

MAX Macatawa Area Express

Request for Proposal

County Wide Service Study

Macatawa Area Express Transportation Authority

August 12, 2026







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Macatawa Area Express Transportation Authority
171 Lincoln Road, Suite 20
Holland, MI 49423

RE: Request for Proposal - County Wide Service Study

Dear Selection Committee Members,

Macatawa Area Express Transportation Authority (MAX) is undertaking an important initiative through its County Wide Service Study (Study) that will shape the efficiency, sustainability, and long-term direction of the transit system supporting Ottawa County residents. HDR understands the significance of this Study and what it represents for MAX's riders, staff, and future growth. We also understand that transportation, at its heart, is about connecting people to each other and to their communities, and we will be a partner with MAX to move Ottawa County towards a more robust transportation future.

HDR is a full-service engineering, planning, consulting, and architectural firm that has served Michigan communities for more than 90 years. Our national transit practice combines Michigan experience with innovative solutions that help agencies improve mobility, strengthen operations, and prepare for future growth. We have a comprehensive understanding of both the rapidly evolving transit landscape and the full spectrum of mobility options available to communities today. As travel patterns, technology, funding programs, and customer expectations continue to change, HDR helps agencies evaluate and implement innovative solutions ranging from bus rapid transit, microtransit, and on-demand services to integrated multimodal networks and emerging mobility technologies.

Our team applies proven concepts and best practices that are delivering measurable results for clients across the country, tailoring these strategies to local needs, market conditions, and community goals. Equally important, HDR has significant expertise in developing sustainable funding and implementation strategies, helping agencies identify, secure, and leverage federal, state, regional, and local funding sources to advance projects from vision to reality while maximizing long-term value and system performance.

Cornerstones of the HDR team include the following:

UNPARALLELED TRANSIT PLANNING EXPERIENCE. HDR brings extensive experience working with transit agencies nationwide and is actively delivering hundreds of transit planning projects across the country. Our service planning work includes redesigning Bayway, Bay County Florida's transit system, to streamline routes and improve efficiency; developing a statewide transit plan and intercity bus study in Mississippi that supports the state's Long-Range Transportation Plan; and evaluating Nebraska's City of Grand Island and Grand Island Area MPO's on-demand transit system to identify strategies that support long-term community goals. Our team provides expert transit strategic planning, service planning, operational and financial analysis, agency consolidation, budgeting, and public and stakeholder engagement.

DEDICATED TEAM WITH MICHIGAN LEADERSHIP AND EXPERIENCE. Our proposed team will be led by Smith Myung, who is based in Ann Arbor and brings more than three decades of expertise in project management for transit and transportation projects. Our team brings a comprehensive understanding of the diverse support transit agencies provide their communities from our experience leading transit planning studies, agency mergers, service efficiencies, finance and grants management, and operations and maintenance facilities. Our transit planning experience in Grand Haven and the broader West Michigan region, provides MAX with local knowledge, established stakeholder relationships, and a practical understanding of communities similar to Ottawa County. Combined with our work supporting transit agencies across Michigan, including Saginaw Transit Authority and Regional Services (STARS), Mass Transportation Authority (MTA), Ann Arbor Area Transportation Authority (AAATA), Arenac Public Transit Authority, (APTA), Thumb Area Transit (TAT), Mecosta Osceola Transit Authority (MOTA), and other rural and urban providers, HDR brings both local insight and statewide practices to help MAX evaluate opportunities and make informed decision with confidence.

PROVEN TRACK RECORD IN HELPING TRANSIT AGENCIES PLAN FOR THEIR FUTURE. Our experienced transit professionals bring a customer-first operations approach and passion for transit improvements in your community. Agencies, such as Houston METRO and Valley Metro in Phoenix, have trusted HDR as a partner for more than 50 combined years—continuously turning to us for their most challenging and demanding projects. This experience provides MAX with a partner experienced in nurturing relationships with local leaders, communities, and stakeholder agencies. From leading a transit development plan for Morgan County Public Transit in Ohio to regional transit studies for CATS in North Carolina to long-term strategic planning for Metropolitan Transit Agency in New York, we build multimodal connections that keep people moving in communities across the world.

We thank you for this opportunity and look forward to further discussing our proposal and how we can support MAX on this initiative. If you have questions, please contact Smith Myung at smith.myung@hdrinc.com or 734.332.6399.

HDR acknowledges receipt of Addenda: Q&A Document 1, dated July 21, 2026, and Q&A Document 2, dated July 28, 2026.

Sincerely,
HDR Michigan, Inc.

Smith Myung
Project Manager

Khaled Soubra, Ph.D., PE (MI), LEED AP
Vice President, Michigan Area Manager

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1.0 SCOPE OF WORK

Introduction to HDR

Founded in 1917, HDR is employee-owned with over 15,000 professionals located across more than 225 offices globally. HDR maintains three offices with 180 people based in Michigan. Our vast network of transit professionals brings a client-first operations approach and passion for transit to every project we touch. We will bring that same passion to the Macatawa Area Express Transportation Authority (MAX). We are prepared to help you implement your vision through experienced transportation and transit planning services. We structured our experienced team with resources to provide the services requested in your RFP.

Transit Planning Services

Transit program development success hinges on a proven track record of on-time delivery, local agency coordination, and community support. The HDR team brings extensive experience delivering planning tasks for transit agencies across the country, spanning the full range of categories identified in the RFP and Scope of Work. We also support agencies at the local, regional, and state levels with planning efforts similar in scope and complexity to the services required under this contract. Below is a summary list of our comprehensive transit planning services:

- Project development
- Station planning
- Service planning
- Strategic planning
- Modeling, forecasting, and financial analysis
- Fleet and facilities planning
- Economic, social, and data analysis
- Policy development
- Mapping & spatial analysis
- Federal Title VI programs
- Market analysis
- Fare strategy/integration
- Grant support

Project Understanding

MAX is at a critical juncture in planning for its future. While other areas in the state have experienced population decline, Ottawa County was one of the 10 fastest growing counties in Michigan from 2020-2025 with a 3.9 % growth rate.[1] Michigan Department of Transportation forecasts an 8.1 % growth from 2025-2035 with population growing from 309,084 to 334,251.[2] In addition to population growth, millions of tourists visit the region in the summer. Providing additional mobility options will benefit tourists and residents of the fast-growing region. Expansion of MAX transit system would provide additional transportation choices. The County Wide Service Study (Study) will evaluate the feasibility of expanding service to all of Ottawa County and provide a strategic roadmap to implement the recommendations.

Our Understanding of Key Challenges

- **Demographic Changes:** Ottawa County's population growth, combined with national trends pointing to a smaller average household size and older populations, has service implications for dependent populations and their transportation needs.
- **Service Model Challenges:** Finding the "right" service model will be challenging. While fixed-route services are most cost effective in denser, urban areas, micro-transit and demand-response transit options may seem to be better options in rural areas. They are, however, costly to provide, not easy to scale, and may have equity implications. Consideration needs to be given to how the service models meet MAX's policy objectives.
- **Changes to Travel Behavior:** Ottawa County has experienced post-Covid changes, including remote or hybrid routines reducing regular transit commuting and increases in non-work trips, i.e., leisure, social visits, or medical appointments. This travel behavior change may result in less of a need for work-related options and greater need for afternoon and weekend services to align with demand.
- **Funding:** Funding for county wide expansion will require a sustainable funding source, which suggests the need to grow the property tax millage and seek other innovative sources such as partnerships with major employers and hospitals.
- **Stakeholder Engagement:** Expanding the MAX service area requires proactive engagement that builds trust, incorporates stakeholder feedback, and meets federal requirements.

Evaluating the feasibility of expanding services county wide will require the synthesis of the existing conditions/travel market analysis, stakeholder feedback and public input, capital and operations and maintenance cost evaluation, and funding analysis.

Technical Approach

Task 1: Project Management Approach

Our project management approach provides MAX with a structured, proactive, and accountable framework to guide the Study, as shown in Figure 1 on the following page. It will begin with a focused, internal kickoff meeting with the project team and MAX to outline expectations and identify initial opportunities and challenges and define success factors. From this session, we will develop and deliver the final scope and schedule that clearly lays out milestones, responsibilities, and the sequencing of tasks, providing the blueprint that drives every subsequent activity and verifies the Study progresses with clarity, efficiency, and purpose.

[1]Ottawa County, Michigan, https://miottawa.org/wp-content/uploads/Top-10-Largest-Top-10-Fastest-Growing-Counties-in-Michigan-2025.pdf
[2]Michigan Department of Technology, Management & Budget, https://milmi.org/DataSearch/POPPROJ

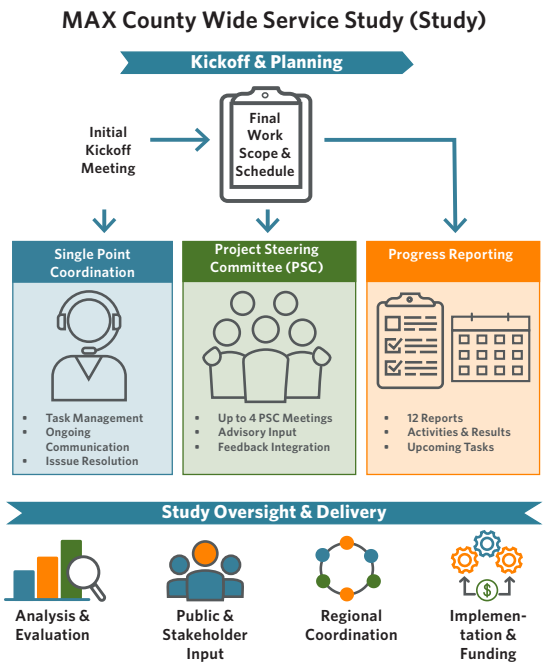


Figure 1: Project Management Approach: Creates a collaborative process and disciplined approach to guide the Study to a timely completion

Our Project Manager, Smith Myung, will serve as the single point of coordination, providing integration across the technical tasks while delivering consistent communication with MAX staff. Smith will use proven internal management systems to monitor progress, maintain schedule adherence, and quickly address emerging issues. Throughout the effort, our team will track key benchmarks, such as timely task completion, integration of new findings into the work plan, and adherence to the overall project schedule. This will provide the MAX Project Manager with the ability to see that each component is being delivered on time with quality.

To track the progress throughout the Study and provide MAX regular updates, we will produce 12 monthly progress reports. Each report will summarize completed activities, key results to date, input received from MAX staff, outstanding issues requiring attention, and a lookahead section to present forthcoming work. These recurring benchmarks keep the project on track, reinforce accountability for every task, and verify that MAX has a clear view of progress and next steps. Together, these management practices create a disciplined approach that guides the Study to timely completion while supporting a collaborative process.

Task 1 Deliverables:

- **Final scope and schedule**
- **12 monthly progress reports**

Task 2: Existing Conditions and Mobility Needs Assessment

Conducting an Existing Conditions and Mobility Needs Assessment allows for a more comprehensive understanding of transit service, mobility needs, and travel patterns across Ottawa County. Rather than serving as a stand-alone inventory of existing services, this task will establish the analytical foundation needed to evaluate county wide transit expansion alternatives, identify mobility gaps, assess barriers to service expansion, and support development of a practical and financially sustainable county wide transit strategy.

The assessment will examine how residents travel today, identify unmet mobility needs, and evaluate opportunities to improve access to major destinations throughout Ottawa County and the surrounding region. Drawing upon **HDR's experience conducting transit plans, comprehensive operations analyses, and regional mobility studies for agencies like Michigan's Mass Transit Authority and Saginaw Transit Authority Regional Services, the Mississippi Department of Transportation, and Bayway and the City of Ocala in Florida**, we will integrate operational data, demographic and socioeconomic analysis, GIS mapping, mobility datasets, stakeholder input, and field observations to develop a comprehensive understanding of mobility throughout Ottawa County. The assessment will also evaluate how residents use and access services provided by MAX, Harbor Transit Multi-Modal Transit System, and regional connections to The Rapid, examining existing transfer opportunities, travel patterns between service areas, and opportunities to strengthen coordination among providers to improve county wide and regional mobility.

