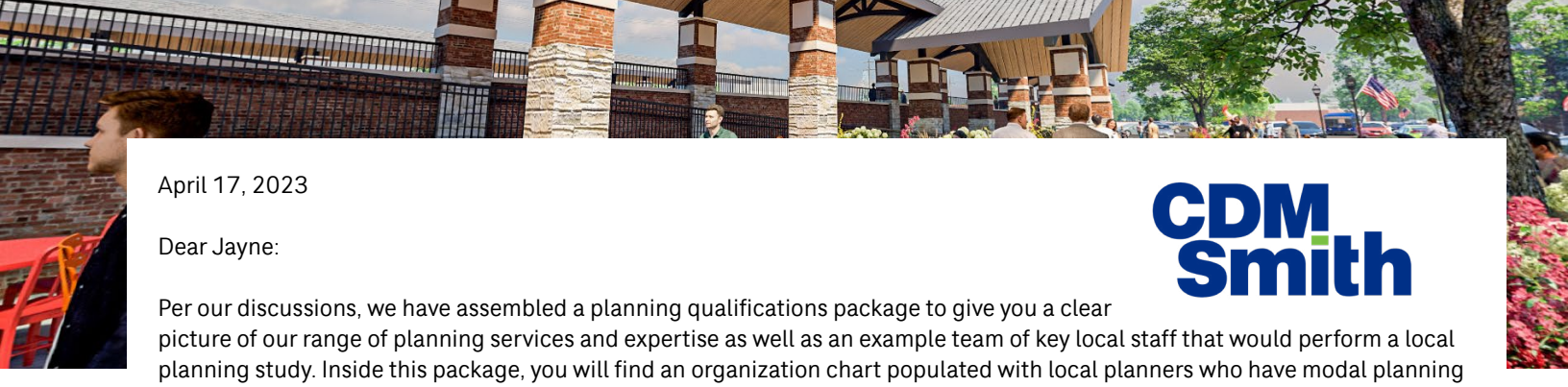


April 17, 2023

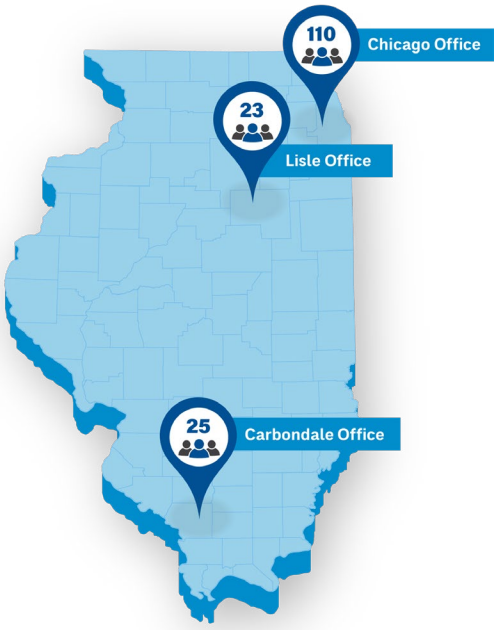
Dear Jayne:

Per our discussions, we have assembled a planning qualifications package to give you a clear picture of our range of planning services and expertise as well as an example team of key local staff that would perform a local planning study. Inside this package, you will find an organization chart populated with local planners who have modal planning experience in area-wide plans (neighborhood, municipal, county, and statewide) and discipline-specific planning projects (environmental justice, transportation, transit,freight, and capital improvement). This team benefits from being able to draw from their broad range of multimodal planning experience and best practices. For purposes of a project like the Joliet Community Plan, this experience and qualfiications will ensure best outcomes for both the Community and the City as well as being eligible for any IDOT funding commitments.

CDM Smith has a long, storied history providing Illinois public clients with the widest spectrum of planning services ranging from statewide and multi-county MPO planning, county and municipal planning, as well as corridor and community planning. Arguably the most experienced and skilled planning team in the Midwest, our Illinois planners are supported by National Planning Leaders and other CDM Smith planning hubs around the country. They are also supported by a variety of technical experts in GIS, environmental surveys, public engagement, traffic modeling, and engineering.

Recent Illinois experience includes a robust range of local, regional, and statewide planning including projects in Joliet, Will County, Grundy County, and others within the CMAP Region. We have three Illinois offices located in Chicago, Lisle, and Carbondale. Our planning teams are typically staffed by the Chicago and Lisle offices. We often partner with other planning firms that provide complimentary, or niche services based on the needs of the client or the context of the specific project. The enclosed qualifications package includes one of our most common partner firms, Muse Community + Design planners (Muse), for their expertise in land use planning. Their expertise in redeveloping parcels will add substantial value to a community plan.

Through our work on the recently approved IDOT Phase I NEPA study of the I-80 improvements from Ridge Road to US Route 30 that included the relocation of the Des Plaines River Bridges in Joliet, we conducted extensive community outreach in the environmental justice neighborhood that boarders the river and that will be impacted by the new I-80 alignment. This work included a Community Impact Assessment and resulted in community identified mitigation measures. The relocation of the bridges will require the full acquisition of approximately 80 parcels, but just as importantly, the building of two new bridges will affect those residents that are remaining in their homes by bisecting their community again, similar to the original construction of I-80. The impacts on those residents remaining in the community will have both short-term (construction) and long-term (permanent bisection) effects.

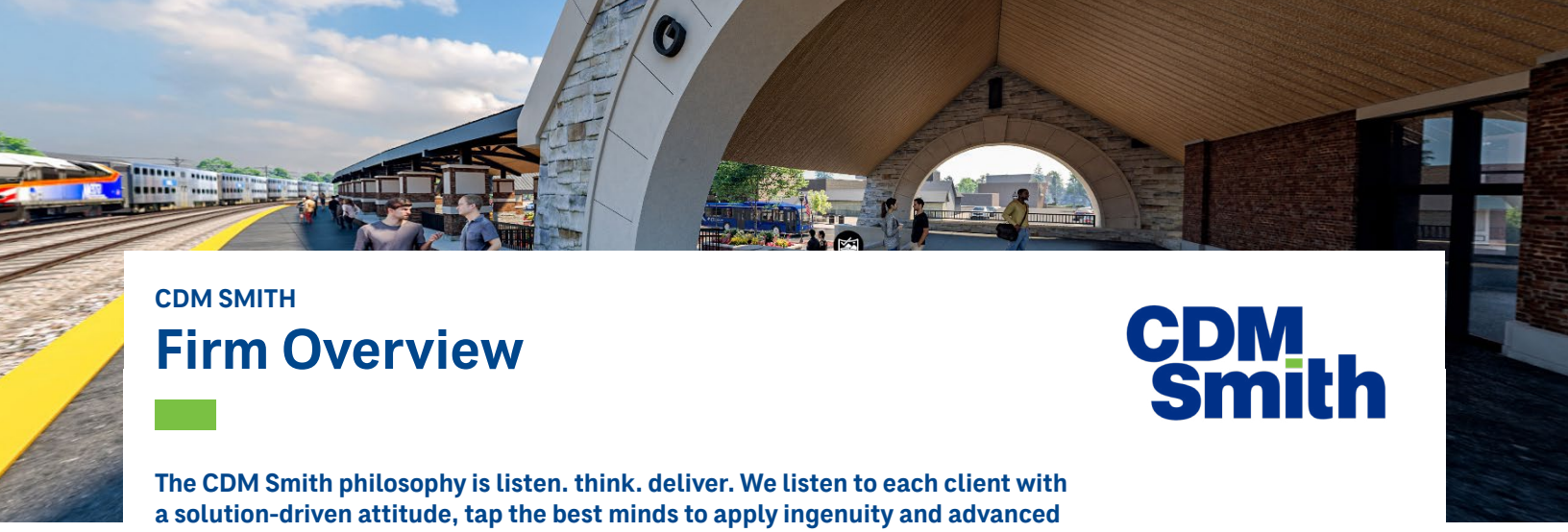


Our team has developed authentic and effective working relationships with these community leaders and residents alike. We have an unparalleled understanding of the community's expressed concerns, impacts, and desires for mitigation. And similarly, we offer the exact expertise and resources to immediately collaborate with this community and identify and propose community supported improvements that will reconnect this community and author a plan to make this community whole. We have worked extensively with this community, the City of Joliet, Will County, IDOT, and the Federal Highway Administration, most of whom will want to ensure the community plan fully addresses the commitments made in the NEPA documents.

