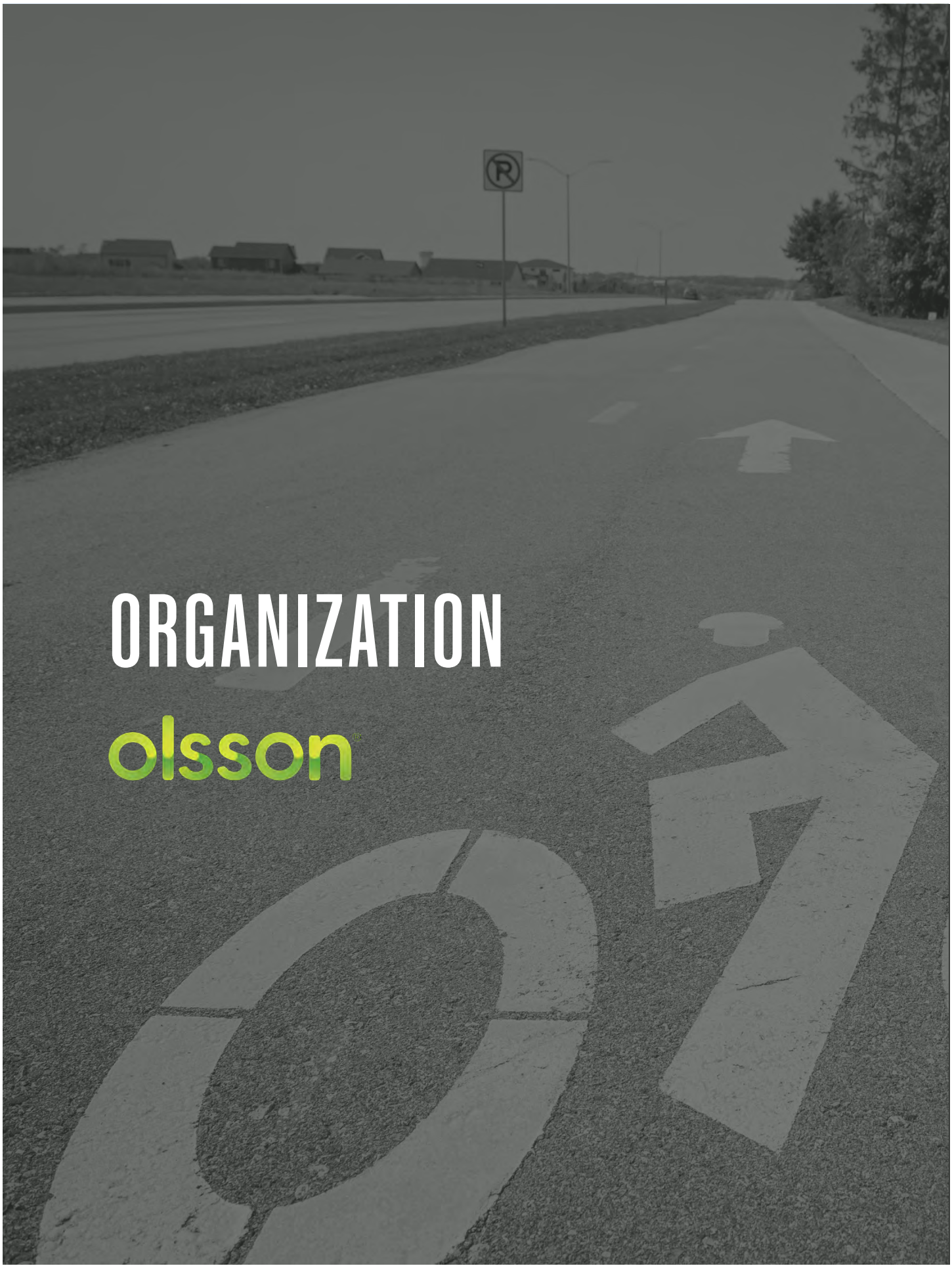
Organization 5

Project Manager Experience & Availability 7

Key Team Members Experience & Responsibilities 9

Project Understanding & Approach 17

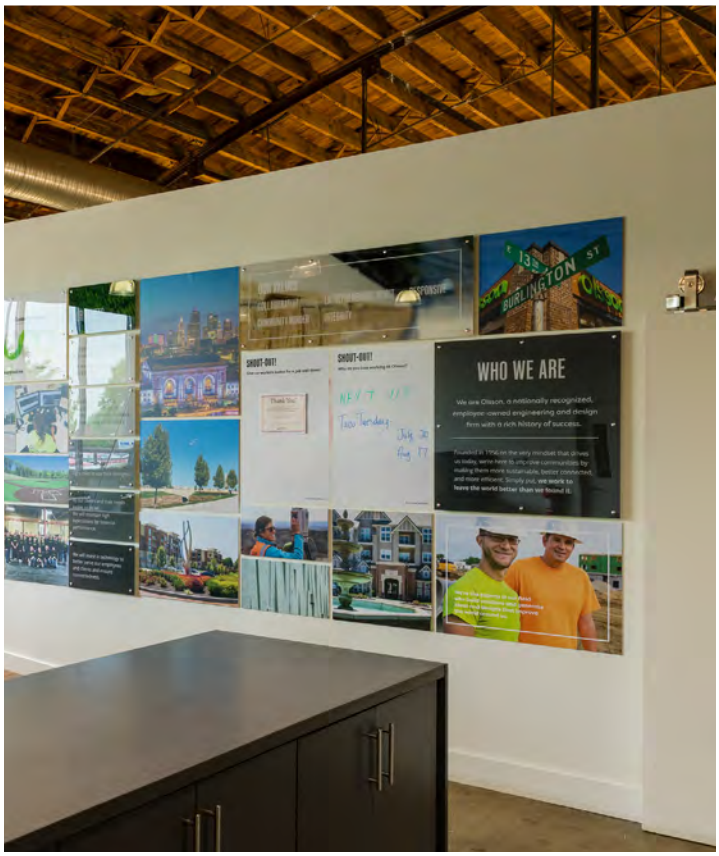
Similar Projects & References 27



ORGANIZATION

olsson





FIRM PROFILE

We are Olsson, a nationally recognized, employee-owned engineering and design firm with a rich history of success. Though our philosophy hasn't changed since John E. Olsson opened our doors in 1956, we have certainly evolved, adding dozens of offices and employees across 12 states and remote locations.

We have 2,000+ professionals firmwide offering a comprehensive list of services involving planning and design, engineering, field services, environmental, and technology. We're here to improve communities by making them more sustainable, better connected, and more efficient. Simply put, we work to leave the world better than we found it.

CONTACT PERSON:



Chris Rolling, P.E.
Project Manager
Cell: 402.850.7415
crolling@olsson.com

OLSSON WILL PERFORM 100% OF THE TOTAL CONTRACT WORK.





PROJECT MANAGER EXPERIENCE & AVAILABILITY

olsson

CHRIS ROLLING, P.E.

Project Manager / Implementation Lead



EXPERIENCE SUMMARY

Chris is a seasoned transportation expert with a strong background in traffic engineering and multimodal transportation planning. His extensive experience spans public and private sectors, including municipal design, safety planning, and project management.

Chris has worked with many municipalities and state agencies across the country, giving him a diverse perspective for the Safety Action Plan which he will use to develop integrated and creative solutions for the city and in the context of your local needs and cultural differences.

WORKLOAD AND AVAILABILITY

Chris's current workload is balanced to support the needs of the Safety Action Plan. He manages his commitments by prioritizing project milestones and maintaining frequent communication with both clients and internal teams. This approach enables him to remain accessible for project meetings, decision-making, and timely responses to project needs. Chris's availability is further supported by Olsson's project management structure, which allows for additional team support if scheduling becomes complex or if the project requires added flexibility.

With a proven track record of delivering safety action plans and similar transportation projects, Chris is well-positioned to help achieve the project's goals within the established schedule. His focus on practical solutions and stakeholder engagement helps facilitate a smooth project process and successful outcomes for the Safety Action Plan.

RELEVANT EXPERIENCE

- City of Bennet, Transportation Safety Action Plan; Bennet, NE
- City of West Plains, Safety Action Plan; West Plains, MO
- County of Mayes, Safety Action Plan; Mayes County, OK
- City of Lawrence, Vision Zero, Safety Action Plan; Lawrence, KS
- City of Colorado Springs, Safety Action Plan; Colorado Springs, CO
- City of Loveland, Citywide Safety Study; Loveland, CO
- City of Omaha, Complete Streets Design Guide and Training; Omaha, NE
- Nebraska Department of Transportation (NDOT), Vulnerable Road User (VRU) Assessment; NE
- City of Omaha, 13th Street Walkability Study; Omaha, NE
- City of Omaha, 24th Street Corridor Study; Omaha, NE
- City of Omaha, Complete Streets Design Guide and Training; Omaha, NE

EDUCATION

- B.S., Civil Engineering, University of Nebraska-Omaha

PROFESSIONAL REGISTRATIONS

- Professional Engineer: CO, NE, WY

CERTIFICATIONS/TRAINING

- Iowa DOT SWPPP Training

OLSSON EXPERIENCE

- 2005 to Present

OVERALL EXPERIENCE

- 2005 to Present

AWARDS

- Bellevue, NE Comprehensive Plan
- Omaha Sign Management Inventory



KEY TEAM MEMBERS EXPERIENCE & RESPONSIBILITIES

olsson

ORGANIZATIONAL CHART



City of Madison



Chris Rolling, P.E.
Project Manager



Seth Lange, P.E.
Local Liaison

Action Plan Task Force

DATA COLLECTION & ANALYSIS	PUBLIC ENGAGEMENT	ACTION PLAN DEVELOPMENT	IMPLEMENTATION
Shane King, P.E., PTOE	**Stacey Roach, MPA**	**Kyle McLaughlin, AICP**	Chris Rolling, PE
Kyle McLaughlin, AICP	Adrian Tarango, P.E.	Jenna Friesen	Seth Lange, P.E.
Tyler Kramer, P.E.	Gabby Hogan	Shane King, P.E., PTOE	Kyle McLaughlin, AICP

SETH LANGE, P.E.

Local Liaison



EXPERIENCE SUMMARY

Seth is a skilled civil engineer and adept project manager with experience in various domains of site design. His project experience includes roadway and infrastructure design, residential and commercial development, and industrial and facilities design projects across multiple states. A native of Norfolk, Nebraska, Seth's knowledge and understanding of clients' needs and project specifications prove invaluable in his work.

LAND & FACILITIES

- City of Norfolk, Davis Design Norfolk Parks and Recreation Taha Zouka Park Master Plan; Norfolk, NE
- City of Norfolk, Northeast Industrial District Due Diligence Report; Norfolk, NE
- City of Norfolk, Taha Zouka Park Master Plan; Norfolk, NE
- City of Norfolk, New Locker Room/Concessions Taha Zouka Park; Norfolk, NE
- City of Norfolk, Illuminate the River Point District; Norfolk, NE
- City of Norfolk, 37th Street and Omaha Avenue Drainage Evaluation; Norfolk, NE
- City of St. Joseph, Eastowne Business Park Site Development; St. Joseph, MO
- Norfolk Public Transportation, Public Transit Facility Civil Design; Norfolk, NE
- Nebraska Public Power District, Bassett Site Improvements; Bassett, NE
- Novozymes Blair Inc., Central Warehouse; Blair, NE
- Orphan Grain Train Inc., Facility Expansion and Replat; Norfolk, NE
- Seldin Company, Benson Park Plaza Site Civil Design; Omaha, NE
- Seldin Company, Hancock Fabrics Building and Parking Lot Structural Engineering; Omaha, NE
- Walmart Inc., New Store Locations Site Civil Design; Various Locations, NE
- Weiland Inc, Doors Red 10 RV Site Improvements; Norfolk, NE
- City of Minot, Radio City Park Renovation; Minot, ND*

** Previous Experience*

EDUCATION

- B.S., Civil Engineering, University of Nebraska-Lincoln

PROFESSIONAL REGISTRATIONS

- Professional Engineer: LA, ND, NE, SD, TX

CERTIFICATIONS/TRAINING

- Dale Carnegie Leadership Training

OLSSON EXPERIENCE

- 2006 to 2008
- 2020 to Present

OVERALL EXPERIENCE

- 2005 to Present

KYLE MCLAUGHLIN, AICP

Action Plan Development Lead / Data Collection & Analysis



EXPERIENCE SUMMARY

Kyle is a regional planner, specializing in transportation and mobility along with land use and corridor planning. His expertise spans across a variety of communities, from metropolitan areas to distinct tribal groups. His portfolio includes projects for small area plans and comprehensive city-wide multi-modal strategies. Kyle is a strong advocate for sustainable, resilient, and equitable planning with a primary goal to enhance the quality of life for residents. His plans strive to integrate aspects of connectivity, resource allocation, and climate resilience, making them strategic road maps for the future.

Kyle will play a crucial role in ensuring that transportation policies and safety measures are fair and inclusive. He will help create a transportation system that is safe, accessible, and equitable for all community members.

RELEVANT EXPERIENCE

- City of Norfolk, SS4A Comprehensive Plan; Norfolk, NE
- City of Bennet, Transportation Safety Action Plan; Bennet, NE
- City of West Plains, Safety Action Plan; West Plains, MO
- City of Colorado Springs, Safety Action Plan; Colorado Springs, CO
- Cheyenne Metropolitan Planning Organization, East Dell Range Boulevard U.S. Highway 30 Corridor Study; Cheyenne, WY*
- City of Castle Rock, Downtown Mobility Study; Castle Rock, CO*
- City of Colorado Springs, Platte Avenue Corridor Study; Colorado Springs, CO
- City of Colorado Springs, ConnectCOS Transportation Master Plan; Colorado Springs, CO
- City of Fayetteville, Program Management Support; Fayetteville, AR
- City of Green River, Flaming Gorge Way Corridor Study; Green River, WY*
- City of Lawson, Raum Road Rural Grant Application; Lawson, MO
- City of Lincoln and Lancaster County Railroad Transportation Safety District, North 33rd Street and Cornhusker Highway Phase 2 NEPA and Preliminary Design; Lincoln, NE
- City of Lincoln, Climate Smart Collaborative EV Readiness Planning; Lincoln, NE
- Southeast Metropolitan Planning Organization (SEMPO), EV Readiness Plan; Cape Girardeau, MO

** Previous Experience*

EDUCATION

- M.C.R.P., Community and Regional Planning, University of Nebraska-Lincoln
- M.S., Civil Engineering, University of Nebraska-Lincoln
- B.S., Civil Engineering, University of Nebraska-Lincoln

CERTIFICATIONS/TRAINING

- American Institute of Certified Planners (AICP)
- Engineer in Training
- FEMA Mitigation Planning for Local and Tribal Communities

OLSSON EXPERIENCE

- 2021 to Present

OVERALL EXPERIENCE

- 2016 to Present

SHANE KING, P.E., PTOE

Data Collection & Analysis Lead



EXPERIENCE SUMMARY

Shane is a transportation engineer with an emphasis in traffic engineering. He has a variety of experience with projects small and large in Nebraska and surrounding states. Shane has participated in advanced training related to roundabout operations, pedestrian wayfinding, and ADA compliance. He also has vast knowledge of the Complete Streets Policy. Shane is committed to helping communities design transportation systems that are safe and convenient for all users. To that end, Shane has coordinated numerous data collection efforts for various municipalities and the traffic engineering community in general.

Shane will be the lead traffic engineer on the project, handling data collection and traffic projections. He will also lead the engineering evaluations, checking needs against MUTCD and FHWA standards.

RELEVANT EXPERIENCE

- Beatrice Board of Public Works, Transportation Master Plan Update; Beatrice, NE
- Beatrice Public Schools, Traffic Impact Studies; Beatrice, NE
- City of Beatrice, 19th and Lincoln Streets Traffic Study; Beatrice, NE
- City of Beatrice, Highway 136 Relocation Feasibility Study; Beatrice, NE
- City of Hastings, Downtown Two Way Conversion Study; Hastings, NE
- City of Kearney, Transportation Master Plan Update; Kearney, NE
- City of Norfolk, 5th Street and Norfolk Avenue Traffic Study; Norfolk, NE
- City of Lincoln, Transportation and Master Plan for State Capitol Area and Campus; Lincoln, NE
- City of Lincoln, Transportation, Environmental, and Utilities Plan (TEUP) for West Haymarket; Lincoln, NE
- Nebraska Department of Transportation, On-Call Traffic Engineering and U.S. Highway 20 and U.S. Highway 385 Intersection Alternatives Analysis; Chadron, NE
- Nebraska Department of Transportation, U.S. Highway 275 and 72nd Street Interchange Study; Omaha, NE
- Nebraska Department of Transportation, U.S. Highway 75 Corridor Study and Improvements; Washington County, NE
- Sarpy County, 84th Street and Platteview Road Safety Study; Sarpy County, NE
- University of Nebraska-Lincoln, UNL Campus Master Plan Comprehensive Update; Lincoln, NE

EDUCATION

- B.S., Civil Engineering, University of Nebraska-Lincoln

PROFESSIONAL REGISTRATIONS

- Professional Engineer: CO, IA, NE
- Professional Transportation Operations Engineer

CERTIFICATIONS/TRAINING

- SIDRA Advanced Roundabout Operations

OLSSON EXPERIENCE

- 2002 to Present

OVERALL EXPERIENCE

- 2002 to Present

JENNA FRIESEN

Action Plan Development



EXPERIENCE SUMMARY

Jenna has extensive experience working in geographic information systems (GIS) and database management. Jenna has served as the lead GIS analyst on multiple projects for Olsson's environmental and transportation projects. These projects have entailed extensive building and updating of GIS databases, running complex spatial analyses, and presenting geographic data to clients in the forms of maps, applications, and reports. Jenna's experience using ESRI's online web mapping applications has provided valuable applications for clients who want to view statistical data in a visual, interactive format. Jenna has built dashboards for clients that have integrated spatial data to analyze patterns, trends, and relationships that are not visible in traditional data sources.

Jenna will support the Safety Action Plan for the City of Madison by analyzing existing policies and developing new ones to promote equity and safety.