Existing Transit System Assessment

HDR will begin with a detailed review of MAX's existing transit system, including fixed-route, demand-response, and specialized transportation services operating throughout the Holland area, as well as transit-provider data from across Ottawa County. As part of this effort, HDR will develop detailed route and mode profiles (Figure 2) that document key service characteristics, including operating hours, vehicle resources, ridership trends, productivity measures, fare policies, service coverage, and funding structures. The assessment will evaluate how each service functions within the broader transit network and identify its role in connecting

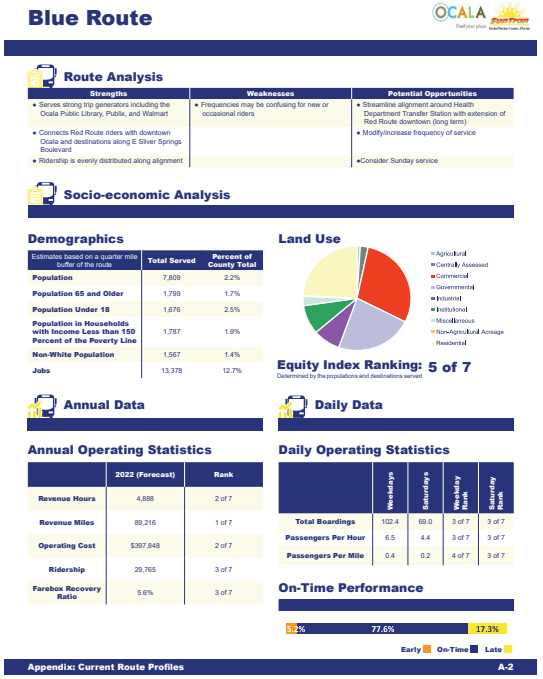


Figure 2: SunTran Route Profiles: Engaging summaries that give leaders and stakeholders a deep understanding of each route to help establish a strong foundation for identifying mobility gaps, opportunities, and future improvements

residents to employment centers, healthcare providers, educational institutions, government services, commercial destinations, and regional transportation connections. This comprehensive understanding of existing conditions will establish a strong foundation for identifying mobility gaps, opportunities, and future service improvements.

Understanding the performance of a transportation network requires more than reviewing ridership reports and operational statistics. Our team will direct a county wide mobility assessment to better understand how residents travel throughout Ottawa County and how land use patterns, activity centers, community characteristics, and transportation options influence travel behavior. This effort will include site visits throughout the county to observe travel activity, evaluate major destinations and trip generators, assess the physical environment that supports or constrains mobility, and evaluate existing transit coverage and accessibility to key destinations.

Following the data collection phase, HDR will conduct a field assessment to understand the "why" behind the data. Ridership and travel patterns reveal what is happening within the transportation system but do not always explain the underlying causes. Through direct observation, HDR will evaluate how employment centers, healthcare facilities, educational campuses, commercial districts, residential development patterns, pedestrian connectivity, and roadway conditions influence mobility throughout the county. Attention will be given to communities outside MAX's existing service area to better understand emerging growth areas, future travel markets, regional connections, and locations where expanded transportation options may provide the greatest benefit.

Field observations will be integrated with ridership trends, transit mode profiles, service reliability, demographic characteristics, land use patterns, and stakeholder input to develop a comprehensive understanding of mobility throughout Ottawa County. Together, these analyses will evaluate not only how existing services perform, but how effectively the transportation network connects residents to jobs, healthcare, education, government services, shopping, and other important destinations.

The results will be documented in a service and mobility assessment that combine operational performance, travel market characteristics, customer access considerations, and community context. This report will help MAX understand where the existing network is performing well, where gaps and barriers exist, and where future investments may provide the greatest mobility benefit.

Review of Existing Plans, Policies, and Studies

HDR will review relevant local, regional, and statewide plans to understand previous transit recommendations, mobility priorities, and transportation investment initiatives that may influence future transit expansion. This effort will include a review of transit studies, comprehensive plans, master plans, long-range transportation plans, economic development strategies, housing studies, and mobility-related planning efforts completed by Ottawa County, local municipalities, neighboring transit providers, and regional planning agencies. Relevant transportation studies include:

- MAX's Comprehensive Transit Study (2024): Established the foundation for current service recommendations being implemented by the agency, including increasing service frequencies, reducing the number of fixed routes from eight to six, and improving transfers and connections.
- West Michigan Express: Feasibility Review (August 8, 2023): Explored the feasibility of express bus service between Grand Rapids and Holland, Zeeland, and Hudsonville with updated data.
- MDOT Coast-to-Coast Passenger Rail Ridership and Cost Estimation Study (2016): Evaluated a potential rail station in Holland creating potential challenges for first/last mile connectivity.
- City of Hudsonville West Michigan Express Study (2018): Determined whether express bus or rail transit in the Chicago Drive corridor was feasible.
- Ottawa County West Michigan Transit Linkages Study (2012): Considered new intercity and intercounty transit service between Holland, Grand Rapids, Grand Haven, and Muskegon.

This review will identify recurring mobility challenges, opportunities for coordination, and transportation priorities that should inform future service planning. It will also identify planned developments and growth trends that may influence future transit demand.

Demographic, Socioeconomic, and Land Use Analysis

HDR will develop a county wide demographic and socioeconomic profile using the latest U.S. Census, American Community Survey, employment, and land use data.

The analysis, as shown in Figure 3 on the following page, will evaluate population density, employment concentrations, age, income, disability status, vehicle ownership, housing characteristics, and other indicators commonly associated with transit need and transit propensity. Attention will be given to identifying transit-dependent populations, traditionally underserved communities, and areas where transportation barriers may limit access to opportunities.

In addition, the team will evaluate major trip generators and activity centers, including:

- Employment centers
- Healthcare facilities
- Educational institutions
- Government facilities
- Shopping and commercial districts
- Tourist and recreational destinations
- Human service providers
- Affordable housing developments

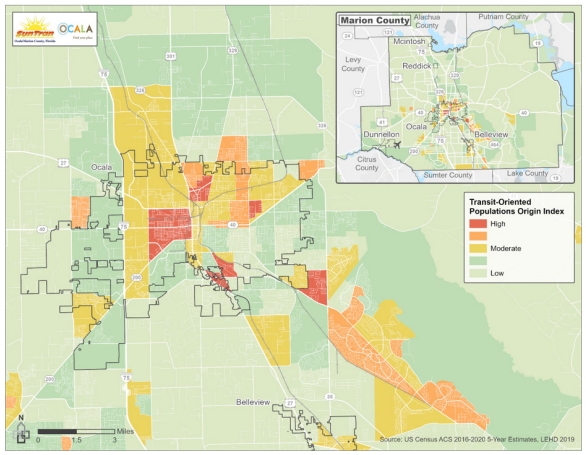


Figure 3: Transit Propensity Analysis: Data layers are integrated into a GIS-based analytical framework to identify areas where mobility needs are concentrated and where future transit investments may produce the greatest benefit.

Task 2 Deliverable: Existing Conditions Baseline Technical Memorandum

HDR will document the existing transit, demographic, land use, and policy environment that forms the foundation for evaluating county wide transit expansion. The Existing Conditions Baseline Technical Memorandum (Baseline Technical Memorandum) will establish a common understanding of current conditions, existing transportation resources, community characteristics, and factors that may influence future mobility investments throughout Ottawa County.

The Baseline Technical Memorandum will include:

- Existing transit service inventory and performance profile
- Review of relevant plans, policies, and prior studies
- Existing funding and governance overview
- County wide demographic and socioeconomic profile
- Existing land use and activity center inventory
- GIS mapping of population, employment, and key destinations
- Existing transit coverage and accessibility assessment
- Baseline findings and key considerations for future analysis

The Baseline Technical Memorandum will serve as the foundation for travel market analysis, service alternative development, feasibility evaluation, cost estimating, and implementation planning

Task 3: County Wide Mobility and Travel Market Assessment

To understand how people travel throughout Ottawa County, HDR will evaluate travel behavior using a combination of census commute data, regional travel demand information, location-based mobility datasets (such as Replica), stakeholder input, and available transportation system data. Similar to methodologies HDR has employed on statewide and regional transit studies (e.g., Mississippi Department of Transportation State Transit Plan, Tea South Dakota Transportation Plan, and Houston METRONext Referendum) this analysis will identify major travel markets, commuting patterns, origin-destination movements, trip purposes, and regional travel flows.

The assessment will evaluate:

- Travel flows between communities within Ottawa County
- Commute patterns to major employment centers
- Healthcare access trips
- Educational travel demand
- Regional travel to neighboring jurisdictions
- First-mile/last-mile mobility challenges
- Cross-county travel demand

This effort will help identify markets that may be well served by traditional fixed-route transit and those where flexible or demand-responsive services may be more appropriate. Our analysis will distinguish between average weekday and typical summer-day demand. This distinction is important since Ottawa County and other communities in West Michigan are major summer tourist destinations with materially different travel demand profiles by season.

Regional Transit Connections Plan Assessment

A key component of this study is understanding how Ottawa County residents connect to destinations beyond the current MAX service area (Figure 4). HDR will assess existing and potential regional transit connections with Muskegon Area Transit System (MATS), Harbor Transit in Grand Haven, the Fillmore County Court Complex in West Olive, and other significant regional destinations identified through stakeholder input and travel pattern analysis.

The evaluation will examine existing transit services, transfer opportunities, travel markets, commuting patterns, service gaps, and opportunities for improved coordination among providers. Potential concepts may include regional connector routes, timed transfers, mobility hubs, coordinated schedules, or other strategies that improve seamless travel across jurisdictional boundaries.

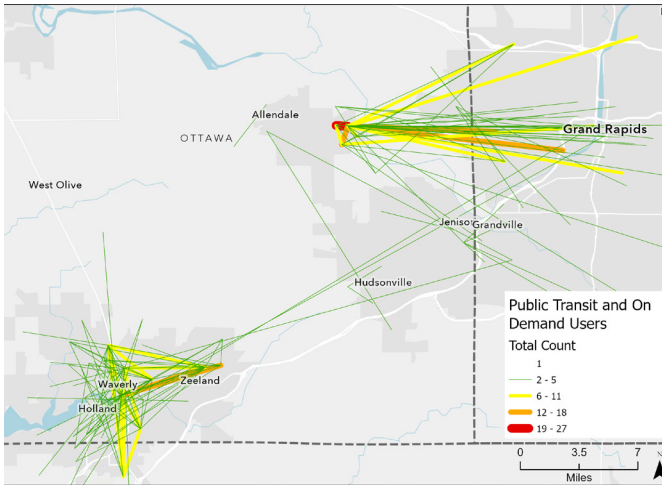


Figure 4: Regional Transit Connections Modeling: Modeling is used to assess regional transit connections, including public transit and on-demand users (shown above), travel time, public transit users, auto users, and on-demand users.

Coordination and Governance Review

Ottawa County is positioned at the nexus of five transportation nodes: Holland/Zeeland, Allendale, greater Grand Rapids, Grand Haven, and Muskegon. The county's borders overlap these markets, including numerous governing bodies, making coordination an essential element in successfully meeting the travel needs of its residents.

HDR proposes reviewing coordination options across three levels: four transit operators, three metropolitan planning organizations (MPOs), and MDOT as shown in Figure 5 on the following. Transit agencies need to have a coordinated mobility vision for serving both commuters and local travelers, as well as those with mobility challenges. MPOs need to be aligned on the corridors that connect their economies. Meanwhile, MDOT's Office of Passenger Transportation (OPT) needs to focus state funding on implementation of these connections.

The review will document planning processes, funding structures, governance considerations, and institutional relationships that could influence county wide transit service implementation. This will identify opportunities for improved collaboration among transit operators and MPOs, as well as key municipal, county, and state agencies, establishing the foundation for regional transit coordination and governance.

Task 3 Deliverable: Existing Conditions Findings and Mobility Opportunity Areas

HDR will synthesize the findings from the transit system assessment, demographic analysis, travel market analysis, regional connectivity review, and stakeholder engagement activities into a comprehensive Existing Conditions Technical Memorandum.

The Existing Conditions Technical Memorandum will include:

- Existing transit system profiles
- County wide demographic and socioeconomic maps
- Major activity center analysis
- Transit-dependent population assessment
- Regional travel market analysis
- Existing and potential transit connection maps
- Implementation barriers and opportunities
- Governance and coordination scenarios
- Preliminary mobility opportunity areas
- Planning considerations to guide alternatives development

The Existing Conditions and Mobility Needs Assessment will identify where mobility needs are concentrated, where current services are effective, where barriers remain, and where future transportation investments may provide the greatest benefit. These findings will directly inform the development and evaluation of county wide transit alternatives, funding strategies, and implementation recommendations.

Task 4: County Wide Feasibility Analysis

Expanding transit service throughout Ottawa County requires balancing the diverse mobility needs of urban, suburban, and rural communities, while maintaining a service structure that is operationally efficient and financially sustainable. HDR will evaluate county wide mobility needs, demographic trends, travel patterns, commuter flows, and key destinations to identify logical operational boundaries and determine the most appropriate transit service models for different geographic areas. The analysis will recognize that a single service type is unlikely to meet the needs of all communities and destinations throughout the County.

Our team will assess a range of service strategies, including fixed-route service extensions, regional commuter routes, demand-response transportation, microtransit, and hybrid service models that combine fixed-route service in higher-demand corridors with flexible mobility options in lower-density areas. Service model recommendations will be evaluated based on population and employment density, transit propensity, trip generators, expected ridership, operating efficiency, and long-term scalability.

This approach builds upon **HDR's experience helping transit agencies evaluate service opportunities across diverse markets, from statewide transit networks to emerging mobility initiatives. Through the Mississippi Transit Plan and Intercity Bus Study**, our team developed recommendations for connecting rural communities, regional activity centers, and urban destinations within a coordinated transportation network. In the **Bayway SunFlex Microtransit Feasibility Study, HDR evaluated how flexible mobility services could complement fixed-route transit by expanding access in lower-density areas while managing operating costs**. We will apply these lessons to Ottawa County by evaluating mobility needs in communities such as Holland, Zeeland, Hudsonville, Allendale, and Grand Haven, identifying where traditional route-based service is most effective; where flexible mobility options may provide greater value; and how future investments can be phased to support growing travel demand, seasonal tourism activity, and regional connections. The evaluation will also consider the coordination, funding, governance, and implementation realities facing Michigan transit providers, including opportunities to align recommendations with MDOT programs, regional partners, and MAX's long-term service expansion goals.