I am confident that our planning team can serve the City of Joliet in highly effective if not extraordinary ways. There is no learning curve with this team and our efforts will be spent making sure the results are owned and embraced by the community and set a sustainable plan for reconnecting this community. I am hopeful that the attached introductory snapshot of planning experience and personnel provide you with the same confidence in CDM Smith to fulfill any planning needs you may have.

Sincerely,

Steve S. Pasinski, PE
Client Service Leader | CDM Smith Inc



CDM SMITH

Firm Overview

The CDM Smith philosophy is listen. think. deliver. We listen to each client with a solution-driven attitude, tap the best minds to apply ingenuity and advanced technologies, and create a lasting solution to exceed your expectations.

CDM Smith provides integrated solutions in water, environment, transportation and traffic, energy, and facilities to public and private clients worldwide. As a full-service consulting, engineering, construction, and operations firm, we deliver exceptional client service, quality results, and enduring value across the entire project life cycle. CDM Smith is comprised of 5,500 employees whose unwavering focus remains on creating innovative and lasting solutions that improve environmental value, quality of life, and economic prosperity. With more than $1.2 billion in annual revenues, we maintain the size, stability, and resources to successfully undertake a diverse range of projects, applying local knowledge through a network of more than 125 offices worldwide while leveraging the full resources and expertise of our global staff.

Transportation Planning: Transportation analysis requires an understanding of intricate interactions between individual choices and the resulting impact on the entire network. With an estimated 100 transportation planning professionals strategically located, we work with clients to link infrastructure and quality of life elements to enhance neighborhoods and the environment. CDM Smith's transportation planning services center around six core areas: aviation, freight, public transportation, statewide and MPO, travel demand modeling, and traffic engineering. In addition, we provide services in integrated planning, air quality, sustainability and climate control, environmental planning, and economic impact and economic development.

Modeling/Forecasting: To offer clients the best in transportation planning and traffic engineering services, we provide specialized expertise and experience in modeling. As part of these services, our modeling team has delivered entire frameworks, performed data disaggregation across many geographies, developed discrete choice models for demand, developed best practice tool kits, and created foundation scripts for entire model systems. The modeling staff are accustomed with working closely with the forecasting team to provide project specific, defensible forecast results. The forecasting team has delivered a variety of projects from large, multi-state forecasts to small corridor studies and uses a combination of forecasting strategies including growth rates, trip generation, and modeling.

Transit Planning: Enhanced mobility, linked communities, and alternatives to new roads are the catalysts for considering public transportation solutions. As an award-winning transit systems provider, CDM Smith applies in-depth industry knowledge, research, state-of-the-art planning tools, and creativity to communities everywhere. Our highly experienced team of transit specialists is supported by dedicated resources in environmental, statewide and multimodal, urban and land use, economics, economic community development, and sustainability planning. CDM Smith's planners recognize the importance of analyzing the total door-to-door trip and modal linkage and offer a full range of feasibility studies, scheduling, comprehensive operations audits, funding and grant applications support, strategic planning, land use and transit-oriented development, and traffic and travel demand services.

CDM SMITH BY THE NUMBERS

5,500 EMPLOYEES

in **125+** offices worldwide.

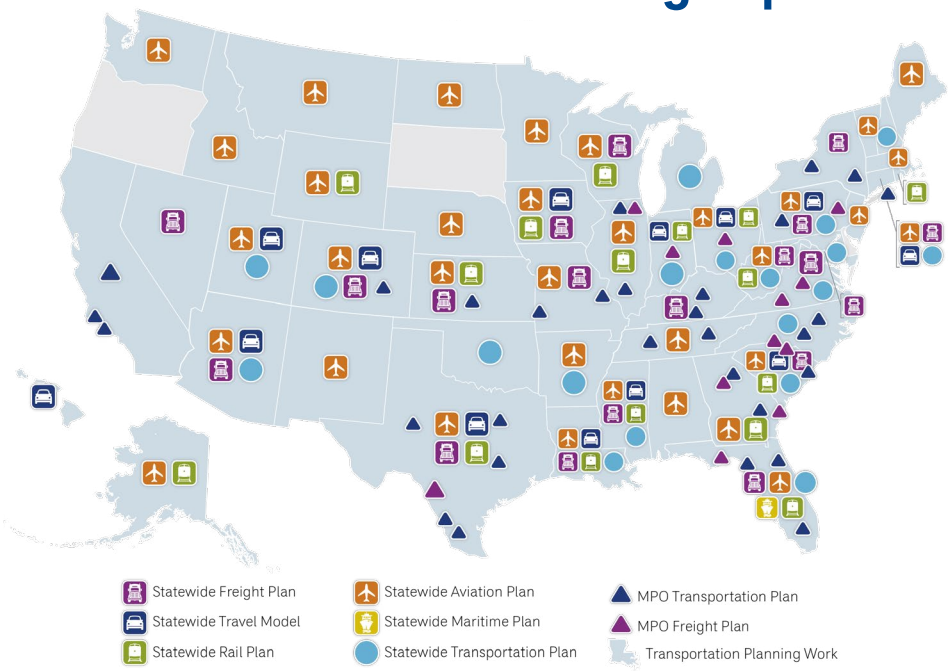
OUR RESOURCES

All engineering and construction services under **ONE** roof.

800+ Transportation professionals, with over 14% specializing in tolling within CDM Smith's transportation practice.

> "We will offer a level of personalized service and a passion for problem-solving through our talented teams that will be unmatched."
> *- Tim Wall, Chairman & CEO, CDM Smith*

CDM Smith National Area-Wide Planning Experience



Multimodal/Intermodal/ Corridor Planning, Land Use, and Policy Analysis: CDM Smith's transportation planners provide multi-faceted technical expertise, as well as policy analysis and stakeholder outreach to help transportation agencies fulfill their planning and operations missions. Comprising a significant portion of the firm's transportation portfolio, planning projects have been performed in nearly every state in the U.S. over the past decade. Our experience includes statewide, multi-state, corridor, and metropolitan area planning and policy analysis; transportation/land-use coordination; travel demand model development; transit plans; statewide and local freight plans; travel surveys; congestion management; major investment studies; strategic planning and performance measurement; public involvement; land use studies; and bikeway/pedestrian system plans.

We have worked with regional planning entities in nearly every state in the U.S. to help bring transportation planning projects from project initiation to completion. We are considered a leading consultant firm for assisting in the development of statewide and localized plans, statewide and regional freight plans, tolling and economics studies, and transportation planning and engineering studies. We have some of the best and brightest specialty disciplines and staff that have the background, experience, and capability to deliver on just about any transportation-related need - through this depth of expertise we are confident that our team has the resources and skills required to carry-out tasks working closely with the City.

Transit-Oriented Development: Transit-oriented development (TOD) integrates land use, the environment, and transportation to build more sustainable and pedestrian and bicycle-friendly communities. Better land utilization and lower parking demand reduces sprawl and increases economic growth opportunities. Better land uses are achieved through mixed-use development; brownfield redevelopment; place-based zoning; parking management; and smart parking. TOD promotes the planning and design of complete streets, which accommodates all users and encourages healthier lifestyles. These and other environmental benefits are fostered through green streets and green infrastructure; stormwater harvesting and recycling; renewable energy systems; and parks and civic spaces. In addition, TOD improves transportation choice, builds transit ridership, and provides capital for transit projects. These benefits are achieved through transit and station area planning; travel demand management and intelligent traffic systems; increased bicycle access; and walkability and streetscaping.

GIS Technologies: We have established ourselves as a leader in planning, developing, implementing, and maintaining geographic information systems. The firm has experience designing solutions to enhance the client's business processes by providing timely analysis and information using customized tools.

Public Involvement: Active public involvement can be vital to project acceptance and implementation. In CDM Smith's experience on complex controversial planning projects, concerns have included environmental impacts, cost, perceived inconvenience, and health and safety. To respond to and defuse these issues, our personnel prepare various written materials about the project's progress, impacts, and benefits; help prepare for and attend public meetings; and work with the public to explain technical issues and guide them through the decision-making process.

MUSE

COMMUNITY + EQUITY + STRATEGY + MOBILITY

Creative problem-solvers for communities, centering equity at every step

MUSE Community + Design is a Chicago-based, woman-owned planning firm that brings inspired, collaborative change to communities. We design people-first processes that lead to actionable and sustained change for good.