RELEVANT EXPERIENCE

- Mayes County, Trails Alliance Safety Action Plan; Pryor, OK
- City of West Plains, Safety Action Plan; West Plains, MO
- City of Lawrence, Vision Zero Safety Action Plan; Lawrence, KS
- City of Loveland, Loveland Roadway Safety Study; Loveland, CO
- City of Fort Collins, Vision Zero and Enforcement Dashboards; Fort Collins, CO
- City of Bellevue, Comprehensive Plan Update and Long-Range Transportation Plan; Bellevue, NE
- Pikes Peak Area Council of Governments, Traffic Safety Study; CO
- Nebraska Department of Transportation, Stimulus Projects Providing GIS Mapping, Database Management, and Fieldwork; NE
- City of York, Highway 81 Gateway Development Strategy Plan; York, NE
- City of Colorado Springs, ConnectCOS Transportation Master Plan; Colorado Springs, CO
- City of Fairbury, Comprehensive Plan; Fairbury, NE

EDUCATION

- Master of Community and Regional Planning, University of Nebraska, Lincoln
- B.A., Geography, University of Nebraska, Lincoln

CERTIFICATIONS/TRAINING

- E-RAILSAFE, UPRR/BNSF Contractor Orientation Test
- 38-hour Wetland Delineation Training

OLSSON EXPERIENCE

- 2007 - 2017
- 2021 to Present

OVERALL EXPERIENCE

- 2007 to Present

STACEY ROACH, MPA

Public Engagement Lead



EXPERIENCE SUMMARY

Stacey leads public engagement services at Olsson. She is a public involvement and communications professional trained through the International Association for Public Participation (IAP2). Stacey's experience includes planning and facilitating multi-stakeholder meetings, gathering stakeholder input, and building consensus. She has experience coordinating project meetings and meeting materials; creating and executing programmatic and project-related strategic engagement and communication plans; managing social media and media relations; and developing and coordinating printed and digital communications.

Stacey is known for her keen attention to detail, her ability to create and follow a plan of action and is energized by building and maintaining relationships with communities and their stakeholders while seeking to listen and share information.

RELEVANT EXPERIENCE

- City of Norfolk, SS4A Comprehensive Plan Public Involvement; Norfolk, NE
- City of Bennet, Transportation Safety Action Plan Public Involvement; Bennet, NE
- County of Mayes, Safety Action Plan Public Involvement; Mayes County, OK
- City of Bellevue, Comprehensive Plan Update and Long-Range Transportation Plan Public Involvement; Bellevue, NE
- City of Grand Island, Regional Transit Needs Assessment and Feasibility Study Public Involvement; Grand Island, NE
- City of Lincoln, Citizens Transportation Coalition Public Involvement; Lincoln, NE
- City of Lincoln, Downtown Principal Corridors Design Services Public Participation; Lincoln, NE
- City of Lincoln, Transportation Implementation Strategy Public Involvement; Lincoln, NE
- City of Lincoln, West A Street Improvements, West City Limits to Southwest 23rd Street Public Information Meeting Strategy and Implementation; Lincoln, NE
- City of Lincoln/Railroad Transportation Safety District, North 33rd Street and Cornhusker Highway Public Involvement; Lincoln, NE
- City of Omaha, MAPA 24th Street Corridor Multimodal Transportation Study (Cass to Mason Streets) Public Involvement; Omaha, NE
- City of Omaha, 13th Street Walkability Study and Improvements Public Involvement; Omaha, NE

EDUCATION

- Master of Public Administration, University of Nebraska-Omaha
- B.S., Education & Human Sciences, University of Nebraska-Lincoln

CERTIFICATIONS/TRAINING

- International Association for Public Participation (IAP2), Planning and Techniques for Effective Public Participation Certificate

OLSSON EXPERIENCE

- 2017 to Present

OVERALL EXPERIENCE

- 2002 to Present

ADRIAN TARANGO, P.E.

Public Engagement Translator



EXPERIENCE SUMMARY

Adrian is an associate engineer with experience designing paving and sanitary sewer improvements in municipalities. He has contributed to projects in Grand Island, Norfolk, O'Neil, Lexington, and other cities throughout the Midwest. Adrian takes an active role in projects, identifying opportunities that best serve the client and community. In addition to engineering design, he performs surveys, assists with construction observation, and verifies designs in the field. Not only is Adrian capable of leading design and utility coordination, but he also serves as a critical communication resource, given his bilingual abilities.

For the Safety Action Plan project, Adrian will assist Stacey Roach in all public engagement activites to help translate all communication from English to Spanish for the City of Madison community.

RELEVANT EXPERIENCE

- City of Fullerton, Five Acre Island Walking Trail; Fullerton, NE
- City of St. Paul, Bike Trail Preliminary Design; St. Paul, NE
- City of Norfolk, Legacy Bend Subdivision Trail and Site Civil Design; Norfolk, NE
- City of St. Paul, Paving Improvements; St. Paul, NE
- City of Blue Hill, Community Development Block Grant Paving Improvements; Blue Hill, NE
- City of Elba, Community Development Block Grant 13th Street Paving and Drainage Improvements; Elba, NE
- City of Grand Island, Old Potash Highway Roadway Improvements from North Road to Webb Road; Grand Island, NE
- City of Grand Island, Stolley Park Road Preliminary Design; Grand Island, NE
- City of Grand Island, Old Potash Highway Claude Road Construction; Grand Island, NE
- City of Grand Island, Ryder Park Parking Lot; Grand Island, NE
- KAAPA Ethanol LLC, Aurora Site Paving Improvements; Ravenna, NE

EDUCATION

- B.S., Civil Engineering, University of Nebraska-Lincoln

PROFESSIONAL REGISTRATIONS

- Professional Engineer: NE

OLSSON EXPERIENCE

- 2017 to Present

OVERALL EXPERIENCE

- 2017 to Present



PROJECT UNDERSTANDING & APPROACH

olsson

PROJECT UNDERSTANDING & APPROACH



PROJECT UNDERSTANDING

The Safe Streets and Roads for All (SS4A) program has been a boon for communities large and small across the country in their efforts to improve traffic safety. It has allowed them to quickly move from a reactive position to a proactive one. Small communities in particular have been able to acquire the data and planning needed to overcome the historic lack of information or resources to "get ahead" of issues. With this grant, Madison has a rare opportunity to move into a proactive position, not only for traffic safety but asset management in general.

We understand your desire to not only complete the Safety Action Plan per the requirements of the SS4A program but also leverage this project to gain a larger understanding of safety and transportation issues you face. And with the recent tragedy of a fatal crash just east of Madison, traffic safety will be top of mind for officials and residents alike. This plan will give you the data and action plan to address crashes and get ahead of potential safety challenges related to latent maintenance needs of your bridges, railroad crossing, and street surface.

Madison is currently a community on the verge of significant but positive changes. Your economy is at the confluence of industrial food production, agriculture, and regional tourism. Each of these factors present substantial seasonal traffic, often from heavy trucks. That leads to the unique traffic safety and planning challenges you hope to address with this plan. With current intentions to expand industry through a rail-served industrial park, it will be even more important to have established your transportation infrastructure to help maintain the safety and character of Madison well into the future.

This plan will be a significant and effective step in achieving that goal. Olsson brings to the table the knowledge of how to meet the goals of the SS4A program, having completed several in the last year, many of which were for rural communities like yours. We are also experienced traffic and transportation engineers that can provide you with a perspective on conditions and improvements to your transportation infrastructure. Our approach below describes how we will work with you to achieve these goals.



APPROACH

Olsson's approach to this project will result in an innovative and practical implementable Safety Action Plan for the City of Madison. Our working style and basic approach have four guiding principles:

Team Approach: By team approach, we mean not only the consultant team with the technical expertise in various substantive elements that comprise a Safety Action Plan, but also the appointed and elected officials, staff, and the numerous civic organizations and individuals concerned about the community.

Public Involvement: A structured approach to public involvement is required to effectively involve civic organizations and individual citizens in the planning process and make them a part of the planning team.

Data-Informed Planning: These plans are opportunities to amass and organize useful data that you can use to inform decisions about improving traffic safety. Our approach includes consolidating and scrubbing your existing data, that from third-party data providers, and collecting data with our team to fill in the remaining gaps.

Problem Solving Orientation: Our approach to the development of Madison's Safety Action Plan will be problem-solving-oriented. We will seek to understand the issues and concerns of Madison and develop solutions specific to connect and implement a safe and efficient multimodal transportation network.

Task 1: Project Management

FALL 2025 TO WINTER 2026

The success of the project will depend on strong communication and project management. With almost two decades of managing the planning, design, and implementation processes for multimodal transportation projects, Chris Rolling will manage this project from start to finish using the tools and resources available from Olsson. Our approach follows the industry standards laid out by the Project Management Institute (PMI), and we manage the key elements of a project purposefully throughout the project's life cycle (shown below). At the onset of the project, a Project Management Plan (PMP) will be developed in coordination with the Madison project manager. Through this PMP, Chris will identify a communication plan and quality control plan that meets your preferences and expectations to deliver an SS4A compliant Plan within the expected time frame.

At a minimum, the communication plan will include the following elements:

1. Monthly Progress Reports: These will detail the information you regarding scope, schedule, budget compliance and labor and expense detail required to satisfy your federal reporting requirements.

2. Monthly Progress Meetings: Whether used for simple check-ins or comprehensive reviews of deliverables and city comments, these meetings will be regular touchpoints for us to communicate progress and you to ask questions of us. We appreciate when these are in person but understand that virtual formats are often easier for schedules and will plan the meetings accordingly.



Task 2: Data Collection & Analysis

WINTER 2025 TO SPRING 2026

To complete this Plan within the six-month time frame, you need a partner that can get started with the data analysis right away. Determining hot spots of fatal and serious injury crashes, safety related risk factors, and vulnerable communities are necessary to meet federal requirements and assess the areas of greatest need. The Olsson team not only has a thorough understanding of the necessary analysis, but also of the data necessary to conduct the analysis in the study area.

We have a strategic four-step approach to provide the delivery of a comprehensive regional crash trend analysis. The four-step approach is summarized as follows:

1. CRASH DATA ACQUISITION

Olsson will acquire the most recent five years of crash data from NDOT as the foundation for the safety action plan. Safety Action Plans rely on more contextual analysis of what causes crashes, though. Therefore, our team gathers asset and demographic data as well. We also gather information from third party data partners, lean on AI applications to process aerial imagery, and when needed, send staff to the field for targeted collection. Together these sources help us understand the full picture of what causes crashes.

2. CRASH DATA CLEANSE

Critical to the efficacy of the existing safety analysis is the crash data scrubbing, standardizing, and where needed, joining data. Crash data can be incongruent, both in the individual fields and overall format, hindering analysis. Upon acquisition of the crash data, we will conduct an extensive data review to verify consistency and completeness of the data, with specific focus on crash type, contributing factors (e.g., what caused the crash), location of the crash, and narrative.

3. CRASH DATA ANALYSIS

The third step of the existing safety analysis is the crash data analysis. We will use the cleaned crash data, in conjunction with the other data sources mentioned above, to evaluate patterns and correlations between crash types, crash modes, crash locations, crash time periods, crash severities, and crash causations.

Overall Safety Performance

The first part of the crash analysis will be a comprehensive review of relevant attributes such as contributing factors, weather conditions, temporal analyses, traffic attributes, and roadway attributes. This is intended to understand if these factors influence the occurrence of fatal or serious injury crashes. These factors are generally considered individually but will be reviewed specifically for vulnerable road user crashes.

Spatial Analysis

To facilitate an understanding of the physical environment surrounding crashes, we will input the crash data into a Geographic Information System (GIS) platform to map the crashes and their attributes to other special data like demographics, roadway attributes, and traffic volume and speeds. These maps will be utilized to identify problematic locations, summarize correlations between crashes and the existing network, and identify solutions.

4. CRASH DATA SUMMARY

Finally, the crash data summary which provides a large-scale overview of the safety narrative. We will develop a formal narrative of the safety conditions, which will be an understanding of the existing conditions with both textual and figural (e.g., histograms, charts, and maps) outputs. Both outputs will help summarize the conditions throughout Madison and will help identify the problems and their related solutions.

HIGH INJURY NETWORK ANALYSIS

To High Injury Network (HIN) analysis will review all roads that experienced serious injury, fatal, or vulnerable road user (VRU) crashes. They are analyzed segment by segment ranking each based on their crash occurrence, assigning additional weight to those experiencing fatal and serious injury crashes. The segments are then symbolized based on their rank, pinpointing the most dangerous road segments, allowing for targeted interventions to improve road safety.

HIGH RISK NETWORK ANALYSIS

While historical crash data and the HIN give insight into safety concerns, they only tell a portion of the narrative. Because crashes can be random, it is important to evaluate factors that are known to be well-correlated with safety. Posted speed limit, shoulder width, medians, intersection type, lighting, and presence of bicyclist and pedestrian accommodations are factors that can give indication of safety risk. This is following the systemic safety analysis approach, which is not only a SS4A requirement, but an effective way to achieve the overall goals for the City of Madison.

Systemic safety analysis helps proactively identify risks within the roadway network and prioritize locations based on both historical crash data and its likelihood of future crashes based on risk presence. Using outputs of this analysis, we use spatial analysis to overlay them and determine which roadway segments have the relatively highest numbers of associated risk factors. This constitutes the High-Risk Network which, when combined with the HIN, will be powerful reference for where to apply systemic safety treatments or prioritize individual safety projects.





ADDITIONAL DATA COLLECTION & ANALYSIS

We recognize the City of Madison is using this opportunity to gather a collection of traffic and safety-related data beyond what may be typical for a Safety Action Plan. This will support not only the Safety Action Plan, but maintenance and upgrading of transportation infrastructure in the future. Below is a summary of our approach to collecting this data specifically called out in your RFP and the approach to leveraging it for decision making.

Table 1: Additional Data Collection

DATA	DESCRIPTION	APPROACH
ADA Compliance & Inventory	Inspect and determine condition, connectivity, PROWAG compliance.	Perform field visits to inspect and document conditions; interview stakeholders with school, church, etc.; advise staff on critical upgrades for compliance and network connectivity, focusing on improvements for vulnerable pedestrians like children, elderly, and disabled.
Street Conditions	Inspect and determine surface type and condition.	Perform field visits to inspect and document conditions; advise staff on upgrades or repairs and priority therein.
Traffic Counts	Perform turning movement counts at nine primary intersections.	Partner with data collection provider to perform TMCs and include summaries in final plan.
Bridge Reports	Inspect bridges within corporate limits.	Leverage in-house bridge staff to perform comprehensive inspection reports containing annotated photos, field sketches, and SIIMS inputs; Documentation includes inspection schedules, access methods, safety issues, and recommendations for future inspections, supporting both immediate needs and long-term planning.
Railroad Crossings	Inspect crossings within corporate limits.	Leverage in-house and nationally renowned rail traffic team to perform onsite inspections, noting repair needs, safety upgrades, or opportunities for grade separation or crossing elimination.

Our work with the Lincoln Traffic Counts and the City of Omaha Sign Management programs have given us practical experience in collecting vast amounts of field data. We will perform field data collection with ArcGIS Field Maps so that the data goes straight into an electronic database for use in analysis, prioritization, and progress tracking in later phases of the Safety Action Plan. We will map each of these asset inventories for inclusion in the final plan and electronic format.

Olsson's field data collection prioritizes safety from the earliest planning stages. The process begins with a thorough review of previous reports, site plans, and aerial imagery to determine safe access methods and necessary personal protective equipment. A job safety audit is developed for each field visit, led by the senior staff on that visit, checked by Chris as the project manager, and supported by Olsson's in-house safety team. Daily safety briefings are conducted before any fieldwork begins, ensuring all team members are aware of site-specific hazards. While we have experts overseeing field work, safety is everyone's responsibility, and we prioritize it by watching out for each other and ourselves.

Task 3: Stakeholder and Public Engagement

WINTER 2025 TO SUMMER 2026

A key distinguishing factor of a comprehensive safety action plan is a strong emphasis on public and stakeholder engagement. Data analysis can only reveal so much. To truly understand causes and impacts of traffic crashes, we must meet with the people who are directly affected by them. We will accomplish this through a series of public, stakeholder, and steering committee engagement events.

STEERING COMMITTEE

A key requirement is that these plans be realized. One of the ways we do this is to assemble a Steering Committee that will not only help shape the plan through an integral feedback process but be responsible for carrying forward actions that are recommended from this plan. This begins by working with you to determine who will be most appropriate individuals from your community to bring into the group and then extending invitations to them. In this step, it is essential that we define the responsibilities of committee members and communicate that to them.

Committee members will attend approximately two to three meetings throughout the plan development. These generally coincide with the following milestones:

- **Visioning and Data Gathering:** During this phase, committee members have a chance to shape the defining characteristics of the plan and what the community will accomplish with it. We also encourage them to share their lived experience of traffic safety as well as initiatives or projects they are doing or plan to do that can help achieve the common goal.
- **Action Plan Development:** As we complete data analysis and preliminary recommendations, we take the chance to hear directly from you and the key members of your community that are on the Steering Committee as to the importance or priority of several potential solutions that we have identified. It is critical that we garner buy-in and consensus among committee members as they will be partly responsible for implementing the plan.
- **Final Plan Presentation and Handoff:** *Optional.* If not completed at the previous step, a third meeting can be scheduled to present the final plan, confirming with the committee that what they have told us is included in the plan. It is the stage where we will make the formal handoff to the committee to accept the responsibility to begin completing the consensus-built action items.

PUBLIC ENGAGEMENT

The public engagement strategy involves three rounds of targeted outreach, with smaller activities in between. To reach and represent all types of citizens within the city, it's important that we offer people a range of methods and opportunities to communicate their desires, questions, and ideas to our team. To do this, we will not only use various methods (e.g., written survey, focus groups, online questionnaire, etc.), but we will also ask the same question in different ways. This iterative process will paint a clearer picture of the region's vision, goals, and preferred outcomes for the plan.

Community Meeting No. 1 - Education and Input: The first round of public engagement is aimed at educating the residents about the Safe Systems Approach, Vision Zero, and existing traffic safety conditions. We will also collect feedback about the safety concerns and challenges people face as users of the network (whether they drive, bicycle or walk).

Community Meeting No. 2 - Existing Conditions and Review of Data Analysis: This round will inform residents of Madison of the transportation network's existing conditions and the result of Olsson's data analysis. This information will indicate a variety of ways in which the plan's safety recommendations could be framed. Information gathered from the public will help direct and shape the plan's final recommendations.



Community Meeting No. 3 - Reviewing the Draft Plan: The third round of engagement will occur once the plan is drafted before being finalized. At this point, we will host a round of public open houses to gather input regarding the draft plan and recommended action for implementation. The open house style meeting format allows for multiple stations, each one addressing different plan-related topics such as data analysis and findings, initial public and stakeholder feedback, recommended actions, and implementation timeline. This format also provides an opportunity to collect additional input on the draft plan and recommendations. For those unable to attend in person, similar materials and opportunities for comments will be posted to the project's website.

CITY LEADERSHIP MEETINGS

We understand that communicating with your city leaders is a powerful way to gain advocates that can help promote the vision, goals, and recommendations of this plan. That's why each of our plans includes at least one meeting with city council, mayor, city administrator, or similar. We will discuss with you the format of the meeting(s) so you can use them most effectively. This typically looks like presentations at City Council, meeting with City Council during their study session, or one-on-one meetings with mayors or city administrators.