The result will be a county wide service framework that identifies where traditional fixed-route service is appropriate, where flexible or on-demand service may provide greater value, and how these services can work together as a coordinated county wide network.

Breakdown of Estimated Operational and Capital Costs

A critical component of determining county wide feasibility is understanding the financial implications of expanding service beyond MAX's existing service area. HDR will develop planning-level operating and capital cost estimates for each recommended service scenario and implementation phase. Cost estimates will be prepared using industry-standard transit planning methodologies that are calibrated to MAX's existing operating environment and regional conditions.

Operating cost estimates will include projected vehicle service hours, revenue miles, staffing requirements, fuel or energy consumption, maintenance costs, administration, dispatching requirements, and potential contractor considerations. Capital cost estimates will evaluate fleet needs, maintenance and storage facility requirements, passenger amenities, technology

investments, mobility hubs, park-and-ride facilities, and other supporting infrastructure necessary to implement service recommendations.

HDR has extensive experience preparing implementation-focused transit investment strategies. **Through projects such as the Bayway SunFlex Microtransit Feasibility Study, the SunTran Transit Development Plan, and transit planning initiatives throughout the country and internationally, our team has developed planning-level cost estimates that allow decision-makers to compare service alternatives, understand tradeoffs, and identify phased implementation opportunities that align with available funding resources.**

Cost estimates will be organized by implementation phase to provide MAX and local stakeholders with a clear understanding of near-, mid-, and long-term investment requirements while supporting future funding and budgeting decisions.

Regional Transit Connection Plan

A successful county wide transit system should not only improve mobility within Ottawa County, but also strengthen connections to surrounding regional destinations and transportation providers. HDR will develop a Regional Transit Connection Plan that identifies opportunities to improve coordination and connectivity between MAX and neighboring transit systems, major employment centers, government facilities, and regional activity centers.

The analysis will evaluate service concepts and partnership opportunities that connect Ottawa County residents to MATS, Harbor Transit, and the Fillmore County Court Complex. Existing travel patterns, commuting flows, workforce connections, healthcare destinations, educational opportunities, and government service needs will be analyzed to determine potential demand for regional transit connections and identify the most effective service approaches.

HDR's experience developing regional mobility strategies through the Mississippi Transit Plan and Intercity Bus Study, along with multiple regional transit connectivity studies, provide a strong foundation for evaluating interjurisdictional transit opportunities. These projects required the identification of key regional travel markets, coordination among multiple transit providers and planning organizations, and development of practical strategies for connecting rural and urban destinations through a seamless mobility network. In Flint and Saginaw, Michigan, **HDR developed the MTA-STARS Regional Partnership Study, which evaluated regional transit coordination, service integration opportunities, organizational structures, and long-term governance strategies that culminated in actionalbe recommendations.**

Potential solutions may include timed transfers, regional connector routes, mobility hubs, commuter-oriented service, coordinated schedules, or formal interagency agreements that leverage existing resources while expanding travel opportunities for residents. The Regional Transit Connection Plan will identify operational considerations, partnership structures, implementation requirements, and associated costs for each strategy, providing MAX with a roadmap for strengthening mobility both within Ottawa County and throughout the broader West Michigan region.

Task 4 Deliverable: County Wide Service Feasibility Assessment and Service Framework

HDR will summarize the findings from the county wide mobility needs assessment, travel market analysis, stakeholder input, service planning evaluation, cost analysis, and regional connectivity assessment into a comprehensive County Wide Service Feasibility Assessment. The assessment will identify feasible transit expansion opportunities, evaluate alternative service strategies, and establish a framework for implementing county wide mobility improvements throughout Ottawa County. It will include:

- Evaluation of county wide transit service opportunities
- Assessment of fixed-route, demand-response, microtransit, and hybrid service models
- Conceptual service framework and service area recommendations
- Regional transit connection strategies and partnership opportunities
- Planning-level operating cost estimates
- Planning-level capital investment requirements
- Phased implementation scenarios
- Service delivery considerations and operational requirements
- Key constraints, risks, and implementation challenges
- Recommended county wide service framework

A Nexus of Coordination

Transit Agencies

- *Harbor Transit (Grand Haven)*
- *MATS (Muskegon)*
- *MAX (Holland)*
- *The Rapid (Grand Rapids)*

Metropolitan Planning Organizations

- *Grand Valley Metro Council (GVMC)*
- *Macatawa Area Coordinating Council (MACC)*
- *West Michigan Shoreline Regional Development Commission (WMSRDC)*

MDOT

- *Office of Passenger Transportation (OPT)*
- *Grand Region*

Figure 5: Coordination and Governance: A review of the coordination options across the organizations listed above will help establish the foundation for regional transit coordination and governance.

The County Wide Service Feasibility Assessment will determine where transit expansion is most practical, which service types are best suited for different travel markets, the capital and operating resources needed to implement service, and how regional partnerships can support a coordinated mobility network. These findings will directly inform the funding strategy, implementation roadmap, and final recommendations for the County Wide Service Study.

Task 5: Funding

Task 5, which will be split up into two phases, will include identifying and evaluating funding opportunities[3] to implement the recommended county wide expansion with both capital and operating analysis. The first phase provides a memo that outlines the potential sources of funding. The second phase will evaluate potential financial strategies to implement county wide expansion.

Phase 1 – Identify and Evaluate Existing and Additional (new) Funding Sources

HDR will develop a summary matrix and brief description of existing local, state, and federal funding sources. In addition to the description, the matrix will include a summary of eligible costs, typical grant application schedule (if applicable), and potential range of funding per project or annual revenue generation potential (if information is available).

HDR will then evaluate the funding sources, including eligibility requirements, selection criteria, legislative requirements, political support, and funding-level history. These criteria will assist in assessing the advantages and disadvantages associated with each source for a specific cost category (capital or operating) or cost element (vehicles, facilities, ITS/technology, or major corridor investments). The process will result in a final list of funding options.

Phase 2 – Implementation Strategies

Based on cost estimates developed in Task 4, HDR will develop a cash flow model to evaluate and refine potential capital and operating implementation schedules and to evaluate the timing and level of funding by source and annual funding needs.

Finally, HDR will develop an action plan intended as a guide for targeting local and state funding sources and/or specific grant applications. Aligning the financial analyses during the planning phase of project development allows MAX to establish a proactive approach to initiating and ultimately securing sufficient funding to sustain the expansion.

Task 5 Deliverable:

- **Draft and Final Funding Financial Strategies/ Analysis Memo**

Task 6: Stakeholder Engagement and Regional Coordination

HDR understands the role people, organizations, employers, service providers, and communities play in the growth of a county wide transit system. Recognizing that these groups will ultimately depend on and support the future transit services, HDR's Strategic Communications team will use an approach designed to support informed decision-making by engaging stakeholders and the public early in the study process and continuing throughout alternatives development and implementation planning.

Our strategic engagement emphasizes in-person outreach; community participation; and targeted engagement with environmental justice, minority, low-income, older adult, disabled, rural, and limited-English proficiency (LEP) populations. All public-facing materials, surveys, meeting notices, and comment forms will be provided in both English and Spanish.

Data gathered through this engagement will directly inform existing conditions analysis, service alternatives development, evaluation criteria, and implementation recommendations.

HDR will establish a Project Steering Committee with representatives from MAX, Ottawa County, the three MPOs, Harbor Transit, municipal staff, and others identified by MAX. The Steering Committee will guide the study, review technical findings, evaluate service alternatives, and provide input on implementation recommendations.

In addition to Steering Committee meetings, the project team will conduct small-group outreach with other transportation providers; major employers, such as MillerKnoll, Gentex Corporation, Perrigo, and Haworth; educational institutions, such as Grand Valley State University, Hope College, Western Theological Seminary, and K-12 districts; housing organizations, such as Lakeshore Housing Alliance, Housing Next, Habitat for Humanity, and Jubilee; community service organizations, such as Greater Ottawa County United Way and Ottawa County Community Action Agency; economic development organizations, such as Lakeshore Advantage and the seven Chambers of Commerce in the County; and healthcare institutions, such as Corewell Health. It's expected that MAX will encourage and support engagement to increase representation where its needed. MAX will also be responsible for managing publicity and logistics associated with any in-person meetings, including booking locations, providing meals or snacks/refreshments for participants and supporting promotion of events and activities. Meeting locations should be ADA accessible and have access to Wi-Fi.

To efficiently gather input while also fostering collaboration, outreach will combine small group interviews with larger, facilitated stakeholder roundtables focused on key topics such as regional connectivity, workforce mobility, funding opportunities, service coordination, and implementation partnerships. HDR will work with MAX to create a stakeholder invitation list that includes a diverse range of perspectives.

[3]DISCLAIMER: HDR's services do not include (1) serving as a "municipal advisor" for purposes of the registration requirements of Section 975 of the Dodd-Frank Wall Street Reform and Consumer Protection Act (2010) or the municipal advisor registration rules issued by the Securities and Exchange Commission, or (2) advising CLIENT, or any municipal entity or other person or entity, regarding municipal financial products or the issuance of municipal securities, including advice with respect to the structure, timing, terms, or other similar matters concerning such products or issuances.



Figure 6: Hope College, located in downtown Holland, is one of the many institutions/organizations HDR will conduct small-group outreach with during stakeholder engagement.

Stakeholder engagement will occur throughout the Study process and will include opportunities for residents to shape transit needs, priorities, and potential service alternatives. HDR will plan engagement activities designed to reach current transit users and residents who could benefit from future transit expansion. The engagement will include a county wide mobility survey and a transit rider survey. It's anticipated that MAX will distribute surveys and support promotion of the survey to the community and riders. Outreach will consider the engagement of older adults, individuals with disabilities, low-income households, minority populations, LEP communities, and rural residents. HDR will utilize existing community networks and events to maximize participation and meet audiences where they are. Additionally, interviews, meetings, and engagement events may be held virtually to remove barriers to participation.

Task 6 Deliverables:

- **Stakeholder Engagement Plan**
  - Stakeholder contact list
  - Spanish language communications strategy
  - Title VI and Environmental Justice strategy
  - Public involvement schedule
  - Key messaging and FAQs to support staff
- **Steering Committee meetings (4)**
  - 2 hours each with 12-15 representatives
  - Meetings, agendas, and presentation materials
  - Meeting summaries and action items
- **Stakeholder and Regional Partner Coordination**
  - Up to 4 small group stakeholder interviews (2-5 people each)
  - Two Transportation and MPO coordination meetings
  - Two facilitated employer and economic development roundtables with up to 25 people each
  - Community, housing, education, and human services roundtable with up to 25 people each
- **Stakeholder Findings Memorandum**
- **County Wide Mobility Survey (in English and Spanish) with up to 25 questions**
- **MAX Rider Survey (in English and Spanish) with up to 25 questions**
- **Harbor Transit Rider Survey (in English and Spanish) with up to 25 questions**
- **In-person, 4-hour, Community Open House Event (1)**
- **Comment Tracker and Response Summary**
- **Engagement Summary Memorandum**
  - Survey findings
  - Inclusion of Stakeholder Findings Memorandum
  - Key themes and priorities
  - Recommendations and implementation considerations
  - Participation metrics and demographics
  - Appendix documenting engagement activities

Task 7: Final Report and Implementation Roadmap

In this Task, HDR will use the findings from our data analysis, community input, funding analysis, and partner feedback developed through the previous tasks to identify a path forward. Our team will organize the final recommendations around a clear decision framework. The implementation plan will identify the recommended service delivery model, operating structure, staffing and oversight needs, technology considerations, customer support needs, data reporting, and customer communications.

HDR will translate the recommendations into practical next steps. We will identify potential capital and operating funding sources, assess feasibility for long-term funding, and describe how existing agency assets may reduce start-up costs, if any. **HDR has used similar planning-to-implementation approaches for the Mississippi DOT State Transit Plan that pairs each plan element with funding tools, eligibility considerations, implementation steps, phasing, and grant readiness.**



Figure 7: Public promotion of online surveys help to maximize community outreach and feedback.

Throughout the task, Project Manager Smith Myung will lead final recommendations and the overall report narrative, with Task Leader Brian Waterman coordinating the technical integration of existing conditions, service concepts, ridership, cost, and operating assumptions. Task Leaders for Stakeholder Engagement, Transit Planning, and Funding will review the recommendations at key checkpoints so the final plan reflects the full study record. HDR will use internal quality reviews, client review periods, stakeholder feedback, and decision-log documentation to confirm that recommendations are technically sound, publicly informed, financially realistic, and clearly connected to the study goals.

The final report will be written to facilitate effective and efficient decision-making. It will assemble the study's major findings in a format that allows readers to understand the mobility challenges, the alternatives considered, the tradeoffs between options, the recommended path, and the steps needed for implementation. The desired outcome is a defensible, collaborative, and practical plan that helps MAX answer the core questions: If county wide service is feasible, where should it be applied, how should it operate, who should manage it, how can it be funded, how should customers be informed, and what steps are needed to move from study to implementation?