Our award-winning team of planners and communicators create engaging, participatory experiences that make planning relevant to stakeholders' everyday lives. We help our clients nurture the relationships essential to creating thriving, inclusive places for all.

MUSE
COMMUNITY + DESIGN

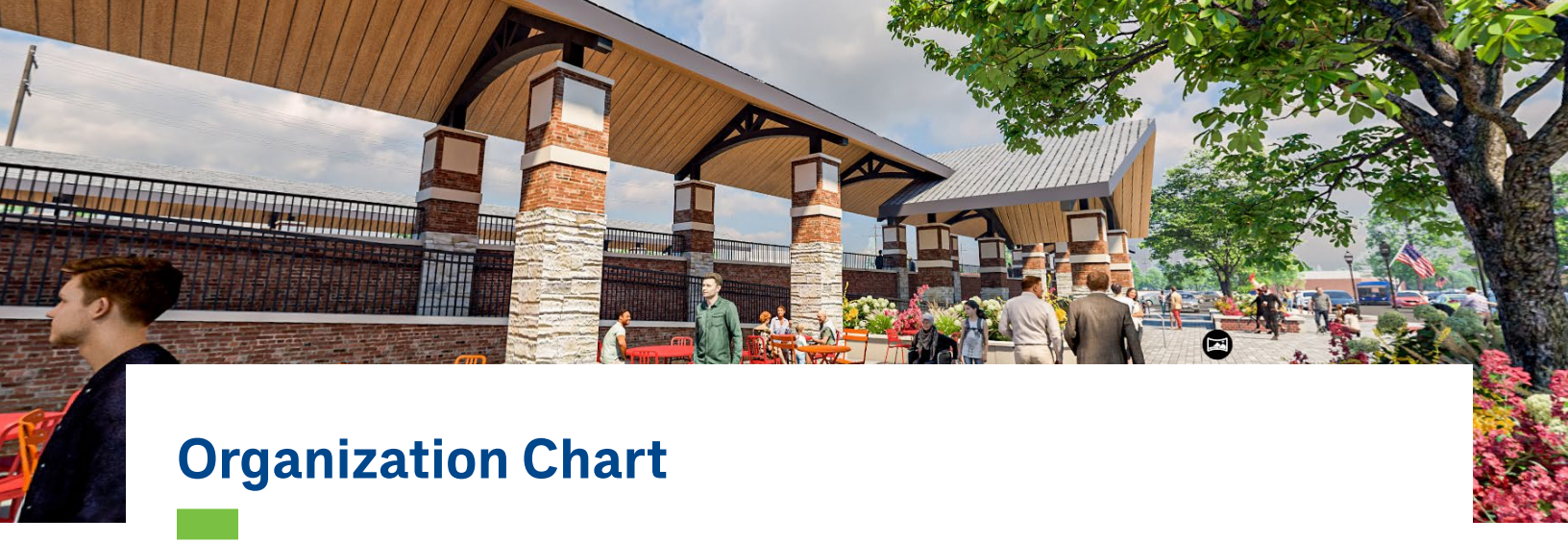
MUSE Community + Design
1616 North Damen Ave, #201, Chicago, Illinois 60647
musecommunitydesign.com

SELECTED CLIENTS

City of Chicago (DPD, CDOT, CDPH)
Chicago Park District
City of Evanston
City of West Chicago
CMAP
CNT
CTA
Cook County
Lyft/Divvy
RTA
Village of Forest Park
Village of Glen Ellyn
Village of LaGrange
Village of Riverside
Chicago United for Equity
Metropolitan Planning Council
NACTO

PLANNING SERVICES

Strategic Planning
Comprehensive Plans
Market Analysis
Zoning and Land Use
Neighborhood Studies
DEI Consulting and Training
Digital Communications
Outreach Strategies
Public Engagement



Organization Chart

JOLIET

Project Principal

- **Steve Pasinski, PE**

Project Manager

- **Jacki Murdock, AICP**

QA/QC

- **Krista Goodin, AICP**

Community Planning

- **Gina Murphy, AICP** ***Lead***
- Alex Beata, AICP
- Randy Rowson, AICP
- David Steinberg
- Lindsay Maki, GISP

Community Engagement

- **Melody Carvajal – Lead**
- Muse
- Colin Fleming, AICP
- Lina Xie
- Jesse Thomas, AICP

Land Use/Market Assessment

TBD

Plan Documentation

- Jacki Murdock, AICP
- Gina Murphy, AICP

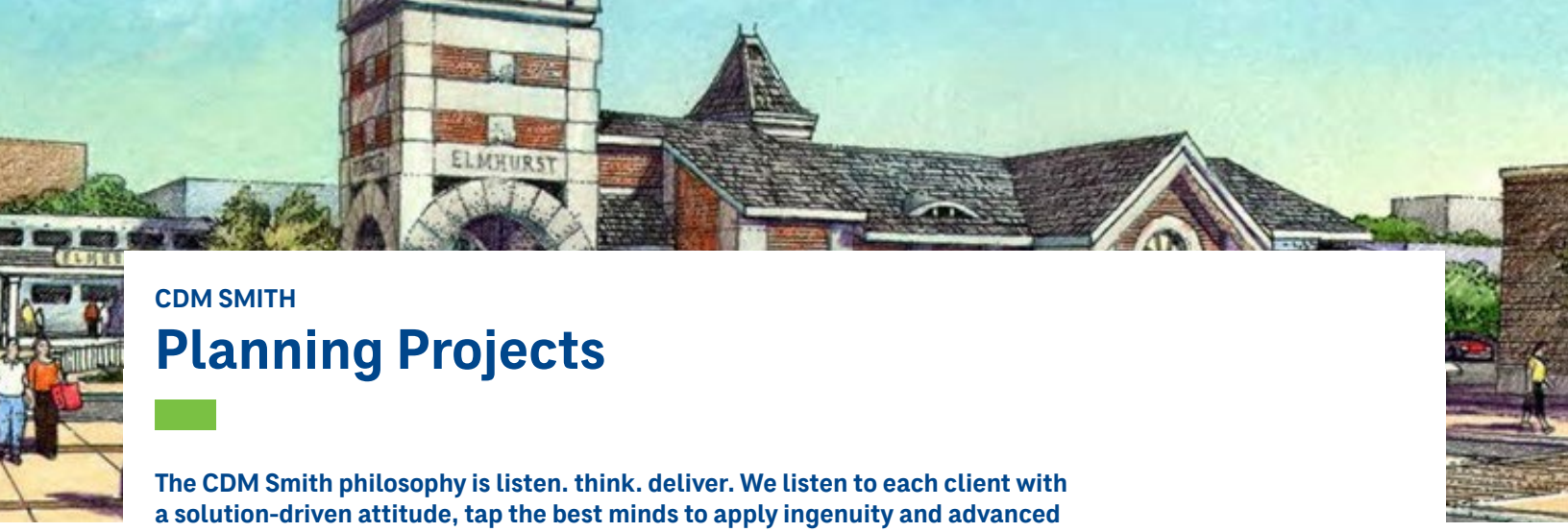
Project Identification/ Cost Estimate

- **Tony Cerda, PE** ***Lead***
- Janet Jue, EIT

- CDM Smith
- Muse

Client References

Client	Reference	Title	Contact Information
Will County, IL	Dr. Ann Schneider	General County Advisory Consultant	217.622.0693
City of Joliet	Mr. Brent Fraser	Chief Operating Engineer	815.405.9047
Chicago Transit Authority (CTA)	Ms. Leah Dawson Mooney	Director of Strategic Planning and Policy	312.681.4250
City of Elmhurst	Ms. Cory Tiberi, PE	Assistant Director of Public Works	630.530.3777
Village of Glen Ellyn	Mr. Rich Daubert, PE	Village Engineer	630.547.5507
Illinois Department of Transportation (IDOT)	Ms. Jessica Feliciano, PE	Bureau of Programming, Project Manager	847.705.4087
City of Laredo	Ms. Vanessa Guerra	Planner IV	vguerra@ci.laredo.tx.us
Town of Mount Pleasant	Mr. Brad Morrison	Transportation Director	bmorrison@tompsc.com
Waccamaw Regional Council of Governments	Mr. Mark Hoeweler	Assistant Executive Director	mhoeweler@wrcog.org



CDM SMITH

Planning Projects

The CDM Smith philosophy is listen. think. deliver. We listen to each client with a solution-driven attitude, tap the best minds to apply ingenuity and advanced technologies, and create a lasting solution to exceed your expectations.