POP-UP MEETINGS

During the project, Olsson shall attend a maximum of two (2) pop-up meetings to provide additional education and outreach opportunities. Pop-up meetings could be Farmers Markets, Community Festivals, Bicycling Events, Streets Alive Festivals, Cultural Events, and similar events that are typically annual events that draw attendees.

WEBSITE

A project website is recommended to provide additional information gathering opportunities and for updates to the plan to be posted for public review and input. The website is recommended to be a page on the city's existing website. A summary of all public outreach activities and input obtained during the plan development process will be incorporated into the plan.

COMMUNICATIONS & BRANDING

The power of a strong brand and communication strategy cannot be underestimated when it comes to creating a culture of change. Our team has experience in corporate, programmatic, and project-specific



branding and communications. Our approach to branding the plan will be eye-catching and vibrant, conveying the Safe System Approach that this is important and people should take notice. The plan brand package will use simple icons and graphics to share critical pieces of information and be consistent and recognizable across multiple communication platforms. The team assembled for this project knows safety planning processes. We have worked on state, regional, and local safety plans, studies, and programs. What we have learned through these efforts is that the process alone doesn't save lives, but the conversations about leadership, safety culture, institutional change, funding, equity, and other topics build momentum to ignite change. Combined with the federal funding available through SS4A, this plan can be a generational opportunity to help pave the way to substantively change throughout the City of Madison. Our team will utilize the Safe System Approach that will meet the federal SS4A requirements that will allow communities within the region to apply for funding in the future.



Task 4: Action Plan Development

SPRING 2026 TO SUMMER 2026

To realistically achieve a long-lasting impact, a holistic, multimodal approach is needed around the Safe System Approach framework. Strategies are needed that address not just infrastructure or engineering improvements, but also maintenance, operations, culture, policies, procedures, and partnerships. We will identify strategies in close coordination with the city and the steering committee that are based on best practices, practical, and realistically implementable in the near term.

Once strategies are developed, we will recommend action items for each in close coordination with the core group and the steering committee. The action items will be SMART - Specific, Measurable, Achievable, Relevant, and Time- based. Action items that pertain to policies, procedures, and guidelines that are not infrastructure specific for instance—will be based on a gap analysis that assess current local and regional documents and compare to best practices. This assessment is important to not only meet SS4A requirements but also to provide a roadmap for the city to consider future action.

DEVELOP VISION & GOALS

The city must identify their vision of traffic safety and their goal they can realistically achieve. It is important to provide education on the vision and goal of this process, as well as to answer questions that can help bring people along. To do that, we will establish a framework of goals to lay the foundation of the plan and review how the goals align with existing national, state, regional and local visions, missions, goals and objectives.

Relative to satisfying all requirements of the SS4A program, an important step in visioning is to establish the city's explicit goal to reach zero traffic deaths and serious injuries. This step will allow us space to decide what your comfort level is with when you can reach these goals. Furthermore, this will be when we decide who will be among the city's leadership who will sign the letter of commitment which will go in the final adopted plan.

PROJECT DEVELOPMENT

A crucial series of action items will pertain to infrastructure improvements. These items that are location specific will also be identified as potential projects that will meet criteria for SS4A funding eligibility. Two tiers of projects will also be considered in the recommendation of these infrastructure projects where appropriate using a benefit-cost approach consistent with FHWA guidelines. For instance, low-cost countermeasures such as traffic control devices may be beneficial for a roadway corridor until funding becomes available for more thorough safety improvements.

Our Actions Plans emphasize identification of projects that will be most effective at addressing apparent traffic safety issues as well as ones that will be competitive for future grant applications. We use a three-phase approach, leveraging systemic safety analyses, including the following:

1. Identification of Crash Causes – Our team understands that crashes are not only a result of driver behavior, but built infrastructure, traffic control devices, and environmental conditions. As such, we will use results of the data analysis to focus on the locations within the city that have a higher propensity of crashes and the highest potential for safety improvement.

2. Screening of Candidate Sites and Risk Identification – Post identification of the crash locations and their respective characteristics, our team will facilitate a screening of candidate sites. We will screen candidate sites to determine and inventory risk factors that are present such as traffic control devices, geometric design of interchanges, and environmental conditions. This risk-inventory will be used to determine contextual causes of traffic safety issues.

3. Countermeasure Selection – Post completion of screening candidate sites and identifying critical risk factors, our team will compile a framework that will identify countermeasures based on facility type and risk factor presence. We envision the countermeasure framework to be both intuitive and simplistic, but useful in providing short-term, mid-term, and long-term solutions to alleviate the crashes evaluated. Furthermore, low-cost countermeasures that can be implemented systemically on roadways that fit certain criteria or risk factors will be identified as appropriate.

Task 5: Implementation Strategy

SUMMER 2026

LOCATION PRIORITIZATION

Using the crash data and potential for improvement, intersections and segments will be prioritized in Madison. To identify priorities, we will collaborate with City of Madison staff to identify performance measures that will help us identify poor-performing locations where safety investments should be prioritized. A variety of performance measures may be applicable, from simple metrics such as number of crashes and percentage of severe crashes, to more complex, predictive methodologies laid out in the Highway Safety Manual. The complete network screening results will be mapped with the top locations documented in a table and highlighted on a map.

POLICIES, PROGRAMS, AND PARTNERSHIPS

An integral component of a community's Safety Action Plan is the thorough review of the community's existing documents and their associated policy statements to guide implementation of the community's development. For the City of Madison, this review includes its recently completed Comprehensive Plan, its Downtown Economic Development Plan, its Zoning Ordinance, and its Subdivision Regulations. Each of the documents presents policy and process procedures that will need updating to reflect the safety actions and approaches required by the SS4A program. From these, we will develop a set of policies, programs, and partnerships that can be implemented with the infrastructure improvements to fortify the layered philosophy that underscores the Safe System Approach.

TARGET AND GOAL SETTING

Using the crash analysis results, we will establish specific and achievable safety goals and forecasts for roadway fatalities and serious injuries and non-motorized fatalities and serious injuries. As much as this analysis is a review of the historical crash data, it will also help determine forecasts for the city's safety performance and demonstrate the impacts of "doing nothing." Through this target and goal setting exercise, we will set interim targets that can be used to evaluate the area's performance towards eliminating fatalities and serious injuries. These targets will include specific reductions in a finite time frame.

Task 6: Transportation Safety Action Plan

SUMMER 2026 TO FALL 2026

At each step of the entire plan development process, we will submit preliminary findings through interim deliverables to the Action Plan Task Force for review and comment, which will help expedite the draft plan document.

The draft plan will be the compilation and formalization of the previously reviewed materials, utilizing graphics, images, tables, and charts to be publicly consumable and easy to follow.

Once comments are received from the core team, the steering committee, stakeholders, and the public, we will update and revise the plan into its final form and resubmit it to the core team and steering committee for final review by the executive committee. An executive summary will be provided.

REPORTING

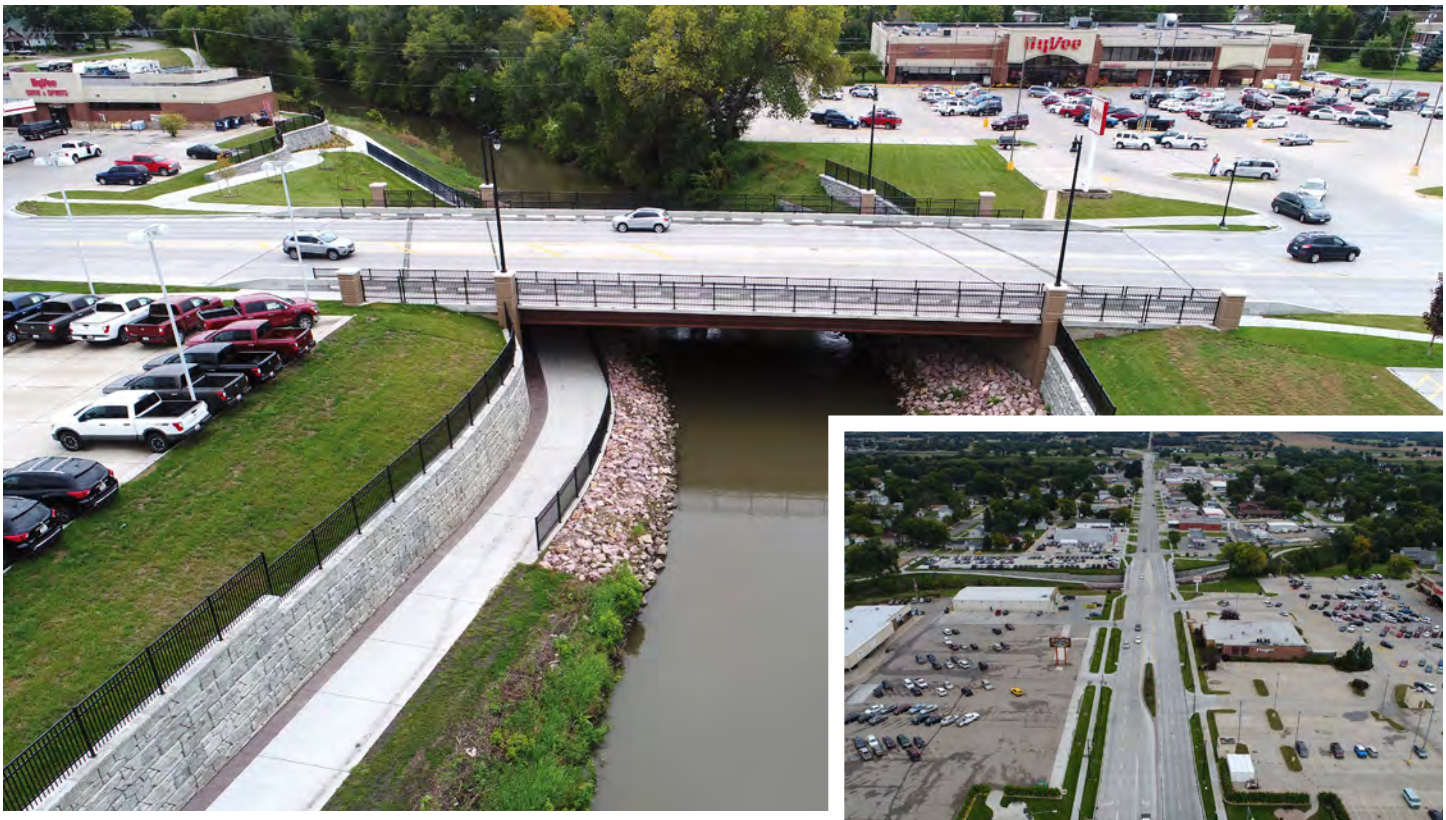
Meeting the requirements of the SS4A action plans also means establishing a system for long term reporting of crash occurrence and progress towards completing the action plan goals. We have developed a system to create intuitive GIS-based dashboards that effectively accomplish this task. Our team has built them for communities large and small, tailoring them to the reporting needs. We are also mindful of your ability or capacity to maintain the dashboard and underlying data. Thus, our dashboards are coupled with a standard operating procedure document that provides instructions on how to maintain and troubleshoot it.

SIMILAR PROJECTS & REFERENCES

olsson



SIMILAR PROJECTS



NORFOLK SS4A COMPREHENSIVE PLAN

Norfolk, Nebraska

FACILITATING PUBLIC ENGAGEMENT FOR A SAFER COMMUNITY.

Olsson was a subconsultant to Toole Design on the Norfolk Comprehensive Safety Action Plan in Norfolk,Nebraska, where we supported community engagement efforts that connected directly with residents and the Implementation Plan that gave city officials the roadmap to meeting their safety goals. Our team organized virtual stakeholder meetings, coordinated public events, and conducted walking tours to gather authentic local input. We also provided technical expertise through site visits at priority locations and developed practical cost estimates for safety improvements along key corridors and intersections.

The project helped Norfolk create a safer transportation system for everyone, with special focus on pedestrians and cyclists. Through our community-centered approach and technical analysis, we delivered recommendations that will help the city reduce traffic incidents while improving mobility options for all residents.

DATES

2024 to 2025

KEY PERSONNEL

Chris Rolling, P.E.
Seth Lange, P.E.
Kyle McLaughlin, AICP
Stacey Roach, MPA

PROJECT REFERENCE

Anna Allen
Assistant City Engineer
402.844.2020
annaallen@norfolkne.gov



MAYES COUNTY SAFETY ACTION PLAN

Mayes County, Oklahoma

UNIQUE APPROACH TO DEVELOPING MULTIPLE SAFETY-FOCUSED PLANS.

Mayes County, awarded SS4A funding in the 2022 funding cycle, proposed a hybrid approach to preparing the County's Safety Action Plan in its SS4A application. This hybrid approach entails not only the preparation of the Safety Action Plan but also leveraging the data and results from the SAP into two additional documents: a Countywide Bicycle and Pedestrian Master Plan and a Countywide Safe Routes to School Plan. Mayes County boasts one of the nation's largest industrial parks – MidAmerica Industrial Park, spanning 9,000 acres with an employment base exceeding 4,500.

Moreover, five of the County's School Districts are actively participating in the planning process, culminating in a unique, targeted SAP that addresses safe routes to schools and countywide bicycle and pedestrian recommendations. These efforts are aimed at promoting safe multimodal transportation options for the residents of Mayes County. Olsson is working with the city to help bring this plan to fruition.

DATES

2024 to 2025

KEY PERSONNEL

Chris Rolling, P.E.
Kyle McLaughlin, AICP
Stacey Roach, MPA

PROJECT REFERENCE

Arianna Derr
Mayes County Trails Alliance
918.409.8875
arianna@mchope.org



WEST PLAINS SS4A SAFETY ACTION PLAN

West Plains, Missouri

The City of West Plains identified a critical need to improve community safety by addressing high injury crash locations and creating a comprehensive roadway safety strategy. In response, Olsson partnered with the City to develop the West Plains Safety Action Plan with an ambitious Vision Zero approach - aiming to eliminate fatal and serious injury crashes within a specific timeframe. Our team provided multidisciplinary expertise including crash data analysis, equity considerations, active transportation integration, and stakeholder engagement. As prime consultant, Olsson managed all aspects of the project from steering committee facilitation to implementation planning, developing targeted strategies based on evidence-based practices.

Working with limited existing data, Olsson created a High Injury Network by analyzing five years of crash data using geospatial mapping to identify priority corridors and intersections. Our team integrated proven transportation solutions and fostered robust public engagement through in-person and virtual meetings. The resulting Safety Action Plan delivered actionable policy recommendations, cost-effective infrastructure projects, and an online dashboard for tracking progress. By incorporating prioritizing fatal and injury crashes, especially those affecting vulnerable road users, the plan helps West Plains create safer streets for all residents while positioning the city to qualify for federal Safety Action Plan (SS4A) funding opportunities that support roadway safety improvements.



DATES

2024 to Present

KEY PERSONNEL

Chris Rolling, P.E.
Kyle McLaughlin, AICP
Jenna Friesen

PROJECT REFERENCE

Emily Gibson
Planning Director
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Response to Request for Proposals for

Safe Streets and Roads for All Safety Action Plan

CITY OF MADISON | OCTOBER 10, 2025

JEO Consulting Group, Inc.
404 S. 25th Street, Suite B
Norfolk, Nebraska 68701

Andrea Gebhart, AICP
Project Manager

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October 10, 2025

City of Madison
Attn: City Clerk
211 South Lincoln Street
Madison, Nebraska 68748

RE: Request for Proposals for Safe Streets and Roads for All Safety Action Plan

Dear Selection Committee Members:

JEO Consulting Group, Inc. (JEO) is pleased to submit our qualifications to support the City of Madison in preparing a Safe Streets and Roads for All (SS4A) Action Plan. This effort is an important opportunity to strengthen a culture of safety, address locations of concern, prepare for seasonal traffic surges associated with the Madison County Fair, and position the City for long-term growth tied to industry attraction and workforce housing.

With experience leading SS4A and Vision Zero plans across the Midwest, our team understands how safety planning must connect to the realities of community life and special events. We will bring that perspective to Madison, delivering a plan that reflects local priorities, provides clear, achievable steps forward, and positions the City to compete successfully for future implementation funding.

Key advantages of our team include:

- **Proven SS4A experience.** We have worked on more than a dozen Safety Action and Vision Zero plans, including in Lincoln, Omaha, Beatrice, Waverly, El Dorado (KS), and Sturgis (SD).
- **Event and growth-related traffic insight.** Our work in Sturgis and Lincoln gives us relevant experience managing seasonal surges and special event traffic, which is directly applicable to Madison's unique challenges.
- **Holistic approach.** Our multidisciplinary team—spanning engineering, planning, and engagement—recognizes that traffic safety is interwoven with community life and delivers strategies that are both practical and community-focused.

We appreciate your consideration and look forward to the opportunity to partner with the City of Madison on this important initiative.

Sincerely,

Andrea Gebhart

ANDREA GEBHART, AICP
Project Manager
JEO Consulting Group, Inc.

About JEO

- Aquatics and Recreation
- Architecture
- Construction Services
- Environmental Science
- Funding Support
- GIS Mapping
- Landscape Architecture
- Planning and Engagement
- Power and Electric
- Project Visualization
- Site Civil
- Surveying and Geospatial
- Traffic and Technology
- Transportation
- Water and Wastewater
- Water Resources



At JEO, we help communities thrive.

Since 1937, we've built a reputation on forging lasting partnerships with clients to help them—and our communities—succeed.

Today, we have more than 400 people in 15 offices, and after almost 90 years, we're still known for treating our clients and employees like family.

Through engineering, architecture, surveying, planning, community engagement, environmental sciences, funding, and construction services, we excel in providing long-term solutions for our clients.

JEO will complete 100% of the total contract work of this project.

Organizational Chart

Our team has been assembled to provide the expertise and availability required to support the successful delivery of the Safety Action Plan. Each team member has a proven track record of delivering successful projects, as they understand the importance of exceeding client expectations. The current and planned workload of the proposed team members will enable them to devote immediate and sustained attention to your project. **The proposed organizational chart for this project is below, along with resumes of team members on the following pages, showcasing their experience.**



Principal and QA/QC
Mark Lutjeharms, PE, PTOE



Project Manager
Andrea Gebhart, AICP



Deputy Project Manager
Alyssa Vaughan

KEY TEAM MEMBERS

Advisory Group
Alyssa Vaughan
Kristen Ohnoutka, AICP, CNU-A
Samantha Huebner, PMP

Safety Analysis
Jason Cyboron, AICP
Saumik Masud, EI(KS), Ph. D
Jacob Thiele, EI

Stakeholder and Public Engagement
Alyssa Vaughan
Samantha Huebner, PMP
Sam Otte

Safety Action Plan Development
Alyssa Vaughan
Anthony Kohel, AICP
Jason Cyboron, AICP

Project and Strategy Selection
Alyssa Vaughan
Anthony Kohel, AICP
Jacob Thiele, EI

Performance Measurement and Transparency
Andrea Gebhart, AICP
Alyssa Vaughan
Jacob Thiele, EI

Bridge and Structural Review
Steve Arens, PE, SE

GIS and Safety Dashboard
Anthony Kohel, AICP
Sam Otte

Note: Professionals are registered in the state of Nebraska unless otherwise noted.