Task 7 Deliverables:

- **Final Report and Implementation Plan**
  - Slide deck of presentation
- **Presentation to the MAX Board of Directors (in person)**

Additional Services

For transit planning projects like the County Wide Service Study, HDR recommends consideration of the following additional stakeholder engagement services. These are not included in our base proposal scope or fees, but we welcome the opportunity to discuss their application and benefits further with MAX.

- **Project Website:** HDR's Digital Engagement Team creates user-friendly, device-responsive, accessible websites to share information, educate stakeholders and communities, provide community engagement opportunities, and integrate with other digital communication channels and media to encourage participation in the diverse communities they serve.
- **Online Open House to support accessible engagement across Ottawa County:** This activity would provide project information available to participants on their own schedule and at their own pace. HDR estimates a cost of approximately $35-$45k to implement this work, depending on the level of effort required to achieve participation goals.

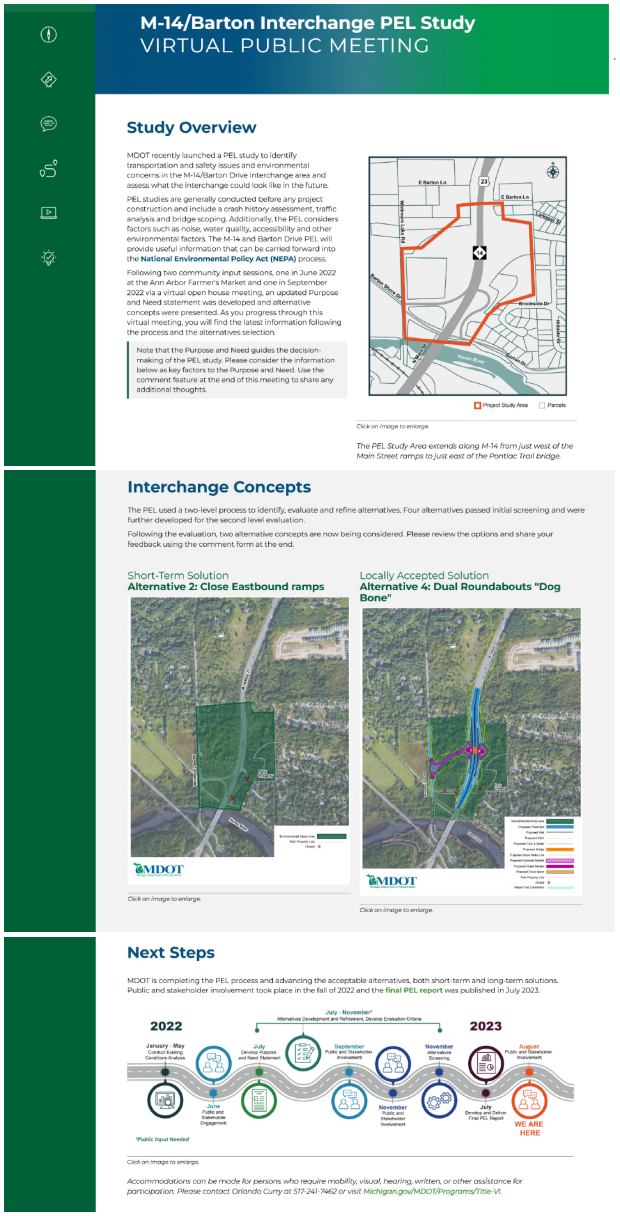


Figure 8: A project website was developed for the Michigan Department of Transportation's interchange study at the main highway entrance into downtown Ann Arbor.

2.0 TEAM QUALIFICATIONS

Project Leadership

Our team brings deep experience supporting transit planning, service evaluation, and regional mobility initiatives, as shown in Figure 10. With **Project Manager Smith Myung** at the helm of this work, MAX can expect experienced leadership, technical expertise, and a strong understanding of the policy, operational, and financial considerations involved in county wide transit planning. Smith has over 30 years' experience in transit planning, travel demand forecasting, multimodal transportation studies, governance assessments, and stakeholder engagement. **Existing Conditions Analysis Task Lead Brian Waterman** will provide a comprehensive, data-driven evaluation of current conditions and identify opportunities to improve transportation services for diverse community needs. As the **County Wide Feasibility Analysis Task Lead, Dave Totten** will help ensure practical, cost-effective, and implementable recommendations for countywide transportation improvements are delivered. **Funding Task Lead Elena Wilken** will bring proven expertise in developing innovative funding strategies to help ensure the project's recommendations are both financially feasible and well-positioned for implementation. **Stakeholder Engagement Task Lead Anne Cron's** expert facilitation and communication skills will drive broad support for project recommendations through thoughtful outreach, education, and collaborative decision-making.

HDR TRANSIT PLANNING AND DESIGN SERVICES

Our multidisciplinary team are well-equipped to handle all aspects of all aspects of transit planning, from bus stop placement and required amenities to network redesigns, facility planning, and emerging mobility modes.

Transit Planning

- Corridor and Long Range Plans
- Ridership Forecasting
- Stakeholder Outreach
- Station Area Planning
- Transit-Oriented Development
- Bus and Rail Facilities
- Funding and Grant Assistance

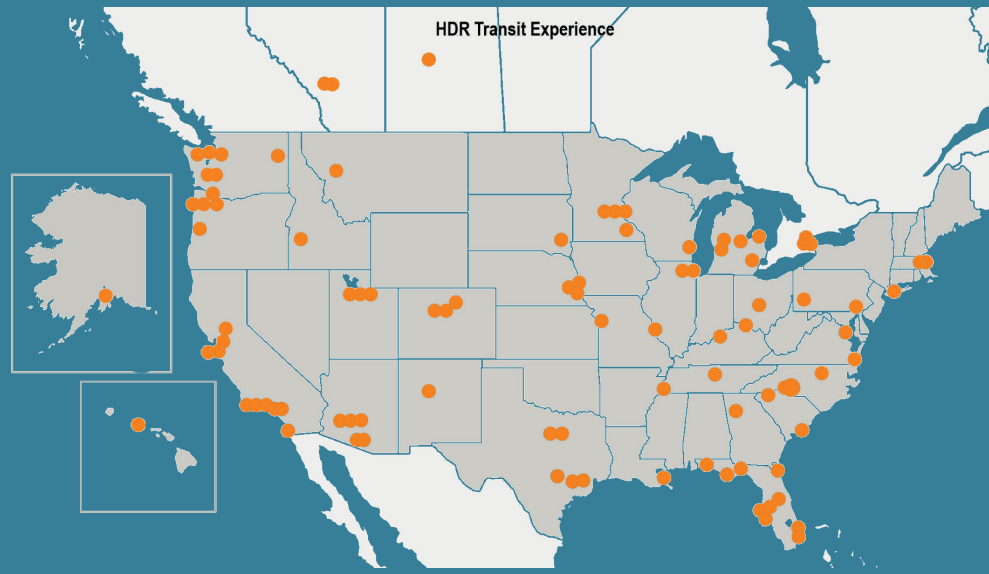


Figure 9: HDR has extensive experience providing transit planning and design services across the United States.

Team Organization

We work closely with you. Partnering is at the core of our project delivery philosophy. The partnering process allows us to create one cohesive project team that works together to deliver exceptional results. We're committed to providing great service and being accessible to MAX. Our team members include a range of highly qualified and available staff to deliver the Study as presented in Figure 10: Team Organization Chart and the resumes provided on the following pages.

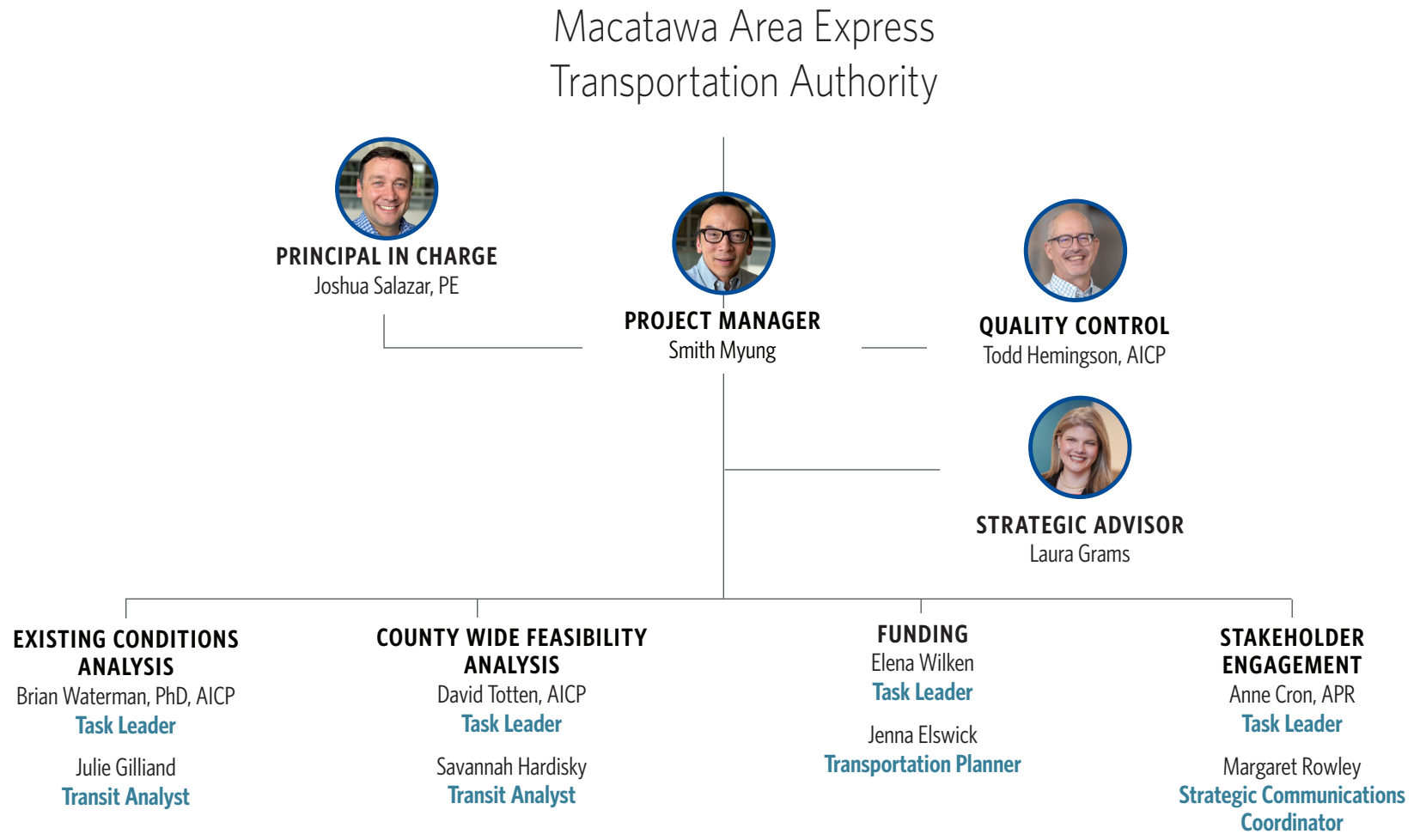


Figure 10: Team Organization Chart



Smith Myung

PROJECT MANAGER

EDUCATION
M.A., Regional Planning, University of Colorado, 1994
B.A., History, University of Michigan, 1990

INDUSTRY TENURE
30 Years

PROFESSIONAL AFFILIATIONS
American Planning Association

Smith has more than three decades of experience in transit planning and travel demand forecasting. Smith brings diverse experience with strategic growth planning for transit agencies and community transit service options. He has served as key staff or project manager on many projects and has extensive experience writing technical documentation, developing training materials, providing quality control review, and giving presentations to clients. Smith is an expert in data and transportation planning tools to support decision making.

RELEVANT PROJECT EXPERIENCE

Mecosta Osceola Transit Authority (MOTA), Transportation Service Merge Feasibility Study & Service Planning, Big Rapids, MI
Project Manager. HDR was selected to assist MOTA in planning the future course of transportation service in Mecosta and Osceola Counties through a process that delivers reliable and actionable strategies addressing the agency's need for service planning, merger feasibility, and facility construction feasibility. HDR is supporting public engagement of the counties' residents, including a survey of residents and an interactive priority-setting exercise, as well as involvement of key stakeholders. HDR is also conducting a strategic analysis of the agency to consider the feasibility of a merger with Big Rapids Dial-A-Ride to improve mobility within the region and maximize progress toward MOTA's strategic goals.

Mass Transportation Authority (MTA), Regional Partnership Study, Flint and Saginaw, MI
Project Manager. HDR partnered with MTA Flint and the Saginaw Transit Authority and Regional Services (STARS) in a Regional Partnership Study to analyze the organizations and provide opportunities for collaboration between the two agencies in the post-COVID environment. The work included a multi-layered effort involving the analysis of current service and travel markets using service area profiles, a robust stakeholder outreach plan, and an organizational and financial analysis to identify opportunities for partnership.