The following section provides a sample of planning project descriptions that CDM Smith has completed in Illinois over the past decade, as well as several recent planning studies outside of Illinois to provide additional examples of the outstanding planning we do firm-wide. Nearly all of these studies or plans contain major stakeholder engagement efforts to communities intended to solicit meaningful input that ultimately served to guide or help inform project decision making. That informed project decision making has resulted in these communities embracing the corridor alignment selections, the prioritization of projects or local improvements, the selection of preferred alternatives, and in all cases developing a shared understanding of the project process and the project need.

Note: Report deliverables that are available to the public have been included as hyperlinks throughout the following pages.

COMMUNITY FRIENDLY FREIGHT MOBILITY PLAN

Will County, Illinois

KEY PROJECT

CDM Smith

Client
Will County, IL

Role
Prime Consultant,
Engagement Support

Deliverable
Will County Community Friendly Freight Mobility Plan

Freight movements in Will County have grown tremendously in recent years, driven by the growth in intermodal shipping and the development of two major intermodal terminals near Joliet. This growth has compromised the condition, capacity, and reliability of Will County's transportation infrastructure. In response, CDM Smith led an innovative public-private partnership to develop the Will County Community Friendly Freight Mobility Plan (CFFMP). The CFFMP is a multimodal plan that provides a strategic framework for accommodating existing freight movements; preparing for growth in the transportation, distribution, and logistics industry; and reducing the negative impacts of freight movements on residential and natural areas.

- Our team modeled county-level freight movements using TRANSEARCH and American Transportation Research Institute data to estimate the weight and value of freight moving to, from, and through Will County; the modes used; and the commodity breakdown.
- Since national data sets do not provide information on critical 'last mile' linkages, our team interviewed more than 30 freight businesses to understand infrastructure needs and deficiencies on the local road network, and we conducted a truck driver survey to generate additional local-level projects to improve truck mobility.
- Comprehensive public outreach was a critical component of the plan. Outreach techniques included three public open houses; a county-wide public survey; municipal meetings to get feedback specific to local communities; four industry forums to understand logistics industry operational and workforce challenges; direct outreach to truck drivers to understand safety, geometric, infrastructure, and regulatory concerns; and a Freight Advisory Council which met throughout the planning process to guide the study.
- Using the results of the analysis and public outreach tasks, the team developed a quantitative, performance-driven project prioritization process to assist Will County in identifying and reaching consensus behind a discrete set of strategic, high-priority freight projects, some of which qualify for state and federal investment.
- Key outcomes of the plan included a GIS-based, data-driven freight project prioritization tool to evaluate existing projects and future project proposals; a program of high-priority freight projects; a set of freight policy and program recommendations; and a workforce action plan.

Project Relevance

- ✓ Project-Specific Public Involvement Plan
- ✓ Community Input Driven Needs Assessment and Prioritization Planning
- ✓ Advisory Group Formation and Discipline Working Groups

KEY PROJECT

JOLIET INTERMODAL TRANSPORTATION MASTER PLAN

Will County, Illinois

Client
Will County, IL

Role
Prime Consultant, Public Engagement Support, Scenario Planning Lead

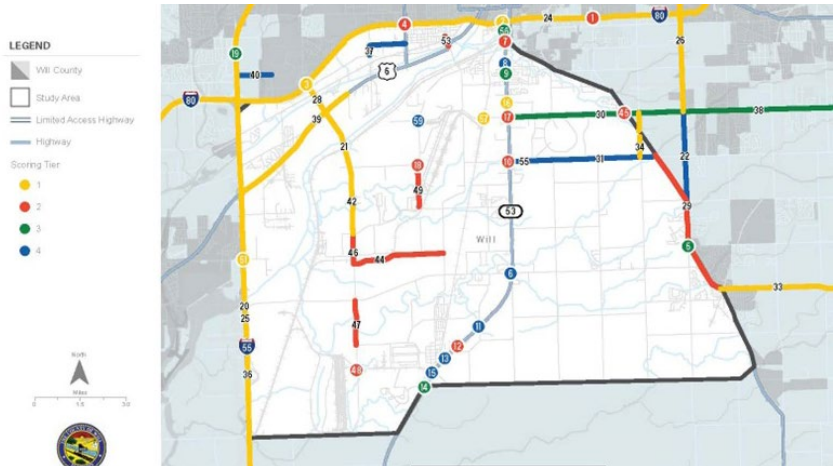
Deliverable
Will County Joliet Intermodal Transportation Master Plan

Will County serves as the largest inland port on the continent, moving more than 3.5 million intermodal containers and goods worth more than $65 billion in value. Freight activity in the County has grown at a tremendous pace in recent years. To illustrate, between 2017 and 2020, employment in freight-related sectors grew 86.6 percent in Will County, compared to a growth of 11.6 percent for the state of Illinois.

The purpose of the Will County Joliet Intermodal Transportation Master Plan (Master Plan) is to develop a consensus among local stakeholders on a priority list of improvements to the transportation system in west-central Will County. The study area* has experienced rapid development of industrial and logistics facilities over the past 20 years, leading to a substantial increase in local traffic volumes, particularly truck volumes. While many improvements have been made in the transportation system in the area, additional investment is required to better accommodate current and anticipated future levels of traffic. These improvements will help to improve safety, reduce congestion, and promote quality of life for community residents.

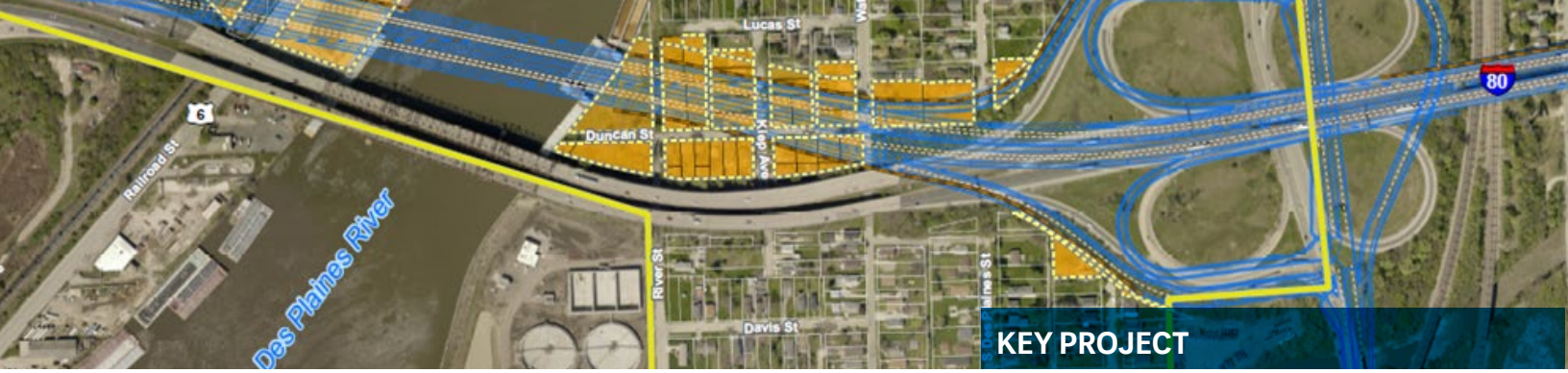
CDM Smith developed a multi-jurisdictional Transportation Improvement Program (TIP). We identified transportation improvements that can accommodate the current level of commerce and for future forecasted development. The team performed outreach and engagement, developed land-use scenario analysis, performed travel demand modeling, identified project improvements and sequencing, as well as funding opportunities.

The study process also involved travel demand modeling, which allows for future-year conditions to be estimated based on socioeconomic growth and the capacity of the roadway network. A subarea was extracted from the larger CMAP ON TO 2050 regional travel demand model. The subarea covers the study area and extends beyond it to capture significant movements outside of the immediate study area. The base model (2018) was calibrated using observed traffic volumes and speed data and developed two future-year scenarios (2030 base and 2030 alternate) using independent socioeconomic forecasts. This forecast differs from the regional CMAP ON TO 2050 forecast for households or employment in the study area. The independent forecast is based on a more detailed understanding of the real estate market dynamics within the study area, such as planned new developments and the capacity of the local market to absorb additional logistics-related development.