Andrea Gebhart

AICP

agebhart@jeo.com

Lincoln, NE

Andrea leads JEO's Planning and Engagement Department, where she manages multidisciplinary teams to deliver integrated planning, design, and engagement solutions. As a certified planner with a background in marketing and communications she bridges technical and creative disciplines to craft visionary yet actionable plans. She has guided communities through visioning, placemaking, and redevelopment efforts that balance historic preservation with modern reinvestment. As project manager, Andrea will be the City of Madison's primary point of contact, providing clear communication, strong leadership, and an engagement process that reflects the community's values while advancing its long-term goals.

PROJECT EXPERIENCE

- North Fork Watershed Protection and Flood Prevention Operations Plan, Lower Elkhorn NRD
- MoPac East Trail Connection Study, Lower Platte South NRD, Cass County, NE
- Braasch Avenue Downtown Revitalization, Norfolk, NE
- Lincoln Street Corridor Study, Beatrice, NE
- N. 48th Street Underpass Study, Lincoln, NE
- Public Education and Outreach On-Call Support, Lincoln Transportation and Utilities Department, Lincoln, NE

PROJECT ROLE

Project Manager and Performance Measurement and Transparency

EDUCATION

M.S., Community and Regional Planning
University of Nebraska

Graduate Certificate, Public Management
University of Nebraska

B.S., Dietetics
University of Nebraska

REGISTRATION

American Institute of Certified Planners

TENURE

Industry: 13 Years
JEO: 11 Years



Safe Streets Lincoln - Vision Zero Action Plan, Lincoln, NE

Andrea is leading public and stakeholder engagement for the Vision Zero Action Plan, part of Lincoln's Safe Streets initiative. She has been instrumental in developing and executing a robust public participation strategy, incorporating diverse voices—including historically underrepresented communities—into the plan. Andrea facilitated five Community Task Force meetings, gathered input from residents, and coordinated feedback with crash data analysis. Her efforts helped prioritize high-risk intersections and corridors, directly contributing to a comprehensive, data-informed, and equity-focused plan designed to eliminate traffic fatalities and reduce severe injuries across the City.



Alyssa Vaughan

avaughan@jeo.com

Omaha, NE

Alyssa has extensive experience serving as a senior community engagement specialist on a wide range of projects, from high-profile transportation construction to municipal quality of life improvements. With her communication-focused education and extensive industry experience, Alyssa can accurately communicate complex projects in a relatable way to the general public and uses her skillset to coordinate and cultivate public outreach teams to positively build relationships among technical staff, clients, stakeholders, and community leaders.

PROJECT EXPERIENCE

- ConnectOmaha: Active Mobility Plan, Omaha, NE
- Ames Avenue Safety Project, NDOT, Omaha, NE
- Jones Street, 11th Street to 13th Street, Omaha, NE
- Braasch Avenue Downtown Revitalization, Norfolk, NE
- Benjamin Avenue Improvements, Norfolk, NE
- Public Education and Outreach On-Call Support, Lincoln Transportation and Utilities Department, Lincoln, NE
- Lead Service Line Replacement Program, Lincoln, NE
- I Street, 102nd Street to I-80, Omaha, Nebraska

PROJECT ROLE

Deputy Project Manager, Advisory Group, Safety Action Plan Development, Project and Strategy Selection, Stakeholder and Public Engagement, and Performance Measures and Training

EDUCATION

M.P.S., Strategic Public Relations
George Washington University

B.A., Communications-Radio/TV
Stephen F. Austin State University

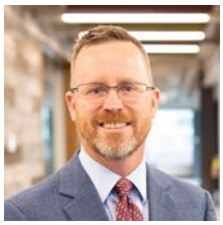
TENURE

Industry: 13 Years
JEO: 6 Years



Vision Zero Omaha - Action Plan, Omaha, NE

Alyssa assisted the City of Omaha in developing the Omaha Vision Zero Action Plan. Alyssa, the lead community engagement specialist, was responsible for developing the Vision Zero branding, managing local outreach initiatives, creating the plan document, and collaborating with City staff to integrate Vision Zero with Public Works child brands like Keep Omaha Moving, Omaha Stormwater, and Park Omaha. The goal of this plan was to maximize the City's potential to reduce the number of fatalities and severe injuries down to zero for drivers, walkers, and bicyclists alike.



Mark Lutjeharms

PE, PTOE

With a career devoted to improving transportation safety, Mark brings over two decades of experience leading and managing safety-focused initiatives across the public and private sectors. He is widely recognized for his commitment to reducing roadway fatalities and serious injuries, with a proven track record as both a municipal engineer and a consultant. His passion for creating safer streets is put into practice through his hands-on leadership of critical projects. A strong advocate for the USDOT's Safe System Approach, Mark integrates its core principles into every phase of project planning and delivery, emphasizing systemic risk, proactive strategies, and equity. His ability to translate data-driven insights into actionable safety improvements makes him a trusted advisor to communities pursuing Vision Zero and SS4A goals.

PROJECT EXPERIENCE

- Safe Streets Lincoln - Vision Zero Action Plan, Lincoln, NE
- SS4A Safety Action Plan, Beatrice, NE
- Vision Zero Omaha - Action Plan, Omaha, NE

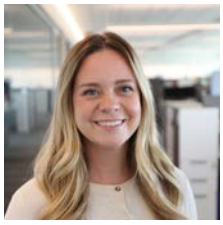
PROJECT ROLE
Principal and QA/QC

EDUCATION
M.S., Civil Engineering
B.S., Civil Engineering
University of Nebraska

REGISTRATION
Professional Engineer:
NE, IA, KS, MO, SD

Professional Traffic Operations Engineer

TENURE
Industry: 31 Years
JEO: 4 Years



Kristen Ohnoutka

AICP, CNU-A

Kristen is a dedicated planner with over four years of transportation, safety, and community engagement experience. She has played a key role in helping communities develop transportation and safety plans that prioritize accessibility, efficiency, and long-term vision. In her previous SS4A experience, Kristen has developed a deep understanding of transportation safety and how best to engage the community on such an important topic. Kristen's background in communications enhances her ability to engage stakeholders, facilitate productive conversations, and deliver planning solutions rooted in community needs and industry best practices. Her passion lies in building strong relationships and guiding communities toward safer, more connected transportation systems.

PROJECT EXPERIENCE

- SS4A Safety Action Plans, Beatrice, Gering, and Fremont, NE, and Sturgis, SD
- Transportation Master Plan, Ankeny, IA

PROJECT ROLE
Advisory Group

EDUCATION
Master of Community and Regional Planning
University of Nebraska

B.S., Communications
Wayne State College

CERTIFICATION
American Institute of Certified Planners

Congress for the New Urbanism Accreditation

TENURE
Industry: 6 Years
JEO: 4 Years



Samantha Huebner

PMP

Samantha is a community engagement specialist and planner with extensive experience working with communities both large and small on design and planning projects. She thrives on collaboration and is guided by a passion for authentic connection, working to build trust and strengthen relationships. Samantha develops and facilitates outreach strategies tailored to what works best for both the community and the specific project, aligning each effort with the community's unique character, priorities, and communication style as well as the project's goals and requirements. Her inclusive and adaptable approach facilitates meaningful participation, fosters engagement, and supports informed, community-driven decision-making.

PROJECT EXPERIENCE

- SS4A Comprehensive Safety Plan, Waverly, NE
- SS4A Safety Action Plan, Gering, NE
- SS4A Safety Action Plan, Beatrice, NE
- Safe Streets Lincoln - Vision Zero Action Plan, Lincoln, NE

PROJECT ROLE
Advisory Group and Stakeholder and Public Engagement

EDUCATION
Master of Community and Regional Planning
B.S., Design
University of Nebraska

CERTIFICATION
Project Management Professional Certification

TENURE
Industry: 9 Years
JEO: 1 Year



Jason Cyboron

AICP

Jason is an active transportation planner with experience in multi-use trail planning and design, integrating green infrastructure into planning projects, siting and corridor assessments, and infrastructure planning and design. He excels at assessing multi-model network safety and connectivity, and conducting accessibility and inclusive space audits. Jason is passionate about mobility planning and seeks opportunities to incorporate conservation and sustainability into his projects. Jason's skills include plan development, research, data collection, GIS analysis and data management, AutoCAD, and public meeting facilitation.

PROJECT EXPERIENCE

- SS4A Safety Action Plan, Gering, NE
- SS4A Safety Action Plan, Fremont, NE
- SS4A Safety Action Plan, El Dorado, KS
- Pedestrian Master Plan, Metropolitan Topeka Planning Organization, Topeka, KS

PROJECT ROLE
Safety Analysis and Safety Action Plan Development

EDUCATION
Master of Community and Regional Planning
B.S., Agronomy
University of Nebraska

A.A., Engineering Technology
Southeast Community College

CERTIFICATION
American Institute of Certified Planners

TENURE
Industry: 28 Years
JEO: 6 Years



Saumik Musad

EI(KS), Ph.D

Saumik is a traffic engineer with a strong foundation in data-driven safety research, machine learning, and human factors in transportation. His work has contributed to several federally and locally funded projects, including research funded by the National Science Foundation (NSF), KDOT, Mid-America Transportation Center (MATC), and the City of Topeka. He has designed and executed simulator-based studies on driver behavior, control transitions in semi-automated vehicles, crash risk modeling, and the effectiveness of dynamic message signs. With expertise in advanced data analysis, AI, and transportation analysis tools, he brings a blend of technical skills and research acumen. His ability to translate complex analytical findings into practical recommendations strengthens his role as a researcher and practitioner.

PROJECT EXPERIENCE

- SS4A Safety Action Plan, Gering, NE
- SS4A Safety Action Plan, El Dorado, KS

PROJECT ROLE
Safety Analysis

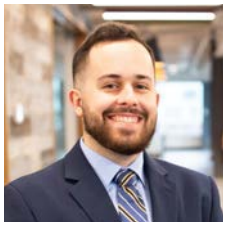
EDUCATION
Ph. D., Civil Engineering
University of Kansas

M.S., Civil Engineering
University of Texas Rio Grande Valley

B.S., Civil Engineering
Bangladesh University of Engineering & Technology

REGISTRATION
Engineer in Training:
KS

TENURE
Industry: 6 Years
JEO: <1 Year



Jacob Thiele

EI

Jacob is a traffic engineer who focuses on traffic data collection, signal optimization, and design projects, all emphasizing improving roadway safety and efficiency. Jacob has experience in varied traffic engineering disciplines, including traffic operations analysis, safety assessments, crash data reviews, and traffic impact studies. He has also supported the deployment of Miovision cameras to collect safety and operational data in the field. He is well-versed in Synchro applications, including the modeling of signalized intersections and corridor safety improvements.

PROJECT EXPERIENCE

- SS4A Comprehensive Safety Action Plan, Waverly, NE
- Urban Core Street Reconfiguation, Omaha, Nebraska
- SS4A Safety Action Plan, Gering, NE
- Columbus Casino and Racetrack Traffic Impact Study, Columbus, NE
- Johnson Park Improvements, Norfolk, NE

PROJECT ROLE
Safety Analysis and Project and Strategy Selection and Performance Measurement and Transparency

EDUCATION
B.S., Civil Engineering
University of Nebraska

REGISTRATION
Engineer in Training:
NE

TENURE
Industry: 7 Years
JEO: 5 Years



Sam Otte

Sam is a dedicated planner with a well-rounded, interdisciplinary background in environmental systems, economics, and community development. His experience centers on community engagement, including organizing and facilitating stakeholder meetings, open houses, and pop-up events. He has contributed to Safe Streets for All initiatives, pedestrian and infrastructure improvements, strategic planning efforts, and hazard mitigation and wildfire protection plans. As a co-founder of Strong Towns Lincoln, he leads local activism focused on streets, parks, and public spaces to make Lincoln a more resilient and livable city. Sam is passionate about building sustainable communities through meaningful public involvement and practical, people-focused strategies.

PROJECT EXPERIENCE

- Safe Streets Lincoln - Vision Zero Action Plan, Lincoln, NE
- SS4A Safety Action Plan, Gering, NE
- SS4A Comprehensive Safety Action Plan, Waverly, NE

PROJECT ROLE
Stakeholder and Public Engagement and GIS and Safety Dashboard

EDUCATION
B.S., Integrated Science
University of Nebraska

TENURE
Industry: 1 Year
JEO: 1 Year



Anthony Kohel

AICP

Anthony is a planner with extensive experience in final plan development for traffic safety studies, GIS mapping, and data analysis. He excels in using qualitative and quantitative methodologies to inform decision-making, with a strong focus on integrating stakeholder input into actionable plans. Anthony plays a pivotal role in stakeholder engagement, managing meeting preparation, facilitation, and follow-up so diverse perspectives are incorporated into project outcomes.

PROJECT EXPERIENCE

- Pedestrian Master Plan, Metropolitan Topeka Planning Organization, Topeka, KS
- SS4A Safety Action Plan, Fremont, NE
- SS4A Comprehensive Safety Action Plan, Waverly, NE

PROJECT ROLE
Safety Action Plan Development, Project and Strategy Selection, and GIS and Safety Dashboard

EDUCATION
Master of Community and Regional Planning
B.S., Business Administration
University of Nebraska

CERTIFICATION
American Institute for Certified Planners

TENURE
Industry: 9 Years
JEO: 5 Years



Steve Arens

PE, SE

Steve has over 19 years of structural design and project management experience. Steve's experience includes the design and coordination of numerous bridges, culverts, and miscellaneous structures for DOTs and municipalities. His design has ranged from custom rehabilitations on single cell concrete box culverts to designing new, 1,000-foot-long bridges. Steve leads JEO's structural and bridge services team, which includes 12 structural engineers with over 100 years of combined experience. He is responsible for collaborating with design teams to successfully complete a variety of projects, from concept to completion.

PROJECT EXPERIENCE

- Johnson Park 1st Street Bridge, Norfolk, NE
- Douglas County Bridge Inspections, Douglas County, NE
- 96th Street Bridge Repairs and I-80/Union Pacific Railroad, NDOT, Omaha, NE
- NDOT Statewide Element Level Bridge Inspections, NE

PROJECT ROLE
Bridge and Structural Review

EDUCATION
M.S., Civil Engineering
B.S., Civil Engineering
University of Nebraska

REGISTRATION
Professional Engineer:
NE, IA, KS, SD, WY

Structural Engineer:
NE

TENURE
Industry: 19 Years
JEO: 11 Years

Availability

Our philosophy is to commit our project managers and technical experts to an active role on each project. This approach provides our clients with an engaged and responsive project team. **Deltek Vantagepoint is used to plan the workload of team members, which results in the appropriate resources dedicated to your project for the duration of the contract. The staffing plan below confirms the availability of our team to complete your project.**

Team Member	Availability from 11/1/2025 through 1/31/2027	
Andrea Gebhart, AICP	40%	
Alyssa Vaughan	60%	
Mark Lutjeharms, PE, PTOE	20%	
Kristen Ohnoutka, AICP, CNU-A	60%	
Samantha Huebner, PMP	50%	
Jason Cyboron, AICP	70%	
Saumik Masud, EI, Ph.D	70%	
Jacob Thiele, EI	55%	
Sam Otte	30%	
Anthony Kohel, AICP	70%	
Steve Arens, PE, SE	60%	

Time available

Time planned for other projects

FIRM RESILIENCE

Our firm's resilience when faced with a challenge, such as the unexpected unavailability or departure of a key team member, is bolstered by the direct involvement of multiple senior team members. **We prioritize a culture of shared knowledge and collaborative problem-solving, ensuring that one individual's unavailability will not jeopardize a successful project delivery.** This culture of empowerment results in the ability to shift responsibilities while minimizing disruptions and maintaining our high standards for performance.

STRATEGIC STAFFING PLAN

Creating an effective staffing plan for a project requires a thorough understanding of the project's scope, schedule, and specific skill requirements. **We leverage our expertise to align individuals with their appropriate ability and availability, ensuring that each role is filled by a team member whose skills and experience best suit the task.** Throughout this process, we also consider team size, striking a balance between redundancy and operational agility. This results in a staffing plan that is tailored to the project's needs.

Project Understanding

At JEO, transportation safety isn't just part of our work; it's a deeply personal commitment. We understand that every intersection, crosswalk, and roadway we help design has a direct impact on the daily lives of real people—families walking their kids to school, commuters heading home from work, and neighbors biking to local parks. That's why we approach every project with the mindset that **safety isn't negotiable; it's a responsibility.** We live in the same kinds of communities we serve, and we understand the importance of feeling secure while navigating your neighborhood. Safety, to us, represents more than physical protection. It reflects dignity, peace of mind, and the preservation of what matters most. We're proud to stand alongside our clients in building transportation systems that support safer, healthier, and more connected communities.