Michigan Department of Transportation (MDOT), Corridor Identification and Development (CID) Program, Statewide, MI
Project Manager. HDR, as part of a team, is supporting MDOT in the planning of four passenger rail corridors across Michigan for the Federal Railroad Administration's CID Program. Step 1 of the CID Program involves the development of statement of works, project budgets, and project schedules that will be used in Step 2. Step 2 of the Program involves the performance of the planning work for the corridor.

Colorado Department of Transportation (CDOT), Emerging Mobility Impact Study (EMIS), CO
Deputy Project Manager. HDR conducted the EMIS for CDOT and the Colorado Energy Office The study was in response to Colorado Senate Bill (SB) 19-239, which required CDOT to evaluate the impact of emerging mobility technologies on the Colorado transportation system in terms of congestion and air quality emissions. The emerging services considered were transportation network companies, such as Uber and Lyft, e-commerce package delivery services, and car share services. The study analyzed a range of potential fee options on motor vehicles used for commercial purposes, as defined by SB 19-239, that could be used to encourage use of zero-emission vehicles (e.g., electric vehicles) and shared rides, which would reduce the vehicles miles traveled, delay, and air quality emissions resulting from the rapid growth in these services.

Houston Metro, Gulfton Alternative Analysis, Houston, TX
Senior Transit Modeler. For Houston Metro, Smith evaluated potential bus rapid transit (BRT) service options in the Gulfton neighborhood using FTA's Simplified Tripson-Project Software (STOPS). He reviewed the coding of the transit options using GTFS, reviewed station-to-station run times, and provided quality control on model results. Based on preliminary results, service options were refined and evaluated. The project is potentially being considered for funding under FTA's Capital Investment Grants program.



Joshua Salazar, PE (MI)

PRINCIPAL IN CHARGE

EDUCATION
M.S., Public Administration, Florida Atlantic University, 2009
B.S., Civil Engineering, University of Michigan, 2004

INDUSTRY TENURE
22 Years

CERTIFICATIONS
Certified Public Manager, FL
Professional Engineer, MI, No. 620162335
Professional Engineer, FL, No. 66976

PROFESSIONAL AFFILIATIONS
American Planning Association
Conference of Minority Transportation Officials
American Council of Engineering Companies

Joshua is the leader of HDR's Michigan Transportation Practice and is committed to excellence in project delivery. Joshua is an experienced professional with over 20 years of leadership in the public and private sectors serving as QA/QC Lead, Program Manager, Project Manager, and Lead Engineer. He has led various contract types for project delivery, prioritizing client responsiveness and task management of diverse resources to complete multiple tasks on time and on budget. He has led several large corridor projects through the production of design alternatives analysis, plans/specifications, capital cost estimates, evaluation of traffic and environmental impacts, and comprehensive stakeholder outreach.

RELEVANT PROJECT EXPERIENCE

Harbor Transit, Multi-Modal Transportation System-New Facility Evaluation and Grants Support, Grand Haven, MI
Project Manager. Harbor Transit was completing a feasibility study to locate a new operations and maintenance facility in the service area around Grand Haven. HDR performed financial analysis of funding sources and FTA grant applications. HDR also evaluated current service area, existing facility functionality, and agency growth objectives driving the new, expanded O&M facility. HDR also conducted evaluations on multiple FTA capital grant programs to identify eligible and appealing opportunities for Harbor Transit to pursue and apply for.

Mecosta Osceola Transit Authority (MOTA), Transportation Service Merge Feasibility Study & Service Planning, Big Rapids, MI
Principal in Charge. HDR was selected to assist MOTA in planning the future course of transportation service in Mecosta and Osceola Counties through a process that delivers reliable and actionable strategies addressing the agency's need for service planning, merger feasibility, and facility construction feasibility. HDR is supporting public engagement of the counties' residents, including a survey of residents and an interactive priority-setting exercise, as well as involvement of key stakeholders. HDR is also conducting a strategic analysis of the agency to consider the feasibility of a merger with Big Rapids Dial-A-Ride to improve mobility within the region and maximize progress toward MOTA's strategic goals.

Mass Transportation Authority (MTA), Regional Partnership Study, Flint and Saginaw, MI
Principal in Charge. HDR partnered with MTA Flint and the Saginaw Transit Authority and Regional Services (STARS) in a Regional Partnership Study to analyze the organizations and provide opportunities for collaboration between the two agencies in the post-COVID environment. The work included a multi-layered effort involving the analysis of current service and travel markets using service area profiles, a robust stakeholder outreach plan, and an organizational and financial analysis to identify opportunities for partnership.

Suburban Mobility Authority for Regional Transportation (SMART), Terminals Functional Assessment and Feasibility Study, Detroit, MI
Quality Assurance Lead. HDR provided functional facility design expertise in the development of a road map for addressing operational challenges and finding ways to accommodate and or expand to meet SMART's short- and long-term operational needs. HDR provided facility utilization recommendations that allow SMART to make efficient and effective use of its maintenance and operations space and accommodate new functions to support this road map development for the phased replacement of three terminals. Joshua was engaged as a project executive with the project manager to validate the appropriate staffing resources, production schedule, and quality control documentation were performed to make the project a success.

Saginaw Transit Authority Regional Services (STARS), O&M Facility Relocation Study, Saginaw, MI
Project Manager. Joshua led the team evaluating the viability of relocating the Agency's administrative and maintenance divisions; main transfer plaza with customer service; and sales, bus wash, fueling station, and bus storage facility. STARS needed a new O&M facility in order to accommodate their anticipated growth and enhance the working environment for their entire staff. HDR provided the client with a relocation feasibility study, space needs program, master planning concepts, public outreach support, and the initial financial plan and team leadership.



Todd Hemingson, AICP

QUALITY CONTROL

EDUCATION

M.S., Community & Regional Planning, University of Texas, 1992
B.A., Geography, University of Texas, 1989

CERTIFICATIONS

American Institute of Certified Planners, No. 013603

INDUSTRY TENURE

30+ Years

Todd has 30+ years of broad-based transportation planning experience, with a focus on public transportation and mobility planning. Before joining HDR, Todd spent 13 years as the VP of Planning & Development at Capital Metro in Austin. He led the agency's planning, analysis, sustainability, and transit-oriented development departments. Todd has led three comprehensive operational analyses/transit network redesign efforts at three different transit agencies; led the planning and implementation of two new BRT lines funded with a $38M Federal grant; initiated an innovative transit speed and reliability program; and managed a diverse group of projects and initiatives to optimize public transportation services. He excels at synthesizing complex technical information and conveying it effectively through written reports and presentations to stakeholders, elected officials, and the general public. Todd is recognized as a transit leader, having participated in more than a dozen Transit Cooperative Research Program studies, graduated from the APTA Transit Leadership Program, and served as a member of numerous APTA and TRB committees.

RELEVANT PROJECT EXPERIENCE

City of Ocala, City of Ocala/SunTran Transit Development Plan, Ocala, FL

Transit Planning Lead. HDR partnered with Foursquare to develop a long-term transit plan for a rapidly growing community in central Florida. Due to the rural nature of the community and the growth in the outlying area, the goal of the TDP was to implement new mobility options, such as microtransit, to augment the fixed route system and provide access to the emerging population centers in the county. To support these efforts, detailed route analytics, growth analysis, and an extensive public engagement campaign were used to gain full understanding of the system and develop strategies to meet currently unserved areas of the community. The TDP received high praise from the transit director and is looking forward to implementing one or more of the microtransit service options.

Nashville MTA, Transportation Improvement Plan, Nashville, TN

Transit Planning. For more than a decade, the City of Nashville studied and proposed transportation improvements to provide more reliable, safe and efficient mobility options to accommodate its growing economy and population. Numerous transportation plans were created but without full advancement or funding, traffic congestion in the region continued to worsen. WeGo and the City of Nashville selected HDR in December 2023 to develop a new transportation improvement plan that incorporated the identified solutions from prior plans. It was important that the new TIP addressed the needs of a broad and diverse community of stakeholders and that it delivered the maximum return on investment for all Nashvillians.

North Central Texas Council of Governments, Collin County Transit Study, Collin County, TX

Planning Lead. Todd led county-wide transit planning component of long range planning effort assessing the current and future transit opportunities and recommending service, funding and governance approaches for the future. Work included developing a comprehensive transit needs assessment; transit market analysis; land-use analysis; scenario development and evaluation; funding plans and implementation strategy development.

Capital Metro Transportation Authority, Project Connect, Austin, TX

Chief Planner. Austin residents approved a comprehensive, sweeping transit plan that will provide new travel options throughout the city, manage congestion, increase mobility, and improve environmental outcomes. HDR started early to help CapMetro frame the program and the strategy - we served as program manager/owner's representative through the program development and funding process and will continue to do so through the life of the program, which is expected to stretch into the next decade. Project Connect will provide two light rail lines, operating free from traffic, which will link key destinations throughout Austin and provide commuters and visitors with a mode of travel that currently doesn't exist within the city. It also includes bus rapid transit, park and bus rides, a new fleet maintenance/admin facility, a new downtown transit tunnel, as well as some other customer-focused technology improvements. The expanded transit system will help manage congestion and environmental impacts of increased traffic by providing more choices for more people, allowing them to connect with more places.



Laura Grams

STRATEGIC ADVISOR

EDUCATION
M.S., Urban Planning, Texas A&M University, 2024
B.S., Political Science/Government, Texas A&M University, 2001

INDUSTRY TENURE
22 Years

PROFESSIONAL AFFILIATIONS
American Planning Association

Laura is a project manager and transit planner with over nineteen years of experience. Laura has managed projects ranging in size and complexity. She has expertise in transit service planning including route structure, scheduling, and ridership analysis. Laura has managed Park & Ride feasibility studies, including review of how each site impacts ridership. For HDR's work with Houston METRO, Laura managed the ADA/Universal Accessibility Program. She also was instrumental in the planning for several long-range plans.

RELEVANT PROJECT EXPERIENCE

Metropolitan Transit Authority of Harris County, General Planning Consulting Services, Houston, TX
Program Manager. Laura currently serves as the METRO GPC Program Manager where she is responsible for day to day operations. She provides oversight to the entire project and project team being responsible for staffing assignments, individual project schedules, task orders, and project budget. Laura assists METRO with various assignments including environmental due diligence, corridor and scenario planning, service planning and interagency coordination. She is currently serving as the Project Manager for the Gulfton Corridor Bus Rapid Transit and Busway Project. In this role, she coordinates activities related to environmental due diligence, review of travel demand modeling results and documents, overseeing METRO's first Small Starts grant and assisting in preparing FTA readiness documents. Laura assists METRO with grant strategy including grant writing and review of grants. Recently, she assisted METRO with the development of their first Public Private Partnership where she was responsible for developing the RFP, the framework post selection to make sure Build and Buy America and Davis Bacon were followed and oversight of project development.

Texas Department of Transportation, Wheeler Transit Center, Houston, TX
Technical Advisor-Planning. Laura currently serves as the planning technical advisor for the Safety and Security Plan updates for Wheeler Transit Center. As part of NHHIP Wheeler Transit Center is being reconfigured to accommodate the roadway and freeway updates. Laura provides technical planning oversight to the HDR safety and security team updating safety documents for TxDOT and METRO per FTA compliance.

Houston-Galveston Area Council, US90A Transit Corridor Study, Houston, TX
Project Manager. Laura led the US90A transit corridor study which evaluated alternatives for high capacity transit from fast growing Fort Bend County into Downtown Houston. She assisted with the development and review of the methodology which was based on various factors such as O&M costs, ridership estimates, capital costs and land use. Laura developed collateral material for public outreach and stakeholder meetings.

The Woodlands Township, General Planning Consultant, The Woodlands, TX
Deputy Project Manager. The Woodlands Township contracted HDR to assist them with general planning of transit within The Woodlands to include the Township Trolley and Park & Ride service into Houston. Laura assisted The Woodlands in expanding their trolley service to serve a newly developed area as well as what additional transit service such as fixed route would be feasibility in their community. She also evaluated bus schedules for the Park & Ride to reduce overloads.



Brian Waterman, PhD, AICP

TASK LEADER: EXISTING CONDITIONS ANALYSIS

EDUCATION
PhD., Transportation Planning, Florida State University, 2024
M.S., Urban & Regional Planning, Florida State University, 2005
B.S., Geography, Florida State University, 2001

CERTIFICATIONS
American Institute of Certified Planners, No. 021136

PROFESSIONAL AFFILIATIONS
American Planning Association

INDUSTRY TENURE
25 Years

Brian is experienced in urban mobility planning, including transit route design and operation, emerging transportation technologies, policy development, research, and engagement with stakeholders and community partners. He is passionate about improving urban transportation systems to meet diverse community needs. Brian has led multiple studies including an ADA Bus Stop Accessibility Plan, Transit Development Plan update and Comprehensive Operations Analyses. His experience includes conducting transportation studies, analyzing transit systems, and identifying improvements to transit operations and route design. He has led or contributed to numerous national-level transportation studies and programs, including transit technology, electric vehicle impacts, and transit development plans. Brian is a member of the Transportation Research Board (TRB) Transit Standing Committee on Transit Operations and on the "Impacts of Bus Route Redesigns" Research Panel.