Project Relevance

- ✓ Public Participation Plan Resulted in Consensus on Transportation Improvement Program (TIP)
- ✓ Landuse Scenarion Planning
- ✓ Prioritized List of Local Projects



I-80 DES PLAINES BRIDGE ENVIRONMENTAL JUSTICE COMMUNITY STUDY

Joliet, Illinois

As part of a 16-mile improvement to I-80 from Ridge Road to US Route 30, IDOT will require replacement of the existing twin bridges on I-80 over the Des Plaines River in Joliet. The new bridges will be constructed approximately 300 feet north of the existing bridges on a new alignment that will require the displacement of 41 properties. Based on the Environmental Assessment, the bridge replacement also had the potential for disproportionately high adverse impacts to the existing residential communities within the City of Joliet and near the new bridge structure. These communities contain a high number of low-income and minority populations, or environmental justice residents.

Client
Illinois Department of Transportation

Role
Prime Consultant, Public Engagement Lead, NEPA Lead, and Engineering Lead

Deliverable
IDOT I-80 Des Plaines River Bridges and City of Joliet Community Impact Assessment

CDM Smith prepared a Community Outreach Plan and conducted focused environmental justice outreach efforts to examine the impacts of the proposed Des Plaines River Bridge replacement to the surrounding communities. Input was sought from community stakeholders and community members that could be directly or indirectly impacted from the proposed improvement. The purpose of the additional outreach efforts is to provide more focused opportunities for full, meaningful and fair participation by potentially affected communities.

Our team worked with property owners and tenants of over 580 residences through four virtual community partner meetings, letters, community flyers, newsletters, an on-line social media campaign and a community impact questionnaire (via hardcopy mailings, on-line surveys and phone interviews) to document community concerns and to help inform transportation decision-making for this project in the area surrounding the twin bridges. Community input received through the community impact questionnaire and one-on-one community outreach efforts were compiled and analyzed to fully document community concerns related to replacement and relocation of the new bridge and share with community partner stakeholders. These findings, in concert with community engagement meetings, and questionnaire drives at local churches and community centers, served to identify and implement potential mitigation measures to address adverse community impacts as part of the project. All of these outcomes and commitments were documents in the Finding of No Significant Impact (FONSI) and the EA Errata.

Project Relevance

- ✓ Community Engagement
- ✓ Development of Proposed Mitigation Measures
- ✓ Local Area Planning

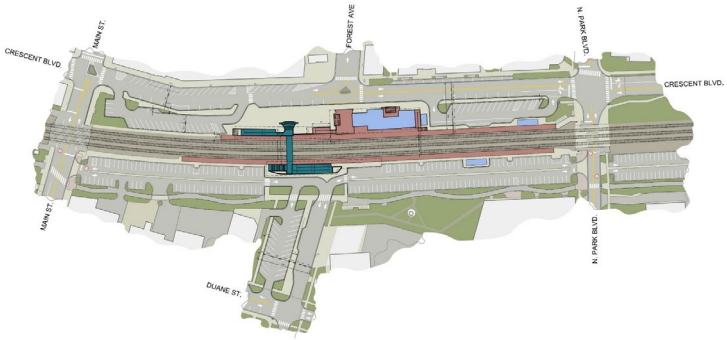
COMMUNITY MULTIMODAL NEEDS ASSESSMENT PLAN GLEN ELLYN METRA STATION DESIGN PHASE I/NEPA

Glen Ellyn, Illinois

Client
Village of Glen Ellyn, IL

Role
Prime Consultant, Stakeholder Outreach Co-Lead

CDM Smith was selected by the Village of Glen Ellyn to provide analysis, planning, design, and Phase I Engineering services for the Village's Metra Station and surrounding downtown district. The Village understood that while the existing 1960's facility had fulfilled basic services, the station facility and site was not meeting current and future needs of the community.



CDM Smith conducted initial evaluations of the existing station location, existing at grade crossings, parking, and traffic. Additionally, the team created and managed a robust public outreach program that included rider surveys, online surveys, and workshops. Following these investigations, the team presented preliminary findings. These conclusions included that parking in the downtown area is currently inadequate, that the current parking is located on the least convenient side of the tracks (outbound), that pedestrians and drivers must walk more than a block to cross a non-ADA compliant crossing and that the existing station is near the end of its useful life.

CDM Smith developed three alternatives for station and grade separation locations, and site improvements (parking, pedestrian, and bike access). Cost estimates and phasing concepts were developed and presented to the Village board for approval.

The team initiated and facilitated multiple coordination meetings with Metra, Union Pacific Rail Road, IDOT. Agency staff coordination included long range planning, community relations, facility design and engineering.

Project Relevance

- ✓ Existing Conditions Assessment
- ✓ Public Stakeholder Surveys to Inform Capital Priorities

KEY PROJECT

COMMUNITY TRANSIT NEEDS ASSESSMENT SURVEY - ELMHURST METRA STATION DESIGN

Elmhurst, Illinois

Client
City of Elmhurst, IL

Role
Prime Consultant, Stakeholder Engagement Co-Lead

The City of Elmhurst contracted CDM Smith for Phase I and then the following Phase II architectural design and engineering services for improvements to the Metra station located in downtown Elmhurst. The station was originally constructed in the 1960s. While several renovations had taken place since then, the condition of the station and surrounding site required significant improvements, particularly to encourage downtown development. Additionally, with continuing and projected ridership growth, the station and amenities needed to be expanded to meet those needs. The existing tracks and limited crossings also separated the downtown into north and south regions. The initial concepts for improvements considered everything from renovation of the existing station to a new station and platform locations to address these needs.

CDM Smith held extensive public meetings and created an online survey to gather issues with the existing station and site and gauge desires for the future station. Based on these and other stakeholder feedback, CDM Smith developed three architectural alternatives for the station and site. These alternatives were presented to City Council and various committees. With their feedback, our team refined a preferred alternative. This alternative proposes:

- Constructing a new, larger station building near the existing footprint based on Metra requirements
- A new pedestrian underpass located to serve both commuters and function as a bypass for regular pedestrians
- Renovate the existing pedestrian underpass for a shorter route between the inbound and outbound station buildings
- Add pedestrian routes on the site for safety and accessibility
- Revise the parking layout for safety and convenience, while considering the City's investment of parking structures located near the station
- Green infrastructure and sustainable features including permeable pavers and additional stormwater management

Project Relevance

- ✓ Public Needs Assessment Survey
- ✓ Public Meetings
- ✓ Solicited Input Related to Improvements and Investment Priorities

KEY PROJECT

IDOT STATEWIDE MAINTENANCE FACILITIES ASSESSMENT

Statewide, Illinois

Client
Illinois Department of Transportation

Role
Prime Consultant

CDM Smith performed a statewide assessment of existing maintenance facilities (156 locations) that involves conducting on-site surveys and staffing interviews and compiling data into a GIS database. Data included physical condition of site building, storage facilities and capacity, fuel and maintenance, routing, location and operations. In partnership with the Bureau of Operations, CDM Smith developed assessment recommendations for maintenance, reconstruction, demolition, or new construction over a 50-year life cycle. Additionally, CDM Smith will be conducting a planning phase of the project that will help determine if facilities are in the most beneficial location and have the recommended facilities for operations.

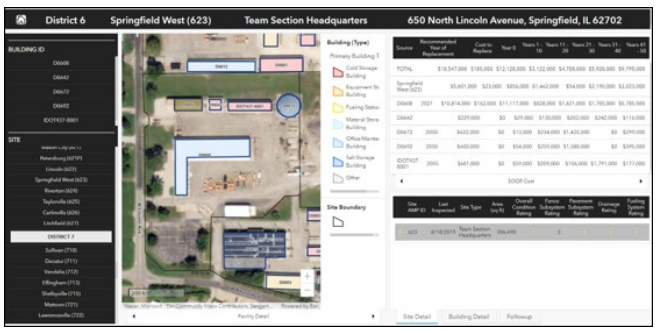
Outreach for this project was internal to IDOT Minatenance Facilitiy operators in all nine Districts as well as various other planning Bureaus in Central office. Stakeholders were engaged to understand current budgeting processes and operations at the yards. Proposed data collection methods, proposed analyses, and potential outcomes were presented at several internal conferences at IDOT to solicit input on study methodology and intended outcomes.