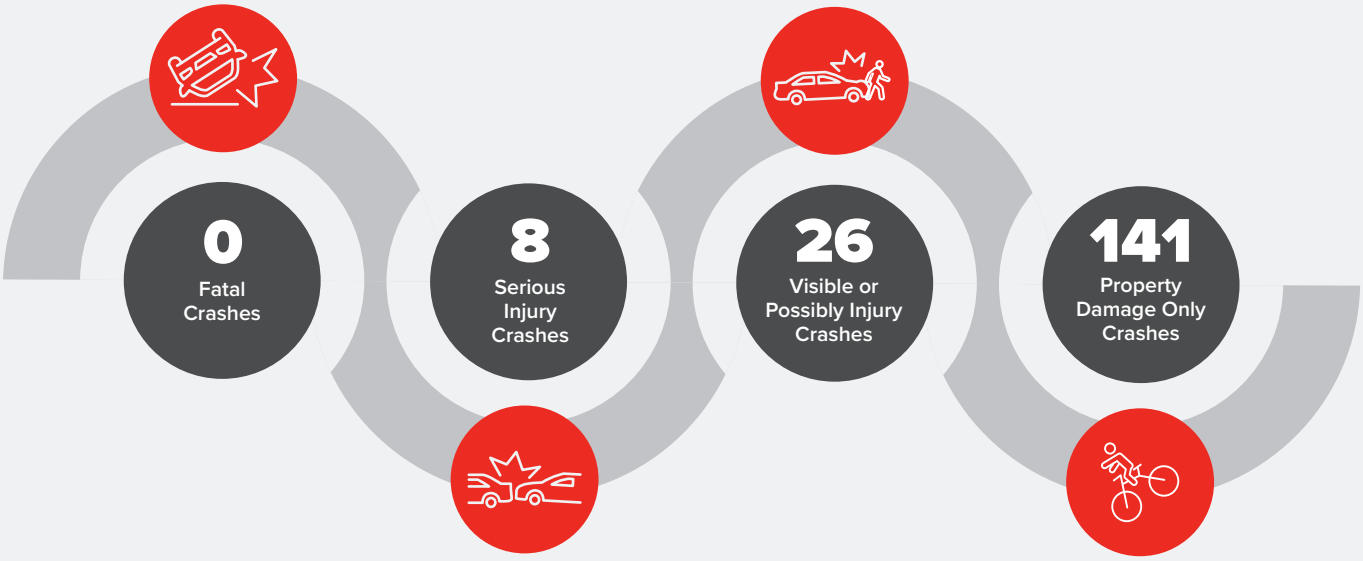
Our team understands this project's components, drawing on our involvement in nine SS4A and Vision Zero projects across the Midwest and our ability to navigate program requirements to ensure successful completion. Ultimately, this project aims to develop a Safety Action Plan that helps eliminate all fatalities and dramatically reduce severe injury crashes for all users of Madison's highway, street, sidewalk, and trail transportation network.

JEO's SS4A and Vision Zero experience includes:

- Vision Zero Omaha - Action Plan, Omaha, NE
- SS4A Safety Action Plan, Beatrice, NE
- SS4A Comprehensive Safety Action Plan, Waverly, NE
- Safe Streets Lincoln - Vision Zero Action Plan, Lincoln, NE
- SS4A Comprehensive Safety Action Plan, Gering, NE
- SS4A Safety Action Plan, Fremont, NE
- SS4A Safety Action Plan, Eureka, KS
- SS4A Safety Action Plan, El Dorado, KS
- SS4A Safety Action Plan, Sturgis, SD

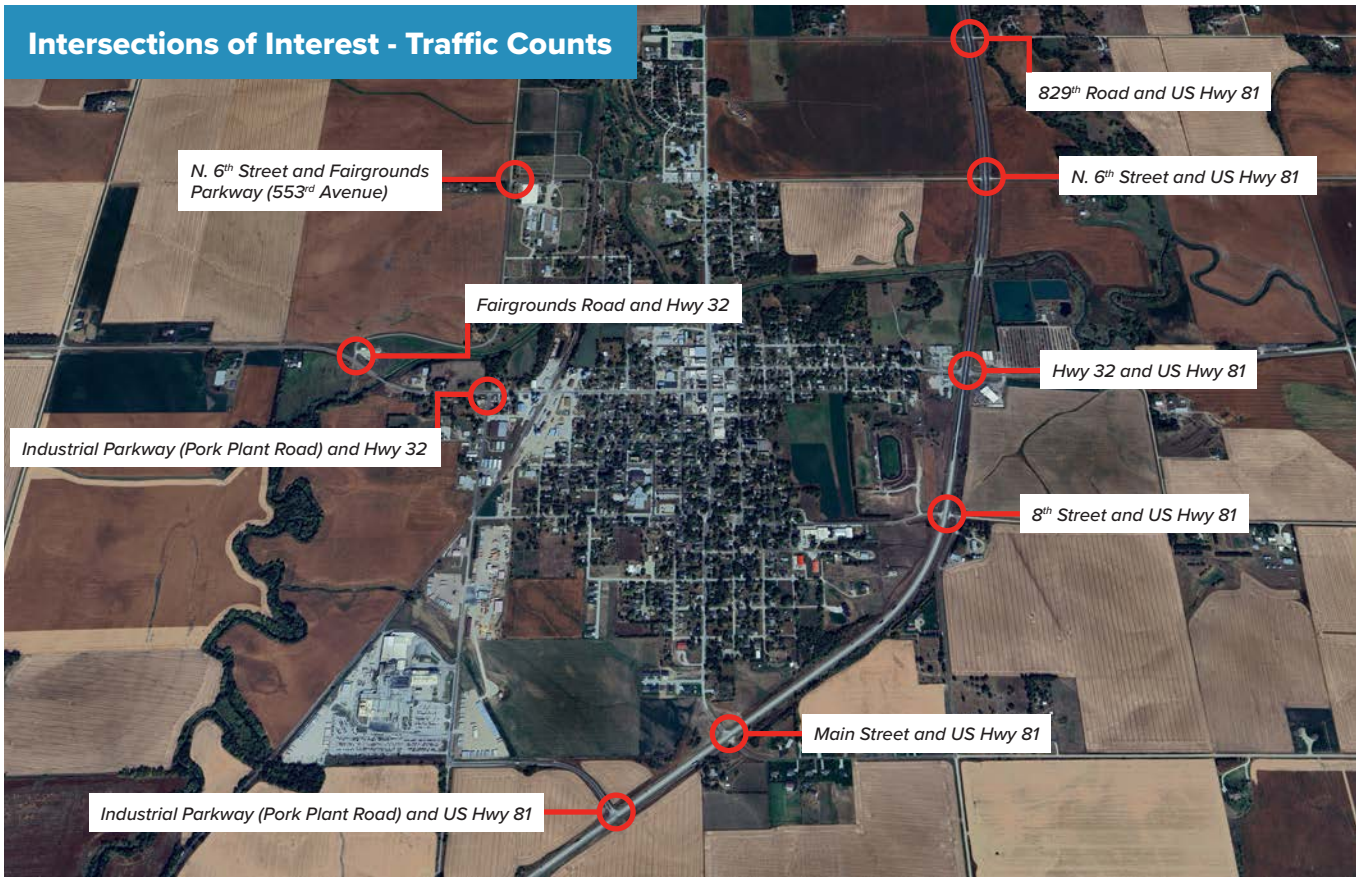
Understanding Crash Trends in Madison

According to the Nebraska Department of Transportation's Crash Analysis Portal, from 2011 through 2020, an average of 25 crashes per year occurred within Madison's city limits. During this time, these crashes resulted in:



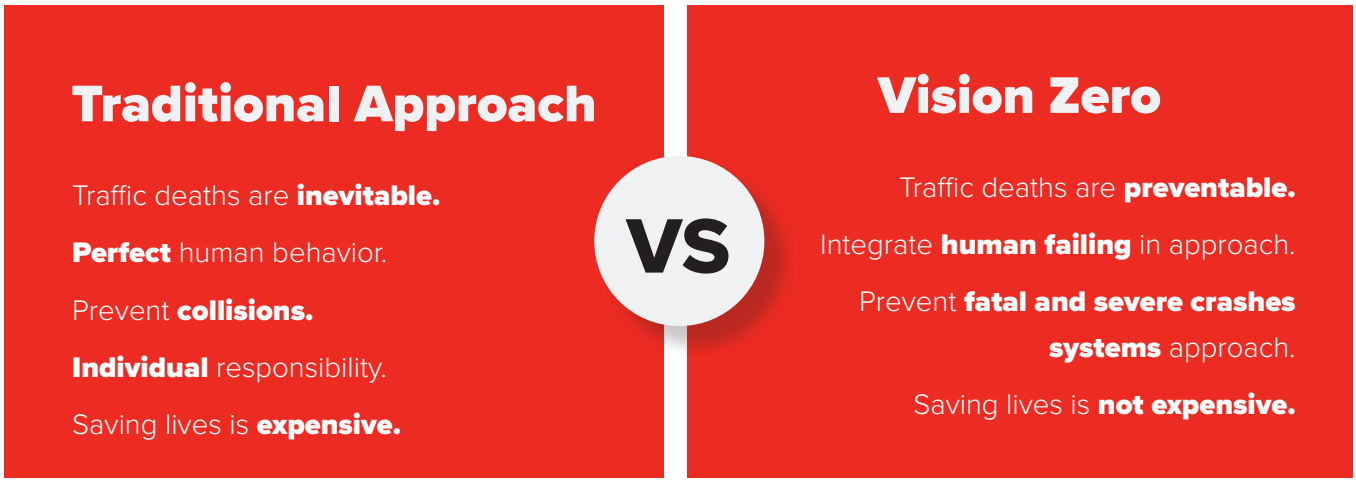
Additionally, Madison experiences significant seasonal traffic impacts for a community of its size, particularly during the annual Madison County Fair, which draws nearly 40,000 visitors over six days each July. With industry attraction and workforce housing initiatives, the City is also preparing for long-term growth. Our team understands how these dynamics affect roadway safety. We are currently working with the City of Sturgis, South Dakota, on safety planning for the Sturgis Motorcycle Rally, which attracts hundreds of thousands of visitors. Additionally, this effort leverages the expertise of Mark Lutjeharms, who managed special event traffic for the City of Lincoln, including Husker football game days. This experience positions us to help Madison develop a Safety Action Plan that addresses both recurring event-driven surges and anticipated growth pressures.

While the map below highlights only the intersections of interest identified in the RFP, one of our first conversations at project kickoff will focus on identifying additional key community destinations. In planning for both everyday travel patterns and locations of heightened activity, our team will incorporate these destinations into the analysis—such as downtown, parks, schools, Safe Routes to School, major industries, and the fairgrounds.



USDOT Safe System Approach

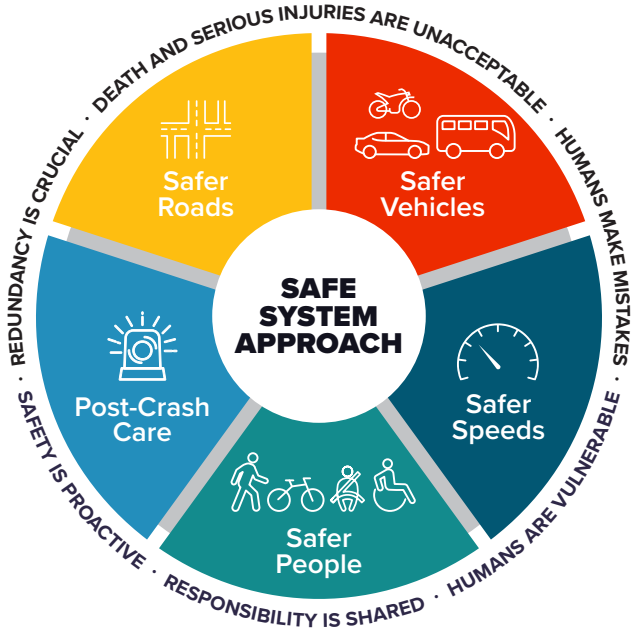
The transportation community has embraced the Safe System Approach as an effective means to address and mitigate the risks inherent in our enormous and complex transportation system. It works by building and reinforcing multiple layers of protection to both prevent crashes from happening in the first place and minimize the harm caused to those involved when crashes do occur. It is a holistic and comprehensive approach that provides a guiding framework to make places safer for people. The figure below presents an adaptation of FHWA's comparison between the traditional approach to roadway safety and the Safe System Approach.



This is a shift from a traditional safety approach because it recognizes human mistakes and vulnerability and designs a system with many redundancies to protect everyone. As outlined by FHWA, a Safe System Approach incorporates the following principles:

Death and Serious Injuries are Unacceptable	A Safe System Approach prioritizes the elimination of crashes that result in death and serious injuries.
Humans Make Mistakes	People will inevitably make mistakes and decisions that can lead to or contribute to crashes. Still, the transportation system can be designed and operated to accommodate certain types and levels of human mistakes and avoid death and serious injuries when a crash occurs.
Humans are Vulnerable	Human bodies have physical limits for tolerating crash forces before death or serious injury occurs. Therefore, it is critical to design and operate a human-centric transportation system that accommodates physical human vulnerabilities.
Responsibility is Shared	All stakeholders, including government at all levels, industry, non-profit/ advocacy, researchers, and the general public, are vital to preventing fatalities and serious injuries on our roadways.
Safety is Proactive	Proactive tools should be used to identify and address safety issues in the transportation system rather than waiting for crashes to occur and reacting afterward.
Redundancy is Crucial	Reducing risks requires strengthening all parts of the transportation system so that if one component fails, the others still protect people.

Our experienced team will lean on these principles as we evaluate safety enhancements to Madison's transportation system. Making a commitment to zero deaths means addressing every aspect of crash risks through the five elements of a Safe System Approach depicted in the graphic to the right. These layers of protection and shared responsibility promote a holistic approach to safety across the entire transportation system. The key focus of the Safe System Approach is to reduce death and serious injuries through design that accommodates human mistakes and injury tolerances.



OBJECTIVES OF A SAFE SYSTEM APPROACH

The Safe System Approach principles also complement five critical objectives that will be achieved through the adoption of Madison's Comprehensive Safety Action Plan:

Safer Vehicles

Expand the availability of vehicle systems and features that help to prevent crashes and minimize the impact of crashes on both occupants and non-occupants.

Safer Speeds

Promote safer speeds in all roadway environments through thoughtful, equitable, context-appropriate roadway design, appropriate speed-limit setting, targeted education, outreach campaigns, and enforcement.

Safer People

Encourage safe, responsible driving and behavior by people who use our roads and create conditions prioritizing their ability to reach their destination unharmed.

Post-Crash Care

Enhance the survivability of crashes through expedient access to emergency medical care while creating a safe working environment for vital first responders and preventing secondary crashes through robust traffic incident management practices.

Safer Roads

Design roadway environments to mitigate human mistakes, account for injury tolerances, encourage safer behaviors, and facilitate safe travel by the most vulnerable users.

Whereas traditional road safety strives to modify human behavior and prevent all crashes, the Safe System Approach refocuses transportation system design and operation on anticipating human mistakes and lessening impact forces to reduce crash severity and save lives.

Project Approach

The scope of work to be executed incorporates the eight elements of a safety action plan and embraces the Safe Systems Approach. While additional detail will be included in the eventual contractual scope of services, the scope of work presented in the City's RFQ provides a suitable framework for achieving the goals of a vision zero initiative and the requirements of the action plan grant.

Leadership Commitment and Goal Setting

An official public commitment to the goal of zero roadway fatalities and reduction in serious injury crashes, made through a council resolution, policy, ordinance, or other action.

Our project management and communications approach will ensure seamless coordination and timely execution of the Safety Action Plan. As project manager, Andrea Gebhart, AICP, will provide strategic leadership, aligning the plan with City priorities, guiding overall vision, and representing the project in key meetings with decision-makers. Supporting this role, Alyssa Vaughan will serve as the deputy project manager, leading day-to-day coordination, tracking schedules and deliverables, and facilitating communication across technical staff and stakeholders. Together, this dual-leadership approach balances high-level strategy with detailed execution, providing the City of Madison with both strong vision and reliable follow-through.

To provide the City with both strategic guidance and detailed execution, JEO is assigning a dual project management team.



Andrea Gebhart, Project Manager
Selected for her broad project experience and ability to align vision with community goals. Andrea has led efforts such as the Lincoln Vision Zero Action Plan and recent projects in northeast Nebraska, including the North Fork Elkhorn River WFPO project—an engineering-forward initiative with a robust public participation effort—and the Northeast Region Housing Analysis Study.



Alyssa Vaughan, Deputy Project Manager
Selected for her organizational expertise and track record delivering complex transportation projects. Alyssa played a key role in the Omaha Vision Zero Action Plan and brings more than a decade of experience on transportation projects ranging from Benjamin Avenue in Norfolk, NE, to public involvement on billion-dollar design-build infrastructure projects in Texas and Hawaii.

Together, Andrea and Alyssa bring complementary strengths, strategic vision and tactical execution, so the City receives both high-level leadership and reliable day-to-day coordination.

Planning Structure

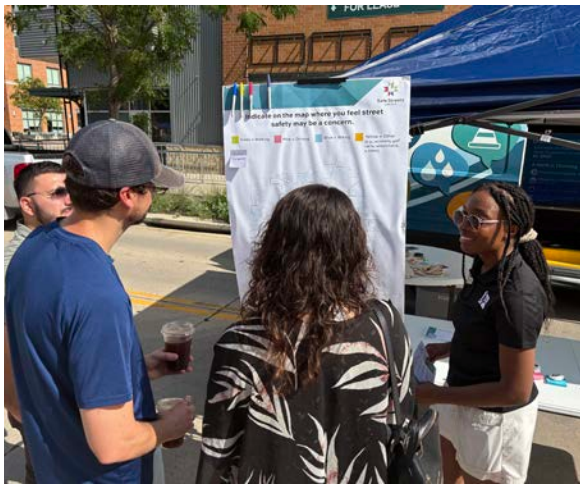
A committee, task force, or advisory group to participate in or oversee the development, implementation, and monitoring of the Safety Action Plan.

To support coordinated decision-making and stakeholder alignment, we will work with the City to establish a project Task Force to guide development, implementation, and monitoring of the Safety Action Plan. This group may include representatives from local and county law enforcement, Madison Public Schools, community organizations, as well as organizers from the Madison County Fair to provide feedback on traffic safety concerns during fair weekend. Members will serve as a source for guidance, accountability, and progress tracking, ensuring the plan reflects shared priorities and adapts to evolving community needs.

Policy and Process Review

An assessment of current policies, plans, guidelines, and standards to identify opportunities to better prioritize transportation safety.

We will conduct a thorough review of current City policies, practices, and available data to identify opportunities for improving how transportation safety is prioritized. Our team will prepare a toolkit of evidence-based countermeasures, including engineering, enforcement, education, and emergency response strategies, tailored to address local safety challenges.







Engagement and Collaboration

A robust engagement with the public and stakeholders, including coordination with other governmental objectives and planning processes. Outreach should utilize a variety of tactics to maximize participation.

Engaging the public throughout plan development is essential to ensuring the Safety Action Plan is representative and accessible. Drawing on our SS4A experience, we will implement a tailored engagement plan that gathers meaningful input, meets people where they are, and secures broad community buy-in. In addition to traditional methods such as surveys and public meetings, we recommend hosting project pop-ups at local events and participating in existing community activities, such as Christmas in Madison, Madison Dragons basketball games, and the Madison County Fair. Multilingual materials and outreach through schools, clubs, and civic networks will also help reach diverse audiences.

Safety Analysis

Analysis of local and state data to establish baseline crash trends, locations, severity, contributing factors, and user demographics. The analysis should address both systemic and location-specific needs and define a high-injury network.

Our team will conduct a comprehensive review of transportation safety conditions in the City of Madison to establish a clear understanding of current conditions and identify areas of greatest need. This will include:

Crash Data Review

Analysis of crash records (minimum past five years), traffic volumes, roadway characteristics, enforcement activity, and other contributing factors such as wildlife-related incidents.