RELEVANT PROJECT EXPERIENCE

City of Ocala/SunTran Transit Development Plan, Ocala, FL
Project Manager. HDR partnered with Foursquare to develop a long-term transit plan for a rapidly growing community in central Florida. Due to the rural nature of the community and the growth in the outlying area, the goal of the TDP was to implement new mobility options, such as microtransit, to augment the fixed route system and provide access to the emerging population centers in the county. To support these efforts, detailed route analytics, growth analysis, and an extensive public engagement campaign were used to gain full understanding of the system and develop strategies to meet currently unserved areas of the community. The TDP received high praise from the transit director and is looking forward to implementing one or more of the microtransit service options.

EC Rider Comprehensive Operations Analysis, Okaloosa County, FL
Project Manager. Located along the Florida Gulf Coast and home to two military bases, EC Rider provides transit service to the cities of Fort Walton Beach and Destin as well as other communities. Plagued by inefficient operations and potential loss of funding, Brian's team was brought in to redesign their system to improve operations and attract new ridership. The resulting changes included streamlining the routes, identifying new stop locations, expanding service in key areas, and proposing Mobility on Demand (MoD) along the beach.

Bay Town Trolley, Comprehensive Operations Analysis and Transit Development Plan Major Update, Panama City, FL
Project Manager. HDR is working on systematic review of the Bay Town Trolley Transit System to gain an understanding of how well it is delivering services to its customers, identify route restructuring and infrastructure placement opportunities to bring service back to pre-Hurricane Michael levels, and developing a 10-year strategic transit plan. The work will include significant public engagement, developing route profiles, and identifying opportunities for expansion.

Florida Department of Transporation (FDOT) Public Transit Office (PTO), Transit and Intermodal Support Ongoing, Tallahassee, FL
Project Manager. HDR has held this contract since 2018 and has used it to assist the PTO in researching and developing policies to support the growth of transit in the state. As Project Manager, Brian serves as the local point of contact with the agency, leading projects to improve transit access to residents, developing procedures to submit federal and state grants, evaluating the Transportation Disadvantaged program, and designing an innovative microtransit demonstration project.

Mississippi Department of Transportation (MDOT) State Transit Plan and Intercity Bus Study, Jackson, MS
Technical Lead. Through a General Planning Consulting Contract, HDR is tasked with updating MDOT 2017 State Transit Plan & Intercity Bus Study to coincide with the development of the 2050 Multiplan (State Long Range Transportation Plan). Brian is overseeing this effort that consists of a thorough Current System Assessment, Needs & Gap Analysis, and Scenario Development as well as a robust public engagement strategy interacting with transit providers, key stakeholders and the public. The Plan will be consistent with federal regulations and provide a clear implementation strategy to further public transportation in the state.



Julie Gilliland

TRANSIT ANALYST: EXISTING CONDITIONS ANALYSIS

EDUCATION
B.A. & S., Humanities, Florida State University, 2005

INDUSTRY TENURE
21 Years

Julie's background includes work at the Center for Urban Transportation Research at the University of South Florida and at the Institute for Applied Business Research at Florida State University. She is a subject matter expert in FDOT public transit maintenance compliance and knowledgeable in other key areas of FDOT public transit compliance, such as operations and safety.

RELEVANT PROJECT EXPERIENCE

FDOT District 2, Mobility Week Coordinator, Districtwide, FL
Senior Transportation Planner. Julie is assisting with various planning studies through research, analysis, and report development.

FDOT Central Office, State Transit Strategy Plan, Statewide, FL
Lead Developer. As lead developer of visual document for the Statewide Transit Strategy Plan for Central Office, Julie is assisting with the plan development and specific program SOPs.

FDOT District 6, Vehicle Maintenance Reviewer, Districtwide, FL
Senior Transportation Planner. Conducts desk reviews of transit agencies receiving only 5310 grant funds as part of their Triennial Review, as a subconsultant to another firm. Desk reviews include evaluation and analysis of written policies, vehicle maintenance activities and overall maintenance program oversight. Julie assists with identifying and assigning deficiencies, areas of concern, and recommendations for transit agencies based on a comprehensive knowledge of FDOT maintenance requirements. She develops supporting documentation and enters findings into TransCIP program on behalf of RPG/FDOT.

FDOT Central Office, Southbank Rail-Highway Crossing Study, Jacksonville, FL
Senior Transportation Planner. The Southbank Rail-Highway Study conducts research and analyses to determine operational constraints, develop solutions and provide recommendations for improvements at six Florida East Coast (FEC) Railway rail-highway crossings located in the Southbank and San Marco neighborhoods of Jacksonville, Florida. All six crossings are at-grade, resulting in train-vehicle/pedestrian/ bicyclist conflicts. Recommendations of this study seek to minimize train-vehicle/pedestrian/bicyclist conflicts. Performed TSM&O analysis including the development of a TSM&O alternative using TSM&O strategies such as enhanced ATMS, cutting-edge Connected Vehicle (CV) strategies to minimize conflicts, improve regional mobility, and enhance safety.

International Dr. Business Improvement District, I-Drive District Transportation Strategic Plan, Orlando, FL
Senior Transportation Planner. Due to the high number of destinations and demand in the district, the existing transportation system does not consistently provide efficient and reliable access and mobility. The I-Drive District Master Plan lays out an integrated set of potential solutions to improve mobility to/from and within the district. HDR developed this plan using a multimodal lens and considered the existing land use pattern, as well as future land and development plans. A special focus on the plan was the potential recommendations for service and electrification of the I-Ride Trolley Services to better serve the district's explosive growth in a more sustainable way.

Mississippi DOT, Transit Plan and Intercity Bus Study Updates, Statewide, MS
Senior Transportation Planner. HDR was selected for a task work order to update the statewide Transit Plan and Intercity Bus Study. The Plan will be developed in concert with stakeholders, both private and public, throughout the State of Mississippi. It looks toward of future where technology innovation grows at an ever-accelerating pace, and where immense changes to individual travel behavior, requires a responsive and flexible public transit system. This plan will examine future scenarios which can be influenced by varying policies and recommendations and will present a conscious focus on those potential actions which support the attainment of the best future Mississippi we can envision.



Dave Totten, AICP

TASK LEADER: COUNTY WIDE FEASIBILITY ANALYSIS

EDUCATION

M.A., Urban and Regional Affairs, University of Pittsburgh, 2007
B.A., Communications and Journalism, University of Alaska, Anchorage, 1997

CERTIFICATIONS

AICP - American Institute of Certified Planners, No. 30518

INDUSTRY TENURE

34 Years

David is a respected planning leader with 19 years of experience in land-use and transit planning, including state and federal funding for capital projects, transit-oriented development (TOD), and rural transit strategies. Over his two years with HDR and his 17-year career at Metropolitan Planning Organizations (MPOs), he led more than 20 planning projects—delivered on-time, on-budget—including support for successful applications to federal programs, such as Small Starts and MEGA, and state support for innovative rural services and plans. His areas of expertise include transit strategic planning & transit agency consolidations, transit development planning (TDP), long-range and capital planning, demand-response/5310/community transit, microtransit, rural transit, multimodal corridor planning, and affordable housing/equitable TOD.

RELEVANT PROJECT EXPERIENCE

Municipality of Anchorage, Coordinated Human Services Transportation Plan Update, Anchorage, AK
Project Manager. Ahead of tight regulatory deadlines, David led the update to Anchorage's CHSTP with a stakeholder-driven approach designed to produce an action-oriented plan for a community experiencing rapid growth in senior and veteran population even as overall population declines. David led HDR's use of AI-powered land-use analysis along with rider and agency surveys across the private, non-profit, and government sectors to bring consensus for a plan that will live on long after adoption.

Pittsburgh Regional Transit, Facilities Master Plan, Pittsburgh, PA
Transit Planner. As part of "Project Zero," David led the development of a park-and-ride strategic plan and contributed his capital planning expertise to strategies for Pittsburgh's next generation of operating and maintenance facilities. David also contributed to real estate acquisition planning and facility designs.

Pittsburgh Regional Transit, Light Rail Accessibility Program, St. Anne & Bethel Village Stations, Pittsburgh, PA
Transit Planner. Through PRT's All-Stations Accessibility Program funding award, David led safety research and planning at two light rail transit stations in suburban Pittsburgh, analyzing incident data, community aspirations, and Safe Routes to Transit best practices to recommend traffic network improvements for walkability and bike safety. David contributed essential public engagement expertise leading to a community context approach in bringing the stations to ADA compliance.

Mass Transportation Authority (MTA), Regional Partnership Study, Flint and Saginaw, MI
Transit Planner. HDR partnered with MTA Flint and the Saginaw Transit Authority and Regional Services (STARS) in a Regional Partnership Study to analyze the organizations and provide opportunities for collaboration between the two agencies in the post-COVID environment. The work included a multi-layered effort involving the analysis of current service and travel markets using service area profiles, a robust stakeholder outreach plan, and an organizational and financial analysis to identify opportunities for partnership.

Mecosta Osceola Transit Authority (MOTA), Transportation Service Merge Feasibility Study & Service Planning, Big Rapids, MI
Transit Planner. HDR was selected to assist MOTA in planning the future course of transportation service in Mecosta and Osceola Counties through a process that delivers reliable and actionable strategies addressing the agency's need for service planning, merger feasibility, and facility construction feasibility. David led the study into the potential for a merger with DART, the transit agency for region's central city, Big Rapids. The analysis included an extensive Service Area Profiles report with a Transit Propensity Index map showing areas with unserved potential riders, as well as a strategic plan outlining steps MOTA and DART could take toward cooperation.

Southwestern Pennsylvania Commission, SmartMoves Connections, Pittsburgh, PA
Senior Transit Planner. This regional transit vision for Pittsburgh, PA, included transit supportive land use analysis of 10 counties, transit case studies, and VISSIM simulations of potential multimodal hubs. Winner of APA PA 2022 Award for Plans.



Savannah Hardisky

TRANSIT ANALYST: COUNTY WIDE FEASIBILITY ANALYSIS

EDUCATION
B.S., Environmental Science and Geography, Stetson University, 2018

INDUSTRY TENURE
7 Years

Savannah is a transportation planner with GIS/planning experience in the floodplain management industry, water business, and transportation business sectors both private and public. She has a range of experience, including providing GIS services, developing public forward applications in ArcGIS Online, data management, conducting peer agency research, preparing grant applications, and writing technical reports.

RELEVANT PROJECT EXPERIENCE

FDOT Central Office, Southbank Rail-Highway Crossing Study, Jacksonville, FL
Transportation Planner. The Southbank Rail-Highway Study conducts research and analyses to determine operational constraints, develop solutions and provide recommendations for improvements at six Florida East Coast Railway rail-highway crossings located in the Southbank and San Marco neighborhoods of Jacksonville, Florida. All six crossings are at-grade, resulting in train-vehicle/pedestrian/bicyclist conflicts. The average train length blocks all six crossings simultaneously. For moving trains, crossings are blocked for approximately five minutes. When a train is forced to stop south of the St. Johns River (approximately one time per day), it may block all six crossings for up to three hours. The blocked crossings impact movement within the local neighborhood, between the Southside and Downtown Jacksonville, and to the Baptist Medical Center. Recommendations of this study seek to minimize train-vehicle/pedestrian/bicyclist conflicts. Performed TSM&O analysis including development of a TSM&O alternative using TSM&O strategies such as enhanced ATMS, cutting-edge Connected Vehicle strategies to minimize conflicts, improve regional mobility, and enhance safety.

Capital Metro Transportation Authority, Program Manager Owner's Representative, Austin, TX
Transportation Planner. The residents of Austin have approved a comprehensive, sweeping transit plan that will provide new travel options throughout the city as well as manage congestion, increase mobility outcomes and improve environmental outcomes. HDR started early to help Capital Metro frame the program and the strategy - we served as program manager/owner's representative through the program development and funding process and will continue to do so through the life of the program, which is expected to stretch into the next decade. Project Connect will provide two light rail lines, operating free from traffic, that will link key destinations throughout Austin and provide commuters and visitors with a mode of travel that currently doesn't exist within the city. It also includes bus rapid transit, park and bus rides, a new fleet maintenance/admin facility, a new downtown transit tunnel, as well as some other customer-focused technology improvements. The expanded transit system will help manage congestion and environmental impacts of increased traffic by providing more choices to more people, allowing them to connect with more places.

Mississippi DOT, Transit Plan and Intercity Bus Study, Statewide, MS
Transportation Planner. HDR was selected for a task work order to update the statewide Transit Plan and Intercity Bus Study. The Plan will be developed in concert with stakeholders, both private and public, throughout the State of Mississippi. It looks toward of future where technology innovation grows at an ever-accelerating pace, and where immense changes to individual travel behavior, requires a responsive and flexible public transit system. This plan will examine future scenarios which can be influenced by varying policies and recommendations and will present a conscious focus on those potential actions which support the attainment of the best future Mississippi we can envision.