The results of the assessments and facility maintenance operations data were combined into a geodatabase, and tools were developed to extract and transform operations and asset information to help the client adopt an objective policy for maintenance facilities statewide over a 50-year planning horizon. The tools and database were turned over to client to use for long-range planning and asset management needs for 2020-2070.

The final product was a capital improvement program with site specific scopes, costs, and schedule of improvements.

Project Relevance

- ✓ Stakeholder (Internal, 156 Yards Total) Surveys
- ✓ Capital Investment Priority Identification



KEY PROJECT

NORTHSHORE COMMUNITIES TRANSIT PLANNING NEEDS ASSESSMENT FOR RED PURPLE MODERNIZATION PROGRAM NEPA ENVIRONMENTAL

Chicago, Illinois

Client
Chicago Transit Authority (CTA)

Role
Prime Consultant

This major initiative will completely rebuild the northern portion of the Red and Purple Lines, which were built nearly a century ago. Starting in 2010, CDM Smith provided environmental and NEPA scoping services for this program and was instrumental in the development and preparation of initial NEPA documentation and conceptual engineering. As part of this early planning and environmental work, we were pivotal in the public involvement phase, attending scoping meetings in affected neighborhoods, assisting in the preparation of pamphlets and informational boards, and handling all logistics for the meetings. We prepared a Notice of Intent for publication in the Federal Register and a scoping booklet that described the various alternatives under consideration for improvements along the 9.5-mile corridor, and the work proposed. NEPA documentation at the Draft EIS level was then prepared for the corridor, including development of appropriate technical reports and conceptual engineering plans.

Subsequently, in late 2012, CTA and FTA determined that a tailored, phased approach to implementation of the RPM Program would allow CTA to make the greatest number of improvements along the lines while meeting the public's expectations for timely delivery of these improvements. CDM Smith led the environmental analysis to develop two Environmental Assessments (EAs) as part of RPM Phase One: the Lawrence to Bryn Mawr Modernization Project and the Red-Purple Bypass Project. CDM Smith worked closely with FTA and CTA, and has been responsible for developing and implementing a public involvement program for these projects as well as environmental documentation. CTA received a Finding of No Significant Impacts (FONSI) for these two projects in fall 2015. A full funding grant agreement was received from FTA in early 2017, making this the first approved FTA Core Capacity Program in the nation.

The RPM Program was awarded an Honor Award for Engineering Excellence from American Council of Engineering Companies (ACEC) Illinois as well as a National Recognition Award from the national ACEC organization.

Project Relevance

- ✓ Project-Specific Public Engagement Plan
- ✓ Multi-Format Outreach Methods Used to Reach Communities
- ✓ Parcel Redevelopment

KEY PROJECT

ALBANY PARK COMMUNITY TRANSIT PLAN - BROWN LINE VISION STUDY

Chicago, Illinois

Client
Chicago Transit Authority (CTA)

Role
Prime Consultant, Public Engagement Co-Lead and Support

The CTA Brown Line is the busiest of the five lines that serve CTA's Loop elevated structure and the third busiest line in the CTA rail system behind the Red and Blue lines.

The Brown Line has experienced approximately 46 percent growth in annual total boardings over the last 15 years, a growth rate over 15 percent higher than the CTA rail system as a whole. Brown Line trains are now at capacity during the AM and PM peak periods, but CTA cannot provide improved service without capital and operational improvements to the line.

CDM Smith was contracted to conduct a Brown Line Core Capacity Vision Study to evaluate existing and near-term capacity constraints on the system and develop potential project elements as well as a recommended program to alleviate capacity constraints on the line, and improve capacity by at least 10 percent, with the eventual goal of applying for the Federal Transit Administration's (FTA) Core Capacity funding program.

The base project was to look at ridership along the entire brown line and develop improvements to the rail, infrastructure and stations across multiple neighborhoods. But even more applicable is the community outreach that CDM Smith did in conjunction with CMAP to understand the communities desires for an improved terminal station at Kimball and TOD improvements in the neighborhood around the terminal station.

Project Relevance

- ✓ Existing Conditions Assessment
- ✓ Community Engagement Surveys
- ✓ Long-Term Improvement Recommendations

RLE TRANSIT SUPPORTIVE DEVELOPMENT PLAN FOR COMMUNITIES

Chicago, Illinois

Client
Chicago Transit Authority (CTA)

Role
Part of CTA's Project Management Consultant (PMC) Team

Deliverable
CTA Red Line Extension Transit Community Supportive Development Plan for Communities

As the Project Management Consultant for the Red Line Extension, CDM Smith assisted the Chicago Transit Authority (CTA) and the City of Chicago Department of Planning in the development of the RLE Transit-Supportive Development (TSD) Plan for public comment. The Draft TSD Plan is a proactive effort to create a guide for future development in the long-disinvested communities located near the RLE project area. The plan is the culmination of significant community engagement, agency coordination, and technical analysis. CDM provided oversight, assisted with strategy, outreach/community engagement, technical analysis, research, reviews, and plan writing. CDM Smith also played a critical role in stakeholder stragtegy and community outreach. Community input played heavily into the final plan recommendations that will serve as guide for station area development.

Project Relevance

- ✓ Project-Specific Community Involvement Plan
- ✓ Environmental Justice Community Engagement
- ✓ Community Decision-Making for Plan Recommendations

SOUTHSIDE MULTI-COMMUNITY TRANSIT EVALUATION FOR SOUTH HALSTED STREET

Chicago, Illinois

Client
Chicago Transit Authority (CTA)

Role
Prime Consultant

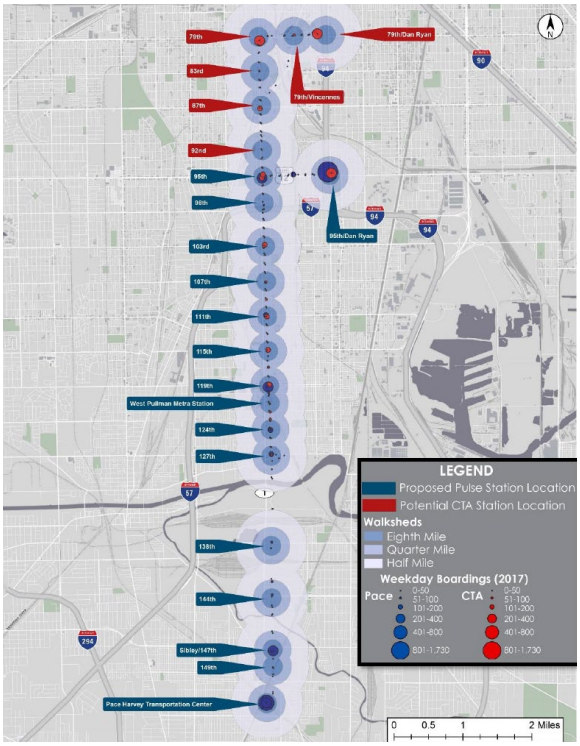
Deliverable
CTA Southside Multi-Community Transit Evaluation for South Halsted Street

CTA's South Halsted Bus Corridor Enhancement Project was a joint effort with Pace Suburban Bus to identify and evaluate bus rapid transit options for an 11-mile corridor connecting Harvey, Illinois to the CTA Red Line at 79th Street and the 95th Street/Dan Ryan Expressway Station. It is anticipated that each agency will operate integrated service along sections of the corridor. For Pace, the project represents the agency's third arterial rapid transit corridor, branded as "Pulse."

For this analysis, CDM Smith defined the existing roadway and traffic conditions, crashes and safety issues, existing transit service, ridership, and performance, land use, detailed demographic and employment information, and commuting patterns. CDM Smith also highlighted transportation needs in the corridor including current deficiencies. The team identified issues affecting transit customers, pedestrians and cyclists, and general traffic. They then identified potential corridor improvements including upgraded and consolidated stations, bus queue jumps, and dedicated transit lanes. Using a set of quantitative and qualitative measures, the team evaluated corridor enhancement scenarios.

In accordance with federal requirements, the team drafted a Purpose and Need Statement to describe the justification for pursuing the project and the goals to be achieved. Based on feedback from local stakeholders in the form of three Community Advisory Group meetings, CDM Smith conducted two rounds of additional analysis to screen alternatives into draft improvement options.