High-Injury Network Identification

Geospatial analysis to pinpoint high-risk intersections, corridors, and railroad crossings, along with trends and contributing factors for motorists, pedestrians, cyclists, and transit users.

Active Mobility Infrastructure

Evaluation of the pedestrian and bicycle network, including sidewalks, trails, crossings, and ADA accessibility. Particular attention will be given to high-pedestrian-traffic areas such as schools, churches, downtown, parks, and key commercial corridors.

Data and Reporting Practices

Review of crash reporting, safety data quality, and collection procedures to identify gaps and opportunities for stronger future analysis.

This structured yet holistic process will ensure recommendations are evidence-based, practical, and impactful across the entire network.

Scope Clarification

Based on our experience, items such as new traffic counts, full street condition assessments, and bridge inspections are not typically included in SS4A efforts. However, if data from such efforts is available, it can be incorporated into the analysis to provide additional context for safety recommendations.





Underserved Communities

Use inclusive and representative processes to identify underserved areas and ensure their needs are reflected in the Safety Action Plan.

We will ensure the Safety Action Plan reflects the needs of the entire community, including groups more vulnerable to transportation challenges—such as neighborhoods with persistent poverty, older adults, and residents for whom English is a second language. Engagement strategies will be designed to include their perspectives, and data review with community partners will help identify locations where safety concerns are concentrated. This will allow the plan to address the disproportionate impacts these community members often experience and direct countermeasures where they are most needed.

Safety Strategies and Project Identification and Prioritization

Identification and prioritization of projects and strategies shaped by data, evidence, stakeholder input, and Safe System principles. Recommendations will include behavioral, infrastructure, and operational countermeasures, organized across short-, mid-, and long-term horizons.

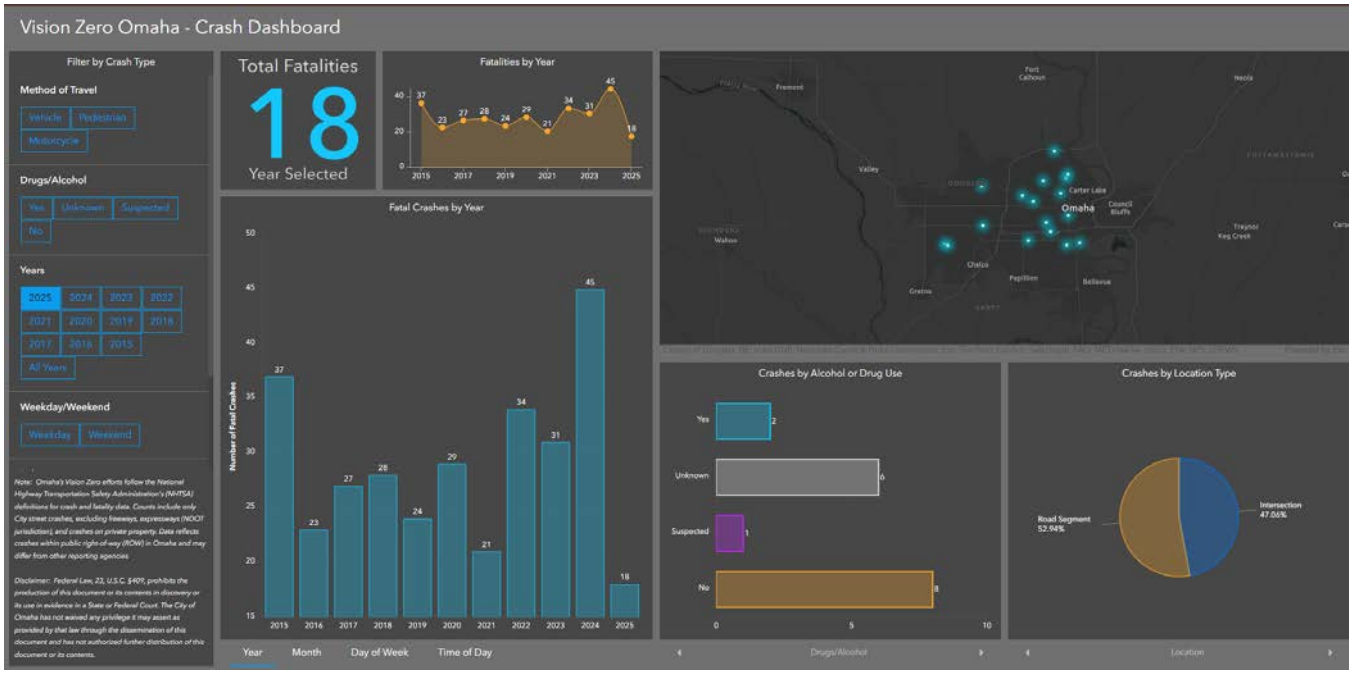
Our team will develop a comprehensive set of strategies and projects grounded in crash data analysis, best practices, and meaningful community input. This process will include:

- ***Toolkit of Countermeasures –*** A suite of evidence-based solutions addressing infrastructure, behavioral, and operational needs (e.g., traffic calming, pedestrian crossings, education and enforcement programs, signal timing, and lighting enhancements).
- ***Project Alternatives and Concepts –*** Identification of corridor and site-specific projects to improve pedestrian, bicycle, and vehicular safety, with attention to current trip patterns, future growth areas, and emerging mobility needs.
- ***Evaluation and Prioritization –*** Systematic assessment of strategies based on impact, feasibility, cost, and alignment with community goals, producing a prioritized list of short-, mid-, and long-term improvements with order-of-magnitude cost considerations.
- ***Funding and Implementation Pathways –*** Guidance from JEO's funding specialists to identify viable funding sources, including federal and state grants, to advance priority projects.
- ***Performance Measures –*** Establishment of clear, understandable metrics to track implementation, measure safety outcomes, and communicate progress with residents, stakeholders, and agency partners.

This structured process will equip the City of Madison with a practical, prioritized, and fundable roadmap of safety strategies and projects, ensuring meaningful progress toward eliminating fatalities and serious injuries.

Opportunity for Demonstration Projects

The Safety Action Plan may identify potential temporary demonstration projects to test countermeasures, such as crosswalk enhancements or traffic calming treatments. These projects allow the City of Madison to evaluate effectiveness, raise community awareness, and gather feedback before committing to permanent improvements.



The Vision Zero Omaha–Crash Dashboard provides real-time updates on safety conditions and improvements across the city. This interactive tool empowers both City staff and community members to stay engaged and informed as Omaha builds a safer future.
Interact with the dashboard here: http://bit.ly/456vcFt.

Progress and Transparency

Establish a process to measure progress and maintain transparency, including annual public reporting on reductions in fatalities and serious injury crashes and public posting of the action plan.

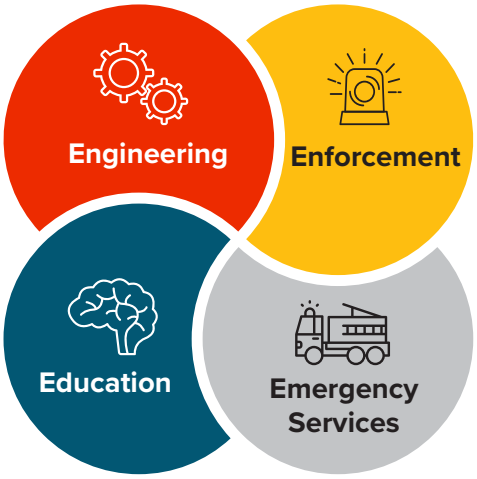
The Safety Action Plan will include clear, public-friendly recommendations and measures of progress to track implementation and outcomes over time. Using GIS-based information, JEO can develop both a staff-focused dashboard to help City staff implement plan recommendations and a public-facing dashboard with a project summary. Together, these tools will provide residents and stakeholders with transparent updates on safety initiatives and results.

Comprehensive Safety Action Plan

The SS4A initiative will culminate in the development of a detailed Safety Action Plan that clearly outlines conclusions, recommendations, community goals, implementation steps, timelines, responsibilities, and resources needed to execute the plan effectively. The plan will also identify specific programs and initiatives to advance countermeasures and track their progress over time.

Draft preliminary and draft final plans will be prepared and submitted to City staff in advance of City Council meetings to allow for review, comments, and revisions. The final Safety Action Plan will be submitted electronically, along with four complete hard copies

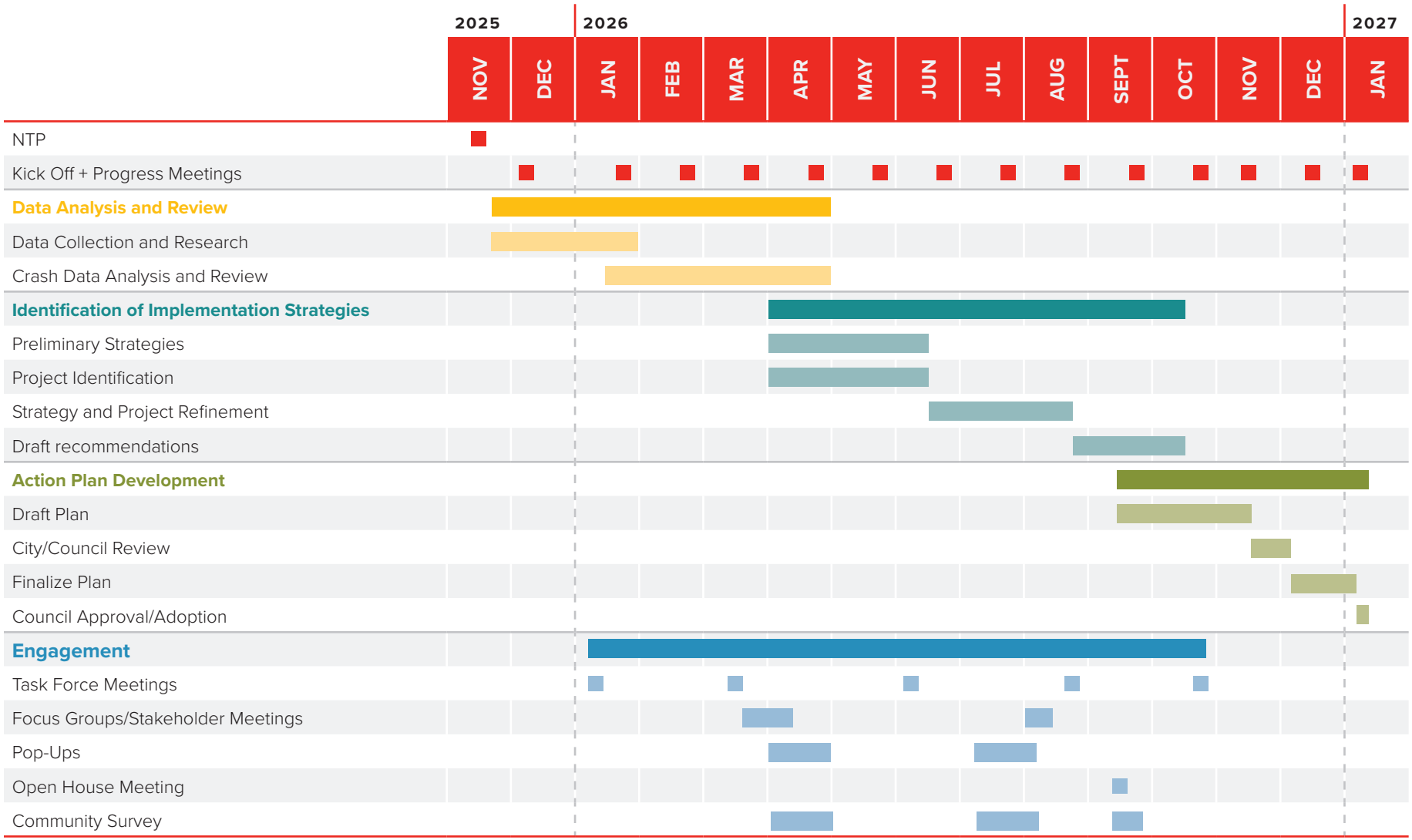
Four Es of Transportation Safety



The plan will be organized to be consistent with the Safe System Approach and address the four Es of transportation safety:

Proposed Schedule

Our management philosophy is to commit our project managers and technical experts to an active role in every project. The team assigned to this project has the availability to complete the project and meet, even exceed, your anticipated schedule. The proposed schedule below will be discussed in more detail and negotiated at the project kickoff meeting so that it best aligns with the project's goals and the City of Madison's requirements.



Project Experience







SS4A Safety Action Plan

Beatrice, Nebraska

The JEO team assisted the City of Beatrice with a community-wide Safety Action Plan funded with SS4A planning grant dollars from the USDOT. This project involved gathering and analyzing data on the safety of Beatrice's streets for multimodal transportation alternatives and developing a comprehensive, well-defined strategy to reduce roadway fatalities and serious injuries in the City of Beatrice.

As part of the existing crash analysis conditions and data review, several analytics were developed and mapped to illustrate crash patterns for vehicular and vulnerable road users.

In addition to infrastructure-related projects, a series of policies and programs were developed to enhance the future of transportation safety in the community. The City approved the plan in March 2025, positioning Beatrice to apply for federal grants to implement key recommendations.

REFERENCE

City of Beatrice
Tobias Tempelmeyer
City Administrator
p. 402.228.5211
e. ttempelmeyer@beatrice.ne.gov

CHECK IT OUT!

View more about the City of Beatrice's SS4A Safety Action Plan:

https://www.beatrice.ne.gov/street/page/safe-streets-all-ss4a-safety-action-plan





SS4A Comprehensive Safety Action Plan

Waverly, Nebraska

At the beginning of 2024, the City of Waverly initiated its Comprehensive Safety Action Plan (CSAP), partnering with JEO to eliminate fatal crashes and sharply reduce severe injuries across the City's highways, streets, sidewalks, and trails.

Through a comprehensive analysis of crash data and community outreach, the project team identified several high-priority locations, most notably the intersection of Cannongate and Amberly, key segments along Hwy 6, and railroad-adjacent zones, where crash frequency and severity are disproportionately greater than the rest of the City. These sites will benefit from targeted safety investments, including enhanced pedestrian crossings, traffic-calming measures, improved sightlines, and dedicated bike infrastructure. The plan overlays crash hotspots with vulnerable users and land uses, highlighting areas near schools, retirement facilities, and parks, revealing critical infrastructure gaps and safety threats. Most notable is that the railroad and high-speed facility (Hwy 6) pose significant obstacles to citizens wanting to walk or ride from one side of the community to the other.

Applying the Safe System Approach, the CSAP advances a suite of countermeasures, including promoting consistent and context-sensitive speed limits, retrofitting sidewalks and ramps, expanding the trail network, and retrofitting the existing vehicular bridge over Hwy 6 and the railroad to accommodate non-motorized travel. Community feedback from open houses and advisory team sessions confirmed support for pedestrian and bicycle improvements on Hwy 6 and near the railroad crossing—areas that currently lack safe multimodal connections. With stakeholder alignment, the final plan will deliver an actionable, prioritized roadmap—complete with policy enhancements, quick-build demonstration projects, and infrastructure upgrades—setting the stage for future SS4A Implementation Grant applications and providing for safer, more equitable travel for all residents. Waverly's CSAP is on track to be finalized in December 2025.

REFERENCE

City of Waverly
Stephanie Fisher
City Administrator
p. 402.786.2312
e. cityadministrator@citywaverly.com

CHECK IT OUT!

View more about the City of Waverly's SS4A Comprehensive Safety Action Plan:

https://www.citywaverly.com/vnews/display.v/SEC/City%20Government%7CPublic%20Notices%3E%3EWaverly%20Comprehensive%20Safety%20Action%20Plan%20Project







Safe Streets Lincoln - Vision Zero Action Plan

Lincoln, Nebraska

The Vision Zero Action Plan project, part of the broader Safe Streets Lincoln initiative, is a collaborative effort led by the City of Lincoln, in partnership with JEO. This partnership is central to developing and executing the Vision Zero Action Plan, which aims to eliminate traffic fatalities and reduce severe injury crashes throughout Lincoln.

The project kicked off in September 2024, with the final action plan scheduled for completion by December 2025. JEO is responsible for executing a robust public participation strategy to provide space for all community voices, especially those from historically disadvantaged communities, to be heard and integrated into the Action Plan. This involves facilitating six Community Task Force meetings to gather feedback from diverse community representatives.

In addition to community outreach, JEO supports data-driven decision-making by analyzing crash data, which has revealed over 1,200 annual crashes in Lincoln. This data informs the prioritization of high-risk intersections and corridors for targeted safety improvements. By integrating public feedback with empirical data, JEO will develop a Vision Zero Action Plan that reflects the diverse needs of Lincoln's residents, providing a safer, more equitable transportation network.

REFERENCE

Lincoln Transportation and Utilities
Roberto Partida
Transportation Planner
p. 402.440.7239
e. rpartida@lincoln.ne.gov

CHECK IT OUT!

View more about the City of Lincoln's Safe Streets Lincoln Plan:

https://www.lincoln.ne.gov/City/Departments/LTU/Transportation/Traffic-Engineering/Safe-Streets-Lincoln

Additional Experience

Our team is uniquely positioned to deliver community-focused safety projects, particularly those addressing railroad, pedestrian, and vehicular access challenges. Many of our recent efforts have been in communities similar in size and scope to Madison, giving us a strong understanding of the needs of communities adjacent to larger urban areas. These projects highlight our proven ability to enhance safety, improve connectivity, and design practical solutions that fit the local context. With this background, we are well-positioned to provide Madison with effective strategies tailored to its unique safety priorities.

	Year Completed	Vision Zero/ Safety Action Plan Development	Crash Data Analysis and Review	Public Engagement and Education	Communications/ Branding Strategy
Vision Zero Omaha - Action Plan, Omaha, NE	2023	■	■	■	■
SS4A Safety Action Plan, Beatrice, NE*	2025	■	■	■	■
SS4A Comprehensive Safety Action Plan, Waverly, NE*	2025 (est.)	■	■	■	■
Safe Streets Lincoln - Vision Zero Action Plan, Lincoln, NE*	2026 (est.)	■	■	■	■
SS4A Safety Action Plan, Fremont, NE	2026 (est.)	■	■	■	■
SS4A Safety Action Plan, Gering, NE	2026 (est.)	■	■	■	■
SS4A Safety Action Plan, El Dorado, KS	2026 (est.)	■	■	■	■
SS4A Safety Action Plan, Eureka, KS	2026 (est.)	■	■	■	■
SS4A Saftey Action Plan, Sturgis, SD	2026 (est.)	■	■	■	■
ConnectOmaha: Active Mobility Plan, Omaha, NE	2024		■	■	■
Transportation Master Plan, Ankeny, IA	2024		■	■	■
Pedestrian Master Plan, Metropolitan Topeka Planning Organization, Topeka, KS	2025		■	■	■
Ames Avenue Safety Project, NDOT, Omaha, NE	2027 (est.)		■	■	■
Public Education and Outreach On-Call Support, Lincoln Transportation and Utilities Department, Lincoln, NE	On-going			■	■

**Additional project information shown on the previous pages.*

City Council Agenda Memo

Date: February 11, 2026

To: Mayor and City Council

From: Andrew Colvin, Economic Development Director

Subject: Continuation of Contract with Zelle HR Solutions

Background: In October 2025, the City of Madison approved a 90-day agreement with Zelle HR Solutions to provide interim human resources support during a period of increased staffing needs and policy updates. The agreement included assistance with personnel file organization, hiring processes, policy review, and general HR consultation. The 90-day term of the agreement concludes this month, requiring City Council consideration on whether to extend the contract. Additional details regarding the scope of services provided during the initial term can be added as needed.