North Carolina DOT, Transit Zero Emissions Vehicle Plan, Wilmington, NC
Transportation Planner. The study, supported by and coordinated with, the North Carolina Department of Transportation will facilitate 1) the creation of a Zero-Emission Fleet Transition Plan, and 2) the engineering and design for infrastructure for charging stations. The Transition Plan is a requirement by FTA to apply for grant funds supporting any ZEV projects, including vehicles and all related infrastructure. Transportation accounts for 29 percent of U.S. greenhouse gas emissions. Planning for the electrification of the fleet will help position CFPTA to purchase or lease electric vehicles that help reduce pollutants and combat negative climate change.



Elena Wilken

TASK LEADER: FUNDING

EDUCATION
MBA, University of Colorado, 2015
B.S., Political Science, Pennsylvania State University, 1993

INDUSTRY TENURE
24 Years

Elena brings experience developing financial strategies for infrastructure projects including analyzing long-range financial models and funding opportunities. Prior to joining HDR, she worked with transit agencies, metropolitan planning organizations and the Colorado Department of Transportation to identify key metrics, match programs and projects to grant opportunities, and prepare successful grant applications. On behalf rural transit systems, Elena successfully advocated for revisions to the federal transit formula funding allocation to better reflect transit performance measures. Additionally, she administered a highly successful transit funding coalition among Colorado transit systems that led to successful grant awards for a rural BRT project, multiple electric bus fleet transitions and construction of new maintenance and multi-modal facilities.

RELEVANT PROJECT EXPERIENCE

Harbor Transit, Multi-Modal Transportation System-New Facility Evaluation and Grants Support, Grand Haven, MI
Grant Lead. Harbor Transit was completing a feasibility study to locate a new operations and maintenance facility in the service area around Grand Haven. HDR performed financial analysis of funding sources and FTA grant applications. HDR also evaluated current service area, existing facility functionality, and agency growth objectives driving the new, expanded O&M facility. HDR also conducted evaluations on multiple FTA capital grant programs to identify eligible and appealing opportunities for Harbor Transit to pursue and apply for. Elena provided content development and research on green technologies, demographics and economic benefits.

Colorado Office of State Planning and Budgeting (OSPB), Park County Grant Support, Statewide, CO
Strategist and Grant Lead. HDR has been tasked to provide technical services in support of Park County's grant funding application request through the Reconnecting Communities Pilot (RCP)
program and Rebuilding American Infrastructure with Sustainability and Equity (RAISE) program. The funding requested is in pursuit of planning efforts to
advance the development of transportation infrastructure improvements that seek
to address existing infrastructure identified as a dividing barrier to the community's safe multimodal access to daily destinations and are necessary in
developing a Community Master Plan for downtown Bailey. Elena provided funding analysis for the project, coordinated plans with transportation planners and engineers, led successful grant application, and provided post-award grant contracting support.

Municipality of Anchorage, Coordinated Human Services Transportation Plan Update, Anchorage, AK
Funding Analyst and Technical Editor. Ahead of tight regulatory deadlines, HDR led the update to Anchorage's CHSTP with a stakeholder-driven approach designed to produce an action-oriented plan for a community experiencing rapid growth in senior and veteran population even as overall population declines. HDR provided AI-powered land-use analysis along with rider and agency surveys across the private, non-profit, and government sectors to bring consensus for a plan that will live on long after adoption. Elena provided funding analysis to support the existing levels and recommended service expansion.

NJ Transit, Trans-Hudson Intermodal Planning, Statewide, NJ
Funding and Finance Analyst. HDR is providing Program Management services for Gateway projects and related initiatives and conducting focused planning studies to improve mobility and respond to changing markets post-COVID, leveraging technology, data, and analysis. Planning tasks include: Long-Range Planning Support, Scenario Planning, Planning Studies (fare policy, ferry service, comprehensive yard study for Gateway, Paterson Station Master Plan, Economic Benefits Study). Program Management for Gateway includes inter-agency coordination, data and dashboard maintenance, identification of funding opportunities, service level assessment, review and critique of design and technical documents produced by Railroad Partners and consultants, tracking progress of various projects and taking necessary steps to ensure that one project doesn't preclude advancement of another.



Jenna Elswick

TRANSPORTATION PLANNER: FUNDING

EDUCATION

M.S., Urban and Regional Planning (Transportation Planning), Eastern Michigan University, 2015
M.A., Conflict Resolution, Lancaster University, United Kingdom, 2004
B.S., North African and Middle East Studies, Eastern Michigan University, 2000

INDUSTRY TENURE

23 Years

Jenna is an urban and regional planner with over a decade of experience in all aspects of transportation and land use planning. She has led studies; authored long-range plans, transit feasibility reports, alternative analyses, service development plans, fact sheets, and NEPA documentation; and coordinated public engagement endeavors for projects in all transportation sectors. As a Senior Planner for the City of Holland, Jenna gained firsthand experience navigating community priorities, development challenges, and public processes, providing her with the insight needed to effectively support communities today as a consultant. Her technical planning skills are augmented by her 20+ years of capacity building, group facilitation, research, and presenting experience, which equip her with the skills to communicate effectively with clients and stakeholders and have meaningful public engagement.

RELEVANT PROJECT EXPERIENCE

Mecosta Osceola Transit Authority (MOTA), Transportation Service Merge Feasibility Study & Service Planning, Big Rapids, MI

Stakeholder Engagement/Transportation Planner. HDR was selected to assist MOTA in planning the future course of transportation service in Mecosta and Osceola Counties through a process that delivers reliable and actionable strategies addressing the agency's need for service planning, merger feasibility, and facility construction feasibility. HDR is supporting public engagement of the counties' residents, including a survey of residents and an interactive priority-setting exercise, as well as involvement of key stakeholders. HDR is also conducting a strategic analysis of the agency to consider the feasibility of a merger with Big Rapids Dial-A-Ride to improve mobility within the region and maximize progress toward MOTA's strategic goals.

Ann Arbor Transportation Authority (AAATA) Bus Facility Study, Ann Arbor, MI

Transportation Planner. HDR is developing a study for a new bus maintenance facility, providing site selection services (and associated NEPA documentation), space needs programming, an existing conditions report, preliminary equipment list, facility needs assessment, and master planning/conceptual design. The work involves evaluating the viability of designing for a satellite facility, a replacement facility, or expanding the current facility. HDR is consolidating existing information from several past reports and studies with the current and projected needs of the facility.

People's Express, Phase I A&E Services for Site Selection, Washtenaw County, MI

Lead NEPA Document Author/Coordinator. Jenna worked as the lead planner on developing the Categorical Exclusion NEPA documentation which included the project's purpose and need, community information, and technical compliance to meet FTA facility infrastructure requirements to support PEX's expanding fleet and operations. Jenna coordinated with technical experts to meet a fast deadline with few FTA revisions needed.

Mass Transportation Authority (MTA), Infrastructure Projects Authority Fund (IPAF) Grant Application, Flint, MI

Lead Author. MTA partnered with HDR to author a grant application to implement regional partnership planning developed by HDR in a previous project. As the lead author, Jenna made a strong case for funding a long-term MTA regional partnership with Saginaw Transit Authority Regional Services (STARS), Greater Lapeer Transportation Authority (GLTA), and Shiawassee Area Transportation Agency (SATA), which provide a mixture of fixed-route and demand-response services. Jenna researched how the agencies through the 'Transit without Borders' project would make a transformational investment by implementing new regionally-focused transit services that will increase connectivity among a four-county, multi-jurisdictional service area to expand employment access, create a more mobile workforce, and increase veteran mobility and access with demand-response transit throughout the region.

Manistee County, Manistee County Safer Southern Rail Route Study, Manistee County, MI

Transportation Planner. Planning and design of an FRA-grant funded project to eliminate five at-grade crossings, three aging rail-marine bridges, and a rail car staging area on CSX right-of-way. HDR's services included stakeholder engagement, conceptual engineering, environmental assessment, land planning and potential acquisition planning, and FRA grant project management.



Anne Cron, APR

TASK LEADER: STAKEHOLDER ENGAGEMENT

EDUCATION
B.A., Journalism, Oakland University, 2002

CERTIFICATIONS
Accredited in Public Relations

INDUSTRY TENURE
24 Years

Anne is a skilled communication strategist who has expertise in message construction, community engagement, and collaborative solution creation. She has extensive experience facilitating large community groups and is able to assist clients and their stakeholders to find consensus, engage in substantive decision-making, and achieve greater project buy-in. She has worked with transit agencies and departments of transportation to engage community for feedback, collaboration, and education. Additional projects have included community town halls, public presentations, and graphics coordination to support community awareness and education for residents, commuters, visitors, and legislators.

RELEVANT PROJECT EXPERIENCE

Ypsilanti Transit Center Feasibility and NEPA Study, Ypsilanti, MI
Strategic Communications Lead. As AAATA works to address infrastructure and service needs at their Ypsilanti Transit Center location, the organization has committed to transparent and open communications with stakeholders. Public engagement efforts included focus groups, direct interviews and large-group presentations. Anne developed the communications plan for the project, identifying stakeholders and developing key messaging to aid in project communication. She serves to support the client in working group and advisory committee meetings to seek feedback and buy-in on the project. She provides advisory services to support the communications staff and project team with meeting preparation and stakeholder engagement sessions. Her work has included meeting coordination for public meetings and the development of virtual meetings for the project.

Mass Transportation Authority (MTA), Regional Partnership Study, Flint and Saginaw, MI
Strategic Communications Lead. HDR partnered with MTA Flint and the Saginaw Transit Authority and Regional Services (STARS) in a Regional Partnership Study to analyze the organizations and provide opportunities for collaboration between the two agencies in the post-COVID environment. The work included a multi-layered effort involving the analysis of current service and travel markets using service area profiles, a robust stakeholder outreach plan, and an organizational and financial analysis to identify opportunities for partnership.

Ann Arbor Transportation Authority (AAATA) Bus Facility Study, Ann Arbor, MI
Strategic Communications Lead. HDR is developing a study for a new bus maintenance facility, providing site selection services (and associated NEPA documentation), space needs programming, an existing conditions report, preliminary equipment list, facility needs assessment, and master planning/conceptual design. The work involves evaluating the viability of designing for a satellite facility, a replacement facility, or expanding the current facility. HDR is consolidating existing information from several past reports and studies with the current and projected needs of the facility.

Arenac Public Transit Agency, Arenac County Transit Center, Twining, MI
Strategic Communications Lead. Arenac Public Transit Agency is currently in a temporary location renting space for their transit center. While experiencing significant growth, they are slated to outgrow their temporary facility in the coming years. Anne leads the stakeholder engagement, having developed a communications plan and led in person focus groups and interviews with staff. Anne developed a survey, providing guidance on distribution and collection, for the community, providing promotional materials and graphics to support the data collection and prepare the community for a potential financial ask to support an upcoming millage.

City of Grand Haven, Harbor Island Environmental Services, Grand Haven, MI
Strategic Communications Lead. HDR was awarded a wide-ranging environmental services contract for the City of Grand Haven for Harbor Island in 2022. The goal of the project is to clean up the island and make it an enjoyable part of the community again. The project's scope includes public engagement, grant writing, engineering consulting for solid waste including CCR and landfills, water treatment (PFAS), and potentially helping the City evaluate redevelopment options in the future. Anne develops project communications materials, including FAQs, website content, and presentations; facilitates meetings; and currently leads community visioning efforts to help determine the island's future use.



Margaret Rowley

STRATEGIC COMMUNICATIONS COORDINATOR: STAKEHOLDER ENGAGEMENT

EDUCATION
B.A., Political Science and International Studies,
University of Michigan, 2016

INDUSTRY TENURE
11 Years

Margaret is a communications professional specializing in community engagement. With more than 10 years of experience, she supports strategic outreach for client projects, working to educate communities, promote transparency, and build trust. Working at the intersection of public policy, engineering, and human connection, Margaret develops and implements inclusive engagement strategies that ensure diverse voices are heard and incorporated into client's decision-making processes. Whether coordinating town halls, creating key messaging documents or coordinating digital campaigns, she delivers clear, audience-specific messaging across all work.

RELEVANT PROJECT EXPERIENCE

Ann Arbor Transportation Authority (AAATA) Bus Facility Study, Ann Arbor, MI
Strategic Communications Coordinator. HDR is developing a study for a new bus maintenance facility, providing site selection services (and associated NEPA documentation), space needs programming, an existing conditions report, preliminary equipment list, facility needs assessment, and master planning/conceptual design. The work involves evaluating the viability of designing for a satellite facility, a replacement facility, or expanding the current facility. HDR is consolidating existing information from several past reports and studies with the current and projected needs of the facility.

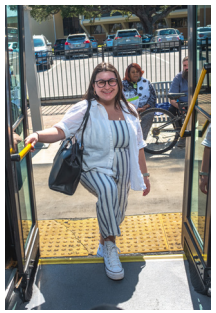
Mass Transportation Authority (MTA), Regional Partnership Study, Flint and Saginaw, MI
Strategic Communications Coordinator. HDR partnered with MTA Flint and the Saginaw Transit Authority and Regional Services (STARS) in a Regional Partnership Study to analyze the organizations and provide opportunities for collaboration between the two agencies in the post-COVID environment. The work included a multi-layered effort involving the analysis of current service and travel markets using service area profiles, a robust stakeholder outreach plan, and an organizational and financial analysis to identify opportunities for partnership.