The CDM Smith team, with partner Metro Strategies, worked with CTA and Pace to develop and implement an outreach plan that encouraged dialogue with key stakeholders and helped build consensus around key policy issues and recommendations regarding enhanced bus service along the South Halsted Corridor. Outreach included three meetings with a Community Advisory Group to solicit advice from local agency representatives, elected officials, and technical experts. The CDM Smith team also created a project website, newsletters, and fact sheets to promote the project and foster understanding.



Project Relevance

- ✓ Existing Conditions Assessment
- ✓ Developed Stakeholder Outreach Plan and Assembled Community Advisory Group
- ✓ Used Multiple Outreach Strategies and Formats to Reach Community

TOWN OF MOUNT PLEASANT COMPREHENSIVE PLAN AND LONG RANGE TRANSPORTATION PLAN

Mount Pleasant, South Carolina

Client
Town of Mount Pleasant, SC

Role
Prime Consultant

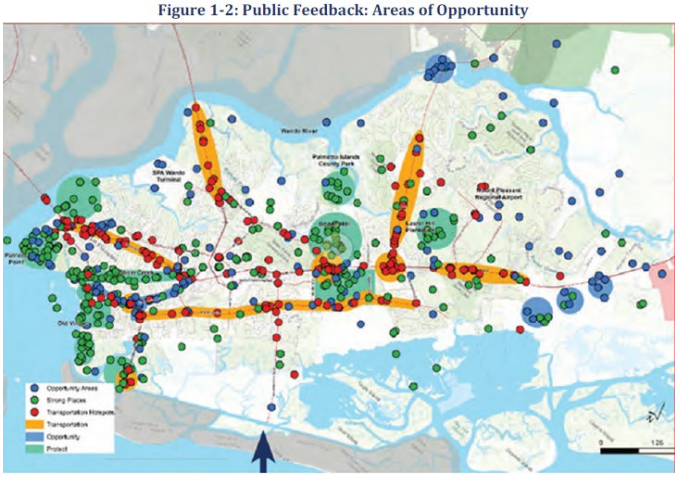
Deliverable
Town of Mount Pleasant Comprehensive Plan and Long Range Transportation Plan

In 2017, the Town of Mount Pleasant made the decision to initiate an update to their Comprehensive Plan and Long Range Transportation Plan. Through an Indefinitely Delivery Agreement for Planning and Engineering Services, CDM Smith contracted to lead this effort for the Town. The issues facing the Town of Mount Pleasant were typical of a coastal community in the Southeastern United States. Population growth, increasing tourist and visitor activity, economic growth were all major factors in the Town's decision to initiate the planning process. In addition to these factors, the resulting traffic congestion had become a major area of complaint for residents and businesses alike. Town leadership made the decision to move through the planning process as a joint effort – the first joint Comprehensive Plan and Long Range Transportation Plan – in South Carolina.

Unique to this process was the public engagement process. Leadership of the Town agreed that this plan was to be rooted in public sentiment, not based on political pressures. The public engagement plan hinged on the participation of an established stakeholder group, named the Plan Forum. Drawing from over 140 applications, Town staff selected a group of 45 members based on demographic profiles and geographic representation of the Town. The Plan Forum met more than 6 times during the plan development, providing input to the process and dialogue over significant planning topics. They provided review of plan documents and supported the communication efforts of the planning effort to their neighbors, colleagues, and fellow citizens. The public was engaged through a series of Open Houses and online surveys throughout the plan development process.

For the Long Range Transportation Plan, mobility for all users was a key theme in developing transportation improvement projects. The existing conditions assessment included a review of safety data, existing traffic counts, collected origin-destination travel pattern data, an inventory of roadway and bicycle and pedestrian facilities. To estimate forecast conditions, a subarea travel demand model was built and calibrated out of the latest available Charleston Area Transportation Study (CHATS) Travel Demand Model. This planning tool was used to evaluate a series of land use scenarios as well as a series of transportation improvements. These combinations were provided to the Plan Forum for evaluation during the plan development process. This unique approach to land use and transportation planning allowed stakeholders to be better informed of the performance of their policies before moving through the plan adoption process.

Figure 1-2: Public Feedback: Areas of Opportunity



Project Relevance

- ✓ Existing Conditions Assessment
- ✓ Multiple Engagement Formats Used to Reach Entire Community
- ✓ Community Advisory Group Formation/Consultation

GRAND STRAND AREA TRANSPORTATION STUDY - 2040 METROPOLITAN TRANSPORTATION PLAN

Georgetown & Horry County, South Carolina

Client
Waccamaw Regional Council of Governments

Role
Prime Consultant

Deliverable
GSATS 2040 Metropolitan Transportation Plan

GSATS Public Meetings Summary

The Waccamaw Regional Council of Governments hired CDM Smith to update the Grand Strand Area Transportation Study (GSATS) 2040 Metropolitan Transportation Plan (MTP) with a horizon year of 2040. The MPO study area included most of the coastal area of Horry and Georgetown Counties in South Carolina and into the southeastern coastal region of North Carolina Services provided by CDM Smith included:

- Developed a public participation plan and carried out that plan through the MTP development. This multi-tiered public participation plan was compliant with FAST Act guidance and included agency coordination with local planning partners, in person public information meetings at three milestones during the plan development, and an online based survey and information platform.
- An update to the GSATS region travel demand model in the TransCAD modeling environment. This update included newly obtained land use data, origin-destination traffic data, and expanded the study area into North Carolina.
- Incorporated bicycle and pedestrian plans from various planning partners in the region and established a series of levels of service for these facilities in the region.
- Develop a prioritized list of transportation improvements, including planning level concepts and cost estimates for proposed transportation improvement projects;
- Presented a funding scenario for the implementation of transportation projects;
- Ensured compliance with the planning provisions of South Carolina's Act 114, North Carolina's STI prioritization process, and was developed in compliance with the FAST Act.
- Prepared a Final Report in both hard copy and electronic formats for distribution by GSATS, as well as an Executive Summary in the form of a two-sided color poster.
- Hosted travel demand modeling training for GSATS planning staff at the conclusion of the project, and continue to support the planning staff in an on-call capacity.

Project Relevance

- ✓ Developed a Public Participation Plan
- ✓ Developed a Prioritized List of Improvements
- ✓ Prepared Final Report in Multiple Formats

Figure 1: Streetscape Priority Spectrum Results

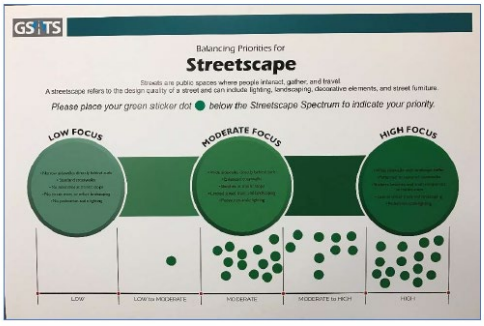


Table 1: Streetscape Priority Spectrum Results

LOW FOCUS	MODERATE FOCUS	HIGH FOCUS
• Narrow sidewalks directly behind curbs • No amenities at transit stops • No street trees or other landscaping • No pedestrian-scale lighting	• Wide sidewalks directly behind curb • Enhanced crosswalks • Benches at transit stops • Limited street trees and landscaping • Pedestrian-scale lighting	• Wide sidewalks with landscape buffer • Patterned or textured crosswalks • Shelters, benches, and trash receptacles at transit stops • Lots of street trees and landscaping • Pedestrian-scale lighting

Low Respondents =	Low to Moderate Respondents =	Moderate Respondents =	Moderate to High Respondents =	High Respondents =
0%	3%	34%	24%	39%

LAREDO METROPOLITAN TRANSPORTATION PLAN 2020-2045

Laredo, Texas

CDM Smith was requested to develop the Laredo Metropolitan Planning Organization (MPO) 2020-2045 Metropolitan Transportation Plan (MTP). This plan is a formal, federally mandated long range transportation plan that was developed to meet new federal FATS Act requirements.

The 2045 MTP was developed over an 18-month period. It provides a 25-year regional plan for the comprehensive consideration and evaluation of multimodal transportation strategies, and identifies strategies for operating, maintaining, managing, building, and financing the transportation network to achieve long-term goals and improve overall quality of life for residents.

A major goal for this plan was to incorporate at a regional level the City of Laredo's recently adopted Comprehensive Plan, Viva Laredo, which outlined a series of goals, objectives, and strategies to improve mobility, diversify the economy, increase employment opportunities, celebrate the local history and unique culture of Laredo, improve the health of residents, improve affordability, and enhance quality of life.