Discussion: Zelle HR Solutions has assisted the City staff with a range of human resources functions over the past three months. Compensation analysis, job description reviews, and help with general and sensitive HR matters has been a benefit.

Pending Council direction, the City could continue the agreement for one year. The enclosed agreement is retainer-based and can be terminated with 120 days notice.

Financial Consideration: Funding for continued HR consulting services would be drawn from the City's general fund. The proposed agreement outlines the cost of services as $3,500 per month.

Staff Recommendation: Staff recommend continuing the City's agreement with Zelle HR Solutions for human resources assistance.

APPENDIX D
HUMAN RESOURCES CONSULTING: RETAINED AGREEMENT

THIS HUMAN RESOURCES CONSULTING AGREEMENT (the "Agreement") is made and entered into as of the date last executed below ("Effective Date") by and between Zelle, LLC, a Nebraska limited liability company ("Zelle"), and City of Madison ("Client"). This Agreement is incorporated by reference into the Master Human Resources Outsourcing Agreement ("Master Agreement") between Zelle and Client executed on October 14, 2025. All terms and recitals of the Master Agreement are incorporated by reference into this Agreement.

For good and valuable consideration, the parties hereto agree as follows:

1. **Services Provided by Zelle (the "Services").** Zelle agrees to provide comprehensive Human Resources consulting services to client. This includes all current and future services Zelle offers. Zelle will also work with client to identify, create, and implement new human resources related items as they arise.

2. **Duties of Client.** Client shall provide Zelle any information and data necessary to perform the duties described in Section 1 above. It is Client's sole duty to implement and utilize training, information, and guidance furnished by Zelle in a manner that will be most beneficial Client and in compliance with applicable laws and regulations. Client shall have no recourse against Zelle for failure to properly apply or implement training, information, and guidance furnished by Zelle.

3. **Fees.** In consideration for the Human Resources consulting services to be provided by Zelle described above, Client shall pay a Retainer Fee to Zelle on a monthly basis for the term of this Agreement. Zelle shall invoice such fee on the last business day of each month. The monthly Retainer Fee shall be three thousand five hundred dollars per month ($3,500.00 per month). Client shall reimburse mileage expenses to Zelle for travel to and from Client locations outside of Lincoln, Nebraska. The IRS business standard mileage rate for the applicable year(s) shall be followed. In addition, Client shall reimburse Zelle for all reasonable out of pocket costs and expenses incurred by Zelle in the performance of its duties under this Agreement.

4. **Term.** The term of this Agreement shall begin as of the Effective Date and continue for twelve (12) months. Thereafter, this Agreement shall automatically renew for successive periods of thirty (30) days, unless either party provides written notice of nonrenewal. Such notice shall be provided no less than one hundred and twenty days (120) days prior to the end of the initial or any renewal term. Notwithstanding the term as set forth above, this Agreement may be terminated by Zelle by written notice to Client if Client fails to pay any amount due to Zelle within ten (10) business days after the amount is due to Zelle; or by either party if the other party commits a material non-monetary breach of any provision of this Agreement, which breach is not cured within thirty (30) business days of such written notice.

5. **Additional Indemnity**. In addition to Sections 23 and 24 of the Master Agreement, Client hereby agrees to indemnify and hold Zelle and its Party Affiliates (as defined in the Master Agreement) harmless from and against any and all Damages (as defined in the Master Agreement) arising from or in any way related to a claim made by any employee of Client or regulatory authority of Client. Client retains the final authority and responsibility for administering all matters for which Zelle provides assistance herein.

If to Zelle:
Zelle, LLC
ATTN: Chad Thies
5825 S. 14th Street, Floor 2
Lincoln, NE 68512

Zelle, LLC

By: _____

Name: Chad Thies

Title: President

Date: _____

If to Client:
City of Madison
ATTN: Rick Shommer
211 S Lincoln Street
Madison, NE 68748

City of Madison **(Client)**

By: _____

Name: _____

Title: _____

Date: _____

Information for Sending Invoices:

Name: _____

Email: _____

City Council Agenda Memo

Date: February 11, 2026

To: Mayor and City Council

From: Amy Wegener, Treasuer

Subject: Interlocal Agreement with League Association of Risk Management (LARM)

Background: The City of Madison faced a substantial increase to risk and liability insurance for the current fiscal year. In response to that increase, staff explored the option of becoming a member of the League Association of Risk Management (LARM). LARM is an intergovernmental risk management pool formed under the Nebraska Intergovernmental Risk Management Act and the Interlocal Cooperation Act. The proposed Interlocal Agreement establishes the framework for the City of Madison to participate in LARM for municipal insurance coverages, transitioning from the City's current private insurance carrier.

Discussion: If approved, the Agreement would allow the City to obtain insurance coverages through the LARM pool. Coverage types include general liability, property, errors and omissions, and workers' compensation. The Agreement outlines governance, member responsibilities, financial structures, and termination provisions.

Financial Consideration: Staff and LARM representatives will outline the costs associated with this agreement.

Staff Recommendation: Staff recommends approval of the Interlocal Agreement with LARM and authorizing the Mayor to execute the Agreement on behalf of the City of Madison.

AGREEMENT FOR THE ESTABLISHMENT AND OPERATION OF THE LEAGUE ASSOCIATION OF RISK MANAGEMENT

UNDER THE INTERGOVERNMENTAL RISK MANAGEMENT ACT AND THE INTERLOCAL COOPERATION ACT STATE OF NEBRASKA

1. Parties. The parties to this Agreement are the Nebraska public agencies that are signatories hereto.
2. Recitals. This Agreement is based upon certain understandings and in furtherance of certain purposes, as follows:
   2.1. Nebraska law permits two or more public agencies to make and execute an agreement providing for joint and cooperative action in accordance with the Intergovernmental Risk Management Act to form, become members of, and operate a risk management pool for the purpose of providing to members risk management services and insurance coverages in the form of group self-insurance or standard insurance, including any combination of group self-insurance and standard insurance, to protect members against losses arising from any of the following:
      a. General liability
      b. Damage, destruction, or loss of real or personal property, including, but not limited to, loss of use or occupancy, and loss of income or extra expense resulting from loss of use or occupancy;
      c. Errors and omissions liability; and
      d. Workers' compensation liability.
   2.2. The signatories hereto have determined that there is a need to establish and operate a risk management pool to provide some or all the types of service and coverages identified in Section 2.1.
3. Definitions.
   3.1. Act shall mean the Intergovernmental Risk Management Act, *Neb. Rev. Stat*. Sections 44-4301 et seq., and all amendments thereto.
   3.2. Administrator shall mean the Executive Director of the League of Nebraska Municipalities.
   3.3. Agreement shall mean this agreement for the establishment and operation of LARM and any addenda, extensions or amendments hereto.
   3.4. Board shall mean the Board of Directors of the League Association of Risk Management.
   3.5. Bylaws shall mean the bylaws established and approved under this agreement governing the operation of LARM.
   3.6. Director shall mean the State of Nebraska Director of Insurance.
   3.7. Errors and omissions liability shall mean liability to which a member of a governing body of a public agency may be subject in an individual capacity by reason of any error, misstatement,

misleading statement, act, omission, neglect of duty, or breach of duty, including misfeasance or nonfeasance in the performance of duties of the public agency.

3.8. Former member shall mean a member of LARM after its participation has terminated either voluntarily or involuntarily. A member is only a former member with regard to any terminated period of participation. A member may be a participating member for one period of participation, and a former member for a previous or subsequent period of participation.

3.9. General liability shall mean any liability other than workers' compensation liability, to which a public agency may be subject (a) directly, (b) by reason of liability arising out of an act or omission of its employee, agent or officer in the course and scope of employment, (c) by reason of liability arising out of an act or omission of its student in the course and scope of education or training, or (d) by reason of liability it has assumed by contract. It includes, but is not limited to, liability commonly protected against by casualty insurance, general liability insurance, professional liability insurance, automobile insurance, motor vehicle insurance, and surety and fidelity insurance.

3.10. Group self-insurance shall mean the pooling of public money by a risk management pool from contributions by its members for the purpose of payment of losses incurred by members which are protected against by the pool.

3.11. League shall mean the League of Nebraska Municipalities.

3.12. League Association of Risk Management or LARM shall mean the risk management pool established and operated under this agreement

3.13. Member, in the context of a member of LARM, shall mean any municipality or other public agency whose application for membership has been approved by the Board and that has lawfully entered into this agreement.

3.14. Coverage Document shall mean the extension to this agreement, provided for in Section 7.1.

3.15. Participating member or participant shall mean a member of LARM for that period of time from its admittance into this agreement until that member's participation is terminated either voluntarily or involuntarily.

3.16. Public agency shall mean any county, city, village, school district, public power district, rural fire district, or other political subdivision of the State of Nebraska, the State of Nebraska, the University of Nebraska, and any corporation whose primary function is to act as an instrumentality or agency of the State of Nebraska.

3.17. Risk management pool shall mean an association formed by two or more public agencies by an agreement pursuant to the Intergovernmental Risk Management Act providing for joint and cooperative action in the use of their financial or administrative resources in order to accomplish any of the public and governmental purposes authorized by the Act.

3.18. Standard insurance shall mean any policy of insurance issued by a company licensed to transact insurance business in the State of Nebraska for any policy of insurance issued in accordance with the requirements for a lawful surplus lines insurance transaction.

3.19. Workers' compensation liability shall mean liability to which a public agency may be subject as an employer under the Nebraska Workers' Compensation Act.

4. Establishment. The undersigned public agencies hereby jointly and cooperatively establish a risk management pool under the provisions of the Act with all the rights, powers and privileges vested in and conferred upon such a pool under the laws of the State of Nebraska. The name of the pool shall be the League Association of Risk Management.

5. Purpose. The purpose of this agreement is to establish and operate a pool as provided in Section 2.1.

6. Powers. In order to carry out this purpose, LARM shall exercise and enjoy all the powers, privileges and authority exercised or capable of exercise by a pool created pursuant to the Act, including, but not limited to, the power to issue bonds or other obligations on behalf of public agencies or to otherwise assist in the issuance by such public agencies of such obligations; provided, however, that nothing herein shall prevent any of the parties hereto from separately exercising any such powers, privileges or authority.

7. Financial Plan. The Board shall establish and maintain a Financial Plan in accordance with the Act, including each of the following.

7.1. Coverage Document. The Board shall establish and maintain a Coverage Document which shall set forth:

7.1.1. the types of coverage to be offered by LARM in the form of group self-insurance;

7.1.2. applicable deductible levels;

7.1.3. maximum levels of claims which LARM will self-insure; and

7.1.4. guidelines to assist members in identifying what losses are covered, what losses are excluded from coverage, and any other terms and conditions under which group self-insurance coverage is provided, limited or excluded.

Any change to the Coverage Document shall be adopted by a majority vote of the Board and such change shall be filed with the Director at least thirty (30) days in advance of the effective date of change.

7.2. Cash Reserves. The Board shall review appropriate actuarial analyses and shall establish and maintain an amount of cash reserves to be set aside for the payment of claims.

7.3. Standard Insurance. The Board shall establish and approve the amount of standard insurance to be purchased by LARM to provide coverage over and above the claims which are not to be satisfied directly from LARM's resources.

7.4. Excess Insurance. The Board shall establish and approve the amount of aggregate excess insurance coverage and specific excess insurance coverage to be purchased in a given fiscal period.

8. Plan of Management. The Board shall establish and maintain a Plan of Management in accordance with the Act, including each of the following.

8.1. Board of Directors. The governing authority of LARM shall be a Board of Directors consisting of elected or appointed officials or employees of participating members. The initial Board shall consist of nine persons, but the number may be increased by the Board up to fifteen persons to maintain appropriate size and geographic representation as the number of LARM members increases. A vacancy on the Board shall be filled by a majority vote of the Board upon recommendation made by the Administrator. The person appointed to fill a vacancy shall serve for the remainder of the term of the vacating director.

8.1.1. The President of the League and the Administrator shall be non-voting ex officio members of the Board of Directors.

8.1.2. The ex officio members of the Board shall be in addition to the elected and appointed members of the Board, and shall not be counted for purposes of a quorum.

8.1.3. Each elected or appointed Board member shall be entitled to one vote in all matters that come before the Board.

8.1.4. Board election procedures shall be as follows;

8.1.4.1. A nominating committee shall recommend candidates for the Board to the members. The nominating committee shall consist of the chairperson of the Board, an individual from a participating member selected by the Board and the Administrator. Additional nominations shall be requested from participating members at the meeting.

8.1.4.2. Each participating member may cast one vote for each of the open Board positions.

8.1.5. Members of the Board of Directors shall serve staggered terms of three years to promote stability and continuity.

8.1.6. The terms of office of the members of the Board of Directors shall commence January 1st of the first year of the term and conclude on December 31st of the last year of the term.

8.1.7. Term Limit. The Board of Directors service shall be restricted to two consecutive three-year terms to assure that all LARM members have opportunity for representation as Board members. Any LARM member that has previously been represented on the LARM Board of Directors may be eligible again for future service following at least one three-year interval of non-Board service following the term limit restriction when the member is not represented on the Board.

8.2. Group Self-Insurance Funding. Costs associated with the group self-insurance operations of LARM shall be financed through the annual and supplementary contributions paid by the participating members, through the income earned from the investment of LARM funds by the Board, and through any other monies which may be lawfully received by LARM and made part of LARM's assets.

8.2.1. All annual contributions shall be computed and established by the Board based on actuarial evaluations, rating plans, and other analyses of the amounts necessary for the payment of

claims and losses, the payment of premiums for insurance and excess insurance or reinsurance, the establishment and maintenance of reasonable reserves and the payment of any and all expenses of LARM reasonably and lawfully incurred.

8.2.2. The amount of the annual contribution to be paid by each participating member shall be established by the Board to ensure the equitable distribution of costs among participating members based on each member's proportionate risk of loss, limit of coverage, loss experience and loss control efforts. Participating members may elect, by resolution: a) a 3 year commitment, to provide written notice of termination at least 180 days prior to the desired termination date for a 5% discount; b) a 2 year commitment, to provide written notice of termination at least 180 days prior to the desired termination date for a 4% discount; c) to provide written notice of termination at least 180 days prior to the desired termination date for a 2% discount; d) a 3 year commitment, to provide written notice of termination at least 90 days prior to the desired termination date for a 2% discount; e) a 2 year commitment, to provide written notice of termination at least 90 days prior to the desired termination date for a 1% discount; f) to provide written notice of termination at least 90 days prior to the desired termination date.

8.2.3. The Board shall file with the Director and certify to each participating member the amount of any annual contribution at least thirty (30) days in advance of the due date. Each participating member shall timely pay all annual and supplementary contributions established by the Board.

8.2.4. Supplemental contributions based on changes to a member's exposure during a fiscal year for which such member's annual contribution has already been calculated shall be charged at the same rate used to calculate the annual contribution for that fiscal year.

8.2.5. All contributions paid by the participating members shall be deemed earned by LARM when received, and any refund or return of contributions shall be subject to minimum contribution amounts, penalties, fees or other limitations established by the Board.

8.3. Loss Reserves. LARM shall maintain funds adequate to pay claims, establish cash reserves and establish reserves for claims that have been incurred but not yet reported.

8.4. Surplus. LARM shall also maintain surplus deemed appropriate by the Board, which shall meet any minimum surplus level required under the Act or regulations adopted thereunder.

8.5. Assessments for Deficiencies. If in the opinion of the Board or the Director the assets of LARM are at any time insufficient to enable LARM to discharge its liabilities and other obligations and to maintain adequate reserves and surpluses in accordance with reasonable determinations by the Director, LARM shall make up the deficiency or the Director shall order LARM to levy an assessment upon its members in an amount necessary to make up the deficiency to be paid by each member which participated in LARM during any part of the fiscal year to which the deficit is assignable.

8.5.1. Assessments shall be computed and established by the Board in the same proportion that the annual contribution of the individual member bears to the total annual contributions of all members in the year in which such deficit occurs.

8.5.2. All assessments shall be due and payable by each member when notice of the assessment is received and shall be delinquent thirty (30) days thereafter.

8.6. Calculation and Distribution of LARM Surplus Assets. Subject to the limitations imposed in this section and elsewhere in this Agreement, the Board may make periodic distributions of surplus assets.

8.6.1. The Board shall have the authority to decide when the distribution of surplus assets is to be made, the fiscal year(s) to which the distribution is applicable, the amount to be distributed, and the basis for the distribution.

8.6.2. Participating members shall be eligible to receive distributions of surplus assets during the period(s) for which they were participating members, but only in accordance with the provisions of the Agreement and the formula for the distribution of surplus assets adopted by the Board.

8.6.3. No distribution of surplus assets shall be made sooner than three (3) years from the inception of LARM. No surplus assets attributable to any fiscal year shall be distributed sooner than twelve (12) months after the end of that fiscal year. No distribution of surplus assets shall be distributed without prior approval of the Director, as set forth in the Act.

8.6.4. The distributable surplus assets for any fiscal year shall be those assets remaining after:

a. Payment has been made for all claims, losses and expenses due and payable;
b. Reasonable reserves have been established for claims previously occurring and reported and expenses associated therewith;
c. Reasonable reserves have been established for claims incurred, but not reported, and expenses associated therewith; and
d. Reasonable reserves have been established for future adverse loss deviation and expenses associated therewith.

8.6.5. The Board shall calculate each participating member's proportionate share of surplus assets in accordance with a formula adopted by the Board. The formula shall be structured so as to support and foster the purposes and objectives for which LARM was created, including, but not limited to: individual loss experiences; individual member contributions relative to total contributions; the duration of LARM participation; and the overall loss experience of LARM. The formula adopted by the Board may provide that a failure to comply with risk management standards or recommendations, or that the existence of a specified loss-to-contributions ratio, shall disqualify a member from receiving all or a specified portion of the member's proportionate share of surplus assets.