The 2045 Laredo MTP was developed through technical analysis and the continuous and collaborative participation of numerous transportation agencies and organizations and through an open, timely, and meaningful public outreach process. The result was an approved and adopted long range plan including a prioritized list of cost-feasible projects to serve the region's transportation investments over the next 25 years.

Project Relevance

- ✓ Meaningful Public Outreach Process
- ✓ Prioritized List of Cost Feasible Projects
- ✓ Plan Development Focused on Local Quality of Life Metrics and Community Connection

CDM Smith

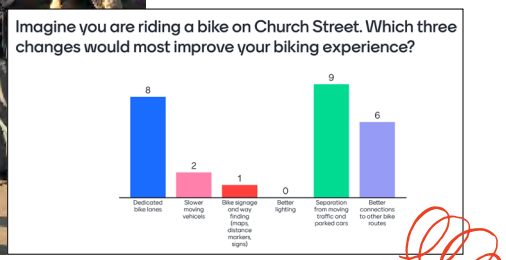
Client
Laredo Metropolitan Planning Organization

Role
Prime Consultant

Deliverable
Laredo 2045 Metropolitan Transportation Plan

MUSE

Evanston Church Street Corridor Engagement



CLIENT: City of Evanston, subcontractor to Civiltech Engineering
PROJECT: Church Street Pedestrian and Bicycle Improvement Study

Partnering with a local high school, MUSE led a bilingual engagement process for a transportation infrastructure feasibility study.

Evanston leaders were interested in studying multi-modal options for infrastructure improvements along an auto-oriented stretch of Church Street. The study area includes opportunities to connect cyclists, walkers, runners, and other non-vehicular users from downtown Evanston to the Cook County Forest Preserves.

With Evanston Township High School as the project area's largest stakeholder, our strategy included visiting an engineering class to provide career insights to students and gather their feedback on the study, as well as facilitating Spanish-language engagement activities with the school's Latino Advisory Council.

MUSE led additional engagement, including hosting Advisory Committee meetings and stakeholder interviews, and supported the project team on a walkability assessment and the design of a digital survey.

TIMELINE
September 2020-Present

LOCATION
Evanston, IL

SERVICES
Community Engagement
Bilingual Engagement

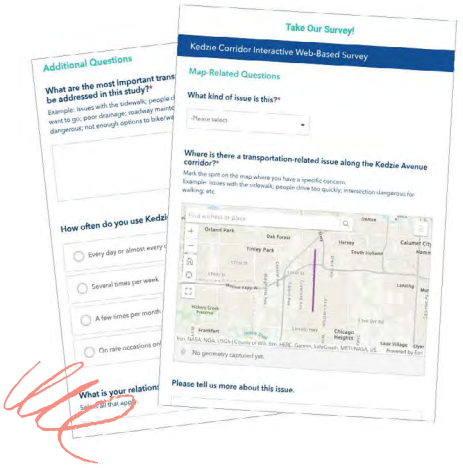
PROJECT CONTACT
Chris Venatta
cvenatta@cityofevanston.org
847-448-8129

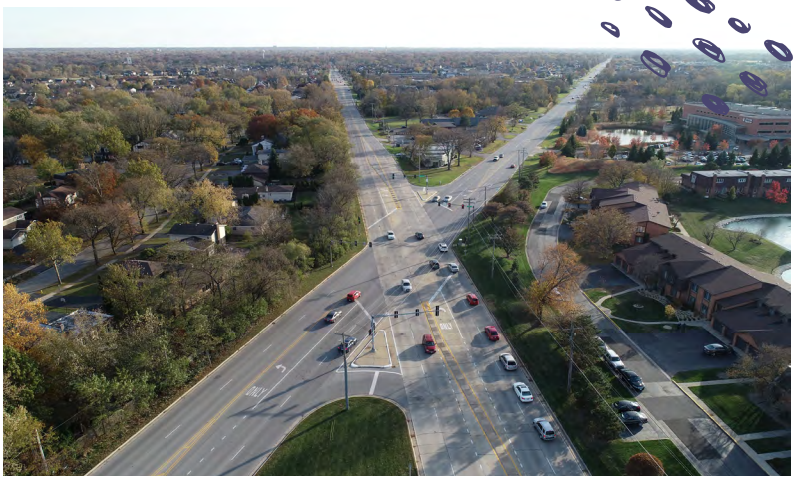
PROJECT RELEVANCE
- Alternative engagement format
- Non-motorized improvement considerations
- Community Advisory Meetings

MUSE
COMMUNITY + DESIGN

MUSE

Kedzie Avenue Corridor Study





CLIENT: Cook County Department of Transportation and Highways, subcontractor to Patrick Engineering
PROJECT: Kedzie Avenue, Vollmer Road to 159th Street Preliminary Engineering (Phase I)

Studying a five-mile corridor that transverses five municipalities in south suburban Cook County, MUSE is leading public involvement for the Kedzie Avenue Corridor Study.

The Kedzie Avenue study will review potential improvements to address existing deficiencies, with the goal of increasing safety for all users along the corridor that stretches from 159th St. in Markham south to Vollmer Road in Flossmoor. The Public Involvement Plan includes thoughtful and targeted outreach including a Corridor Advisory Committee, project website, stakeholder meetings, a web-based survey, and two public meetings.

While this study is primarily technical in nature, a significant part of MUSE's work on this project is making engineering terms and concepts accessible to a non-technical audience. We do this through use of plain language, graphic-supported outreach materials, and prioritizing dynamic engagement activities.

TIMELINE
June 2022 - Present

LOCATION
South Suburban Cook County, IL

SERVICES
Web Design & Development
Community Engagement
Survey Design & Analysis

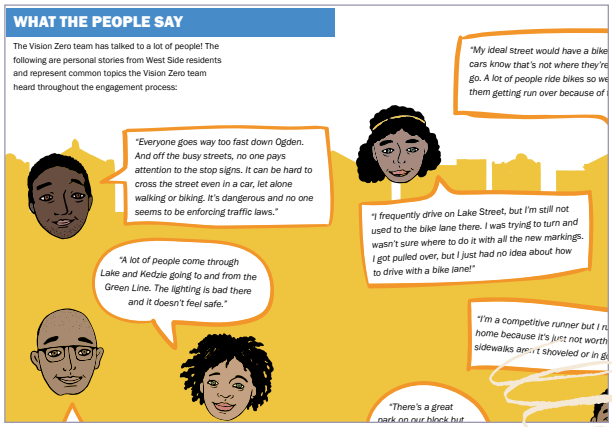
PROJECT CONTACT
Jarrod Cebulski, Director of Delivery, Transportation, Patrick Engineering
jcebulski@patrickco.com
630-795-7468

PROJECT RELEVANCE
- Development of Public Involvement Plan
- Formation and Partnership with Community Advisory Group
- Variety of outreach formats

MUSE
COMMUNITY + DESIGN

MUSE

Vision Zero West Side Action Plan



CLIENT: Chicago Department of Transportation
PROJECT: Vision Zero West Side

MUSE convened neighbors and local leaders to collectively design Chicago's first neighborhood-level Vision Zero action plan.

Leveraging the power of established community organizations and City agencies active in the Austin, East and West Garfield Park, and North Lawndale neighborhoods, MUSE led innovative and tactile engagement to build safer communities. We brought our hands-on "Design A Street" activity out to community events, created a pop-up runners' lounge during a 5K, and experimented with creating sidewalk bumpouts.

We developed a social media strategy to bolster visibility and engagement, and created stickers and other swag to hand out in the neighborhoods to help locals voice their traffic concerns.

The engagement and plan development process resulted in community-supported short-, medium-, and long-term recommendations to make streets on Chicago's West Side safer. In 2019, Mayor Lightfoot committed $6 million to implement the recommendations put forth in the plan.

TIMELINE
2018 - 2019

LOCATION
Chicago, IL

SERVICES
Community Engagement Data Analysis
Plan Development

PROJECT CONTACT
Sean S. Wiedel, AICP
Sean.Wiedel@cityofchicago.org
312-744-8182

PROJECT RELEVANCE
- Stakeholder Engagement
- Environmental Justice Community Tier Planning Recommendations

MUSE
COMMUNITY + DESIGN