8.6.6. A former member may be entitled to receive a share of a distribution of surplus assets calculated for the period for which they were a participating member under the formula and criteria adopted by theBoard.

8.6.7. Any participating member may elect to have the distribution of its proportionate share of surplus assets applied as a credit against future annual or supplementary contributions or assessments.

8.7. Dissolution of LARM. LARM shall be dissolved upon the first to occur of the following;

a. When less than two public agencies are participating in LARM; or

b. such time as the Board determines that the number of participating members and/or the size of the annual contribution is too small to adequately indemnify against the risks specified in the Memorandum of Coverage.

8.7.1. Any dissolution pursuant to Section 8.7(b) shall not be effective until the Board has given each participating member at least ninety (90) days written notice of such dissolution.

8.7.2. Upon dissolution of LARM, adequate provision shall be made for all pending and anticipated claims.

8.7.3. The Board shall submit a written request to the Director for approval of the plan to dissolve LARM as provided by the Act. After the Director approves the application for voluntary dissolution, LARM shall, within thirty (30) days after such approval, place the matter before the members for a vote.

8.8. Distribution of Surplus at Dissolution. At the dissolution of LARM's existence, any surplus funds over and above those necessary to pay or reserve against the expenses and liabilities of LARM shall vest in and be distributed among the participating and former members. Such distribution shall be allocated among participating and former members in proportion to the contributions made by each member.

8.9. New Members. All public agencies are eligible to make application and become members of LARM in the following manner:

8.9.1. The applicant public agency must provide such loss history, exposure information, and other information as is required by the Board;

8.9.2. Public agencies making application after the initial effective date of this Agreement may be required by the Board to pay an application fee;

8.9.3. The public agency must enter into this Agreement by resolution passed by its governing body;

8.9.4. An applicant that is a municipality, sanitary and improvement districts, public power agencies, and such other public agencies of the State of Nebraska must be approved by the League; and

8.9.5. The Board, in its sole discretion, shall accept or reject each application. The Board may authorize the Administrator to accept applications.

8.9.6. A public agency shall become a member of LARM on the later to occur of the following:

a) The approval of the application of the such public agency by the Board; and

b) The due execution of this Agreement.

8.10. Voluntary Termination of a Member. A member may voluntarily terminate its participation in LARM by written notice of termination given to LARM and to the Director at least ninety (90) days prior to the desired termination date. Members may agree to extend the required termination notice beyond ninety (90) days in order to realize reduced excess coverage costs, stability of contribution rates and efficiency in operation of LARM. The Board may approve of a plan to provide contribution credits for members extending their required termination notice beyond ninety (90) days. Such termination shall not be effective until approved by the Director as provided by the Act.

8.11. Involuntary Termination of a Member. A member may be involuntarily terminated as a participating member of LARM if the Director finds, after due notice and hearing, that:

a) The member has failed to pay any contribution or assessment to LARM;

b) The member has failed to discharge any other obligation it owes to LARM; or

c) The member has failed to comply with the laws of the state, rules of the Department of Insurance or bylaws of LARM.

Such hearing may be initiated by the Director on his or her own initiative, or at the request of the Board.

8.12. Effect of Termination on Obligations to LARM. A former member shall remain liable for any costs and obligations incurred by LARM while the public agency was a participant, and for any contractual obligation the public agency has entered into with LARM on or before the date of termination, as provided by the Act.

8.13. Funds and Reserves by Exposure Area. The Board shall review appropriate actuarial analyses to identify appropriate funds and reserves by exposure area.

8.14. Payment of Claims. The Board shall ensure that all claims covered by the Memorandum of Coverage are paid promptly.

8.15. No Private Benefit. No part of the net earnings or assets of LARM shall inure to the benefit of any private person.

8.16. Loss Control Program. The Board shall approve a system or program of controlling member losses.

8.17. Powers of the Board. In addition to other powers granted under this agreement, the Board shall have the power to:

8.17.1. Sit as a quasi-judicial body to hear and make determinations regarding any members dispute regarding the interpretation, intent, coverage, limitations, or exclusions of the Memorandum of Coverage;

8.17.2. Take all necessary precautions to safeguard the assets of LARM; and exercise fiduciary duties concerning those assets and the overall operations of LARM

8.17.3. Make and enter into any and all contracts, leases, and agreements necessary or desirable to carry out any of the powers granted or duties imposed under this Agreement or any applicable law or regulation;

8.17.4. Establish the duties and responsibilities of the Administrator;

8.17.5. Sue and be sued, make contracts, hold and dispose of real and personal property, borrow money, contract debt, and pledge LARM assets in the name of LARM; and

8.17.6. Exercise such other powers as are necessary for the proper operation of LARM to carry out the terms of this Agreement and to comply with the Act, rules and regulations adopted under the Act, and any other State or Federal laws, rules or regulations, and the LARM Bylaws.

8.18. Bylaws and Rules of Operation. The Board may make bylaws pertaining to the exercise of its purpose and powers. The Board may, from time to time, revise the bylaws. The Board may also from time to time adopt policies, rules and procedures for the administration and operation of LARM, by majority vote of the Board, so long as such policies, rules, and procedures are not inconsistent with this Agreement or the bylaws. No provisions of the bylaws, policies, rules or procedures shall be inconsistent with the Agreement or the Act.

9. Financial Reports. Financial reports shall be prepared on a statutory basis as required by the Department of Insurance.

10. Banking Relationships. LARM shall establish bank accounts necessary to carry out the terms and meet the operational needs of this Agreement. Controls shall be established and funds shall be invested so that LARM is managed in a conservative and prudent manner.

11. Financial Records. The Board shall maintain complete financial records for each type of coverage as required by the Act.

12. Inspections. LARM and its representatives shall be permitted, but shall not be obligated, to inspect a member's properties and operations at any time. Neither LARM's right to make inspections nor the making thereof shall constitute an undertaking on behalf of or for the benefit of a public agency or others to determine or warrant that such property or operations are safe or are in compliance with any law, rule or regulation.

13. Member Examinations and Audits. LARM may examine and audit the member's records at any time during the period this Agreement is in effect, and during any extensions hereof, and within three years after such member is no longer a participating member of LARM, insofar as the records may relate to the subject matter of this Agreement.

14. LARM Financial Audit. LARM shall be audited periodically at the expense of LARM by a certified public accountant. A copy of the report shall be submitted to the governing body of each participating member for the period audited.

15. Professional Services. The Administrator may retain the services of such legal counsel, actuaries, auditors, engineers, service providers, consultants and other advisors as it deems necessary to carry out the business and purpose of LARM.
16. Place of Business. The principal place of business for LARM shall be 1335 L Street, Lincoln, Nebraska 68508. Notice provided via United States Postal Service by a member to LARM at this address shall be considered proper notice to LARM and all participating members of LARM. The Administrator may employ necessary staff and may purchase, lease, or rent real or personal property in order to carry out the business and purpose of LARM.
17. Conformity with Law. In the event any term or provision of this Agreement is in conflict with the laws and statutes of the State of Nebraska as they now exist or are hereafter amended, this Agreement shall be automatically deemed amended to conform to such laws and statutes.
18. Fiscal Year. LARM's fiscal year shall begin on October 1 of each year and end on September 30 of the following year.
19. Liability. No member in LARM shall, by reason of this Agreement, have any liability for claims brought by third parties against any other member other than the obligation to contribute certain funds to LARM as expressly provided herein. The liability for any claim against a member shall remain the sole and exclusive liability of the member. The obligation of LARM is to indemnify the member against such loss as provided in the Coverage Document to the extent and under the conditions contained therein.
20. Termination of the Agreement. This Agreement shall terminate upon the occurrence of all of the following events:
    a. LARM has dissolved pursuant to Section 8.7;
    b. All amounts owed by the members have been paid in full; and
    c. All amounts owed for claims and other expenses have been paid in full.
21. Execution in Counterpart. This Agreement may be executed in several counterparts, each of which shall be regarded as an original and all of which shall constitute one and the same document.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the dates set forth in the attached Resolutions and acknowledged below.

Signature:_____

Title:_____

Name of Public Agency:_____

Date:_____

Amended 6/17/1998; 10/1/2003, 9/24/14

League Association of Risk Management
2026-27 New Resolution

RESOLUTION NO. _____

WHEREAS, The _____ is a member of the League Association of Risk Management (LARM);

WHEREAS, section 8.10 of the Interlocal Agreement for the Establishment and Operation of the League Association of Risk Management provides that a member may voluntarily terminate its participation in LARM by written notice of termination given to LARM and the Nebraska Director of Insurance at least 90 days prior to the desired termination given to and that members may agree to extend the required termination notice beyond 90 days in order to realize reduced excess coverage costs, stability of contribution rates and efficiency in operation of LARM; and

WHEREAS, the Board of Directors of LARM has adopted a plan to provide contribution credits in consideration of certain agreements by members of LARM as provided in the attached letter.

BE IT RESOLVED that the governing body of The _____, Nebraska, in consideration of the contribution credits provided under the LARM Board's plan, agrees to:

◯ Provide written notice of termination at least 180 days prior to the desired termination date, which date shall be no sooner than September 30, 2029. (**180 day and 3 year commitment; 5% discount**)

◯ Provide written notice of termination at least 180 days prior to the desired termination date, which date shall be no sooner than September 30, 2028. (**180 day and 2 year commitment; 4% discount**)

◯ Provide written notice of termination at least 180 days prior to the desired termination date, which date shall be no sooner than September 30, 2027. (**180 day notice only; 2% discount**)

◯ Provide written notice of termination at least 90 days prior to the desired termination date, which date shall be no sooner than September 30, 2029. (**90 day notice and 3 year commitment only; 2% discount**)

◯ Provide written notice of termination at least 90 days prior to the desired termination date, which date shall be no sooner than September 30, 2028. (**2 year commitment only; 1%**)

◯ Provide written notice of termination at least 90 days prior to the desired termination date, which date shall be no sooner than September 30, 2027. (**90 day Notice only**)

Adopted this _____ day of _____, _____.

Signature: _____

Title: _____

ATTEST: _____

Title: _____

Please email (customerservice@LARMpool.org) or fax (402.476.4089) the completed resolution to LARM.

Project: 260049_01

Date: 01/19/2026



NORFOLK

GRAND ISLAND

LINCOLN

Madison Volunteer Fire & Rescue

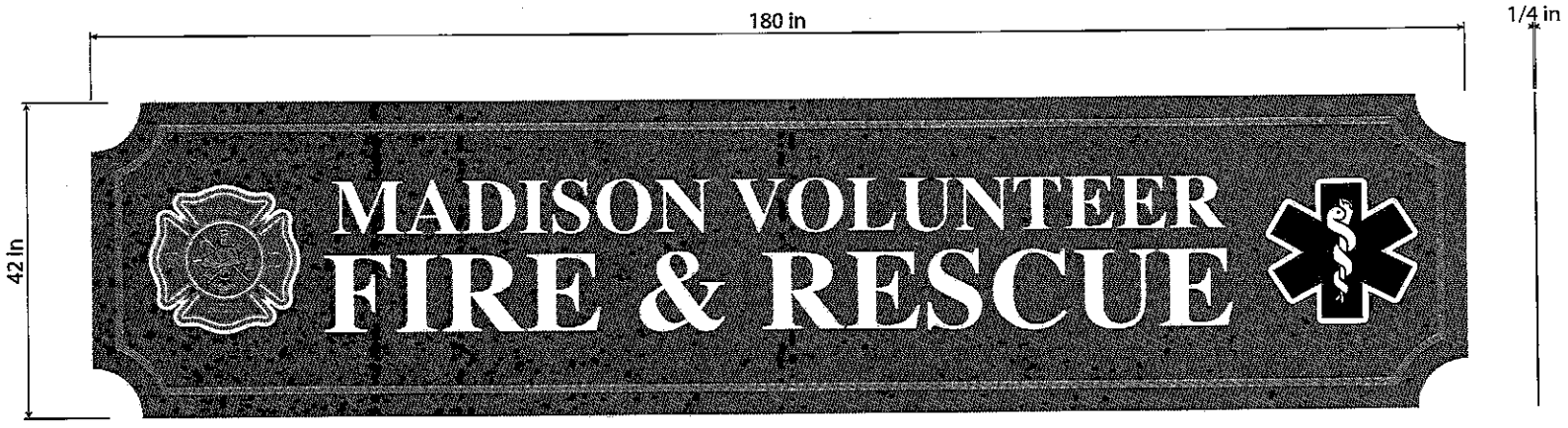
110 W 1st Street
Madison, NE 68748

Exterior Signage

SIGN 1

Remove existing metal stud mounted building letters off of exterior building wall.
Caulk holes shut.

Fabricate and install one (1) new decorated sign 6mm dibond panel with digital print.





PANEL
W/ VINYL PRINT

LOVE Signs
norfolk • grand island • lincoln
1805 S 13th St
Norfolk, NE 68701
402.371.4674
www.LoveSignCo.com

Designer: Megan Falter
Sales: Tony Maxey
Location: Norfolk, NE
Date: 01/19/2026

PROJECT: 260049_01

Exterior Signage

CLIENT

Madison Volunteer
Fire & Rescue
110 W 1st Street
Madison, NE 68748

NOTICE

Before approving this artwork please check all names and words for proper spelling, as well as all colors and signage placement if necessary. Questions and or changes need to be addressed before final approval. Once the signage is produced after approval, any and all misspellings or color issues are the responsibility of the client and will be corrected at the expense of the purchaser.

DRAWING APPROVED

CLIENT SIGNATURE

FOR PRESENTATION PURPOSES ONLY.
NOT CONSTRUCTION DOCUMENTS.

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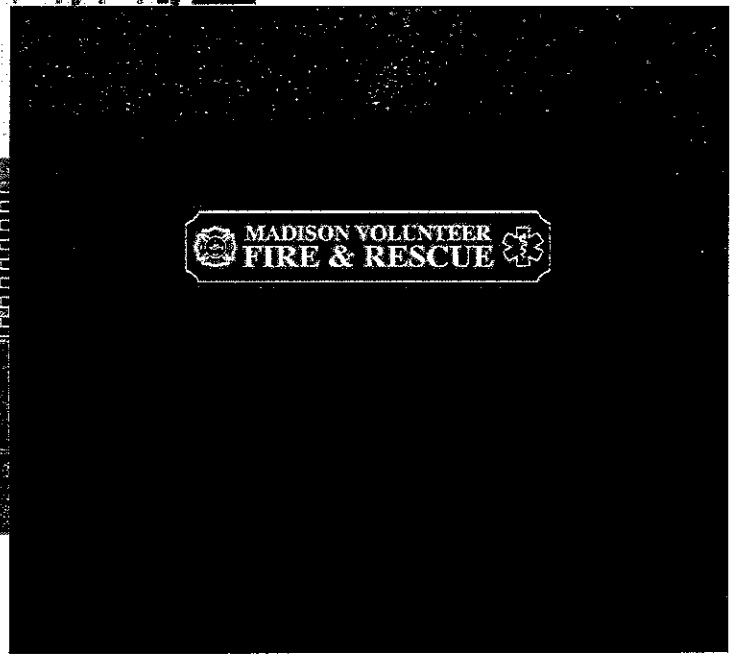
ALL RIGHTS RESERVED, NO PART OF THIS DRAWING MAY BE REPRODUCED IN ANY FORM WITHOUT WRITTEN PERMISSION FROM LOVE SIGN CO.





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norfolk • grand island • lincoln
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Designer: Megan Falter
Sales: Tony Maxey
Location: Norfolk, NE
Date: 01/19/2026

PROJECT: 260049_01

Exterior Signage

CLIENT

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Fire & Rescue
110 W 1st Street
Madison, NE 68748

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PROPOSAL

260049-01
Date: 01/27/2026
Expires: 02/10/2026
Drawing Numbers:

Project: Madison Volunteer Fire & Rescue / MADISON / Building Letters or Sign Panel
110 W 1st Street
Madison, 68748

Client: Madison Volunteer Fire & Rescue
110 W 1st Street
Madison 68748

Contact: Tim Reeves Cell # 402-992-2508 madisonfireems@gmail.com

We are pleased to offer this proposal for the following services at the above location.

Project Description: **Item Total:**

Love Signs to manufacture and install the following:

NOT LIT Sign Panel option:

1.) Remove existing metal stud mounted building letters off of exterior building wall. Caulk holes shut. $1,889.01

Fabricate and install one (1) new decorated sign panel.
To read: SEE APPROVED DESIGN PAGE.

Note: Sign panel needs to large enough to cover up existing sign lettering holes in wall panels.

LIT Sign Cabinet option = $7,824.66 in lieu of other price shown

2.) Remove existing metal stud mounted building letters off of exterior building wall. Caulk holes shut.

50% Down Reg. $3912.33

Fabricate and install one (1) new decorated sign cabinet. Illuminated internally with LED lighting.

To read: SEE APPROVED DESIGN PAGE.

Note: Sign panel needs to large enough to cover up existing sign lettering holes in wall panels.

Salesperson: Tony Maxey

Buyer_____Seller_____

www.squarecoll.com

PROPOSAL

260049-01

Date: 01/27/2026
Expires: 02/10/2026
Drawing Numbers:

Project: Madison Volunteer Fire & Rescue / MADISON / Building Letters or Sign Panel
110 W 1st Street
Madison, 68748

Client: Madison Volunteer Fire & Rescue
110 W 1st Street
Madison 68748

Contact: Tim Reeves Cell # 402-992-2508 madisonfireems@gmail.com

Deposit Rate: 50%
Deposit: $944.51

Subtotal: **$1,889.01**

Total: **$1,889.01**

Notes: All prices are subject to applicable sales tax. Prices are based on available information given at the time and are subject to change.

Exclusions: Sign permits, structural engineering, traffic control equipment and permits are not included in the above quotations and if required shall be invoiced on a time and material basis. Electrical services to the proposed sign(s), unless specifically quoted above, is assumed to be existing or provided by others.

Terms: All signs are custom built products and, at the option of the seller, require payment in advance with order. Installation price is due upon installation. Fifty percent is due upon acceptance and the balance due upon installation. 2% discount if paid in full upon acceptance. Contract prices are guaranteed for 14 days and may be subject to change after that time. An additional 3% transaction fee for credit card payments (2% Prepay discount does not apply if paying by credit or debit card).

Please remit payments to:
Love Signs, Inc.
P.O. Box 807
Norfolk, NE 68702

** Please reference invoice # on check **

Salesperson: Tony Maxey

Buyer's Acceptance _____ Title _____ Date _____

Seller's Acceptance _____ Title _____ Date _____

www.squarecoll.com