City of Grand Haven, Harbor Island Environmental Services, Grand Haven, MI
Strategic Communications Coordinator. HDR was awarded a wide-ranging environmental services contract for the City of Grand Haven for Harbor Island in 2022. The goal of the project is to clean up the island and make it an enjoyable part of the community again. The project's scope includes public engagement, grant writing, engineering consulting for solid waste including CCR and landfills, water treatment (PFAS), and potentially helping the City evaluate redevelopment options in the future.

Manistee County, Manistee County Safer Southern Rail Route Study, Manistee County, MI
Strategic Communications Coordinator. Planning and design of an FRA-grant funded project to eliminate five at-grade crossings, three aging rail-marine bridges, and a rail car staging area on CSX right-of-way. HDR's services included stakeholder engagement, conceptual engineering, environmental assessment, land planning and potential acquisition planning, and FRA grant project management.

References and Similar Experience









Bayway Microtransit System Plan, BAY COUNTY, FL

Since 2018, HDR has served as a strategic partner to the Bay County Transportation Planning Organization (TPO), supporting the transformation of Bayway into one of Florida's most innovative transit systems.

HDR's work began with the development of a **Comprehensive Operations Analysis (COA)** in 2021 that redefined how the system delivers service. Rather than relying on traditional coverage-based approaches, HDR applied a data-driven, customer-focused methodology that integrated route performance analysis, stakeholder and rider input, and local socioeconomic and travel patterns to identify where service could be more efficient, responsive, and impactful. This process provides a clear understanding of how travel demand, service performance, and customer expectations intersect, informing where and how service strategies can evolve and providing the analytical foundation for evaluating when and where microtransit is the right solution and how to implement it successfully. HDR translated these findings into a range of service concepts, testing alternative network structures using dynamic scheduling and scenario modeling tools, allowing decision-makers to evaluate trade-offs between coverage, efficiency, customer experience, and cost, ultimately a system structure that aligned service delivery with real-world demand and supported the transition to more flexible service models.

Building on this foundation, HDR has led the **development and annual updates of Bayway's Transit Development Plan** (TDP), creating a continuous planning and implementation framework that allows the system to adapt to changing conditions while maintaining consistency with Federal Transit Administration (FTA) and Florida Department of Transportation (FDOT) requirements. This ongoing effort has ensured that planning, operations, and funding strategies remain aligned and actionable over time.

HDR's integrated approach to system design and strategic planning has been instrumental in positioning Bayway, the primary mass transit system in Bay County, FL, as a leader in transit innovation. Beginning with the **2022 Micromobility Plan**, HDR evaluated multiple mobility-on-demand service concepts, identified priority microtransit zones and transfer hubs, and developed a phased implementation strategy for integrating flexible transportation services into the existing transit network. The plan's recommendations provided the framework for Bayway's successful deployment of Bayway Flex services, creating an operational foundation for testing new service concepts, customer behaviors, and performance management approaches.

Leveraging the operational insights and customer experience gained through Bayway Flex, the TPO is advancing a next-generation service model called SunFlex, which is scheduled to launch in early 2027. This demonstration project represents a fundamental shift in transit delivery that blends the flexibility of on-demand service with the structure, performance management, and cost control of traditional transit. As a pooled, app-enabled system, SunFlex integrates multiple service types into a single platform while using dynamic routing, pricing, and incentives to encourage shared trips, improve efficiency, and maintain service quality. Innovative features such as distance-based dynamic fares, incentivized trips between key destinations, and trip pooling are designed to maintain costs while continuing to meet customer needs.

By focusing on key destinations, real-time trip matching, and customer choice, SunFlex is designed to deliver better service during peak periods, expand access across diverse travel markets, and provide the agency with greater control over operating costs and system performance. Bayway's role as one of the first systems implementing this model positions it as a demonstration for the future of transit in Florida. Today, Bayway reflects the results of a deliberate, data-driven transformation, guided by HDR's expertise in COA, system design, implementation-focused planning, and ongoing support from concept development through deployment. Throughout our partnership with Bayway, we've used varying approaches to seek public input. These ranged from traditional surveys and public workshops to attending meetings held by social service organizations to directly listen to people affected by new service concepts. Every engagement opportunity is a chance to assess overall customer satisfaction and discuss how new ideas could expand mobility options for all.

REFERENCE

Lamar Hobbs
Transit Program Administrator
Bay County Transportation Planning Organization
850.248.8161
lhobbs@baycountyfl.gov



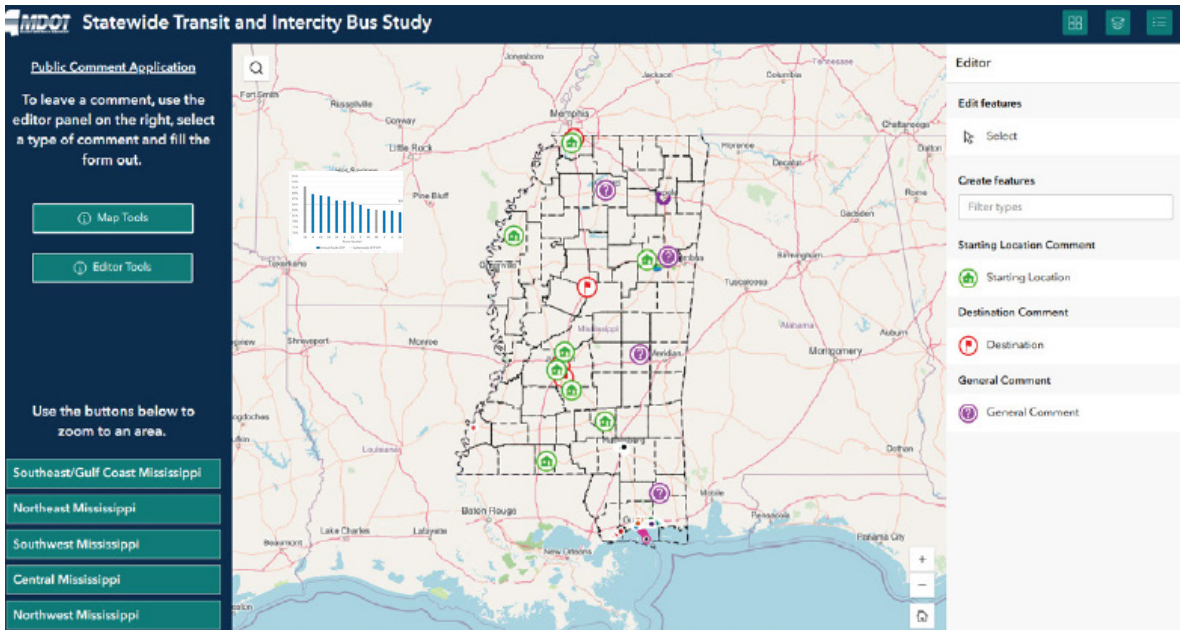
Around Anchorage 2025 Coordinated Human Services Transportation Plan
ANCHORAGE, AK

The 2025 Coordinated Human Services Transportation Plan (CHSTP) for Anchorage Alaska—Around Anchorage 2025—used a stakeholder-driven approach to plan for improvements to the transportation network for elders, people with disabilities, and others facing mobility challenges on an accelerated timeline. In compliance with state and federal requirements, the CHSTP update will allow the Municipality of Anchorage to apply for dedicated funding. Anchorage presents unique challenges for providing essential transportation: harsh weather, difficult terrain, and an aging population.

The team developed six themes (access to key destinations, service reliability and timeliness, safety concerns, accessibility to paratransit & alternative mobility options, educational outreach and information access, and affordability and economic access) and offered realistic strategies for each. HDR's plan was built upwards by stakeholders from transportation providers and community organizations that energized these leaders to move toward implementation.

REFERENCE

April White
Mobility Manager
Municipality of Anchorage
907.343.8386
april.white@anchorageak.gov



Statewide Transit Plan & Intercity Bus Study STATEWIDE, MS

This plan serves as an important element of integrated multimodal transportation system. HDR is coordinating with Mississippi DOT and key stakeholders on public engagement, market and trend analysis, and policy review. Services include intercity bus and passenger rail connectivity. The plan is a critical part of and supports the Mississippi Long-Range Transportation Plan (LRTP) which is currently under development. In addition, this plan offers improved human services transportation to improve the mobility option and overall access to key destinations and life sustaining activities through the development of a coordinated system. The Intercity Bus Study improves connections between rural and urban areas around the state while improving connections to cities across the country. Overall, the plan lays the foundation for creating an integrated, connected transit network across Mississippi to lower overall transportation costs and increase the quality of life for residents and visitors to the state.

REFERENCE

Roderick Bailey
Director, Public Transit Division
MDOT
601.359.7800
rbailey@mdot.ms.gov





Regional Partnership Study, FLINT AND SAGINAW, MI

HDR partnered with the Mass Transit Authority (MTA) Flint and the Saginaw Transit Authority and Regional Services (STARS) in a Regional Partnership Study to analyze the organizations and provide opportunities for collaboration between the two agencies in the post-COVID environment.

The Regional Partnership Study is a multi-layered effort involving the analysis of current service and travel markets using several resources:

- Service area profiles that mapped access to transit and travel patterns, reviewed operational performance and characteristics, and identified potential markets that are underserved/unserved
- A robust stakeholder outreach plan to educate the public, soliciting input from interested stakeholders on key transportation issues and how they would feel about a potential partnership between STARS and MTA
- An organizational and financial analysis to understand how business functions were conducted and to identify opportunities for potential areas for partnership

In 2025, the HDR team worked to identify a shared vision through a visioning workshop involving agency staff members, executive leadership, and board members. Participants of the workshop agreed to the following goals:

- Strengthen collaboration and leverage more economies of scale where practical and beneficial for the counties
- Advance technology and integrate where practical to enhance service quality, efficiency across business functions, and customer service experience
- Build leadership buy-in and shared desire to learn more about regional partnerships and formal governance mechanisms including agreements and authorities
- Maintain collaboration momentum from the visioning workshop by establishing a cadence for stakeholder engagement, focused on collective planning, strategy development and objectives

Currently, HDR is developing recommendations for immediate action as well as the medium and long term to provide both agencies with a road map for future collaboration.

REFERENCE

Dennis McDonagh
Director, Planning, Grants & Scheduling
Mass Transportation Authority
(810) 780-8825
dmcdonagh@mtaflint.org

3.0 SCHEDULE AND FEE PROPOSAL

Schedule of Services

Task	2026 Oct	Nov	Dec	2027 Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
Task 1: Project Management												
Project management												
Confirm workplan and schedule												
Deliverable: Final Scope and Schedule												
Deliverable: Monthly Progress Reports and Invoices												
Task 2: Existing Conditions and Mobility Needs Assessment												
Existing conditions												
Deliverable: Existing Conditions Baseline Technical Memorandum												
Task 3: County Wide Mobility and Travel Market Assessment												
County wide mobility and travel market assessment												
Deliverable: Existing Conditions Findings and Mobility Opportunity Areas												
Task 4: County Wide Feasibility Analysis												
County wide feasibility analysis												
Deliverable: County Wide Service Feasibility Assessment and Service Framework												
Task 5: Funding												
Identify and evaluate existing and new funding sources												
Implementation strategies												
Deliverable: Draft and Final Funding Financial Strategies/Analysis Memo												
Task 6: Stakeholder Engagement and Regional Coordination												
Stakeholder engagement and coordination												
Deliverable: Stakeholder Engagement Plan												
Deliverable: Steering Committee meetings (4)												
Deliverable: Stakeholder and regional partner coordination												
Deliverable: Stakeholder Findings Memorandum												
Deliverable: County Wide Mobility Survey												
Deliverable: MAX Rider Survey												
Deliverable: Harbor Transit Rider Survey												
Deliverable: Public meeting (1)												
Deliverable: Comment Tracker and Response Summary												
Deliverable: Engagement Summary Memorandum												
Task 7: Final Report and Implementation Plan												
Deliverable: Final Report												
Deliverable: Implementation Plan												
Deliverable: Presentation of Findings to MAX Board of Directors												

Table 1: Schedule of Services

Project Costs

HDR proposes to provide the services for the Study for a total "not-to-exceed" amount of $230,400 as shown below.

Total Labor:	$ 226,430
Total Expenses	$ 3,970
TOTAL NOT TO EXCEED COSTS	**$230,400**

Refer to Table 2 for a delineation of labor hours and costs associated with each task.

TASK	HOURS	COST
Task 1: Project Management	116	$23,108
Task 2: Existing Conditions & Mobility Needs Assessment	238	$39,024
Task 3: County Mobility and Travel Market Assessment	184	$27,282
Task 4: County Wide Feasibility Analysis	72	$12,413
Task 5: Funding	124	$21,848
Task 6: Stakeholder Engagement	397	$64,260
Task 7: Final Report and Implementation Plan	193	$38,495
TOTAL	**1,324**	**$226,430**

Table 2: Labor Hours and Associated Costs by Task

4.0 REQUIRED FORMS

SECTION 6:

FEDERAL TRANSIT ADMINISTRATION REQUIRED CERTIFICATIONS

CERTIFICATION REGARDING DEBARMENT AND SUSPENSION

As required by U.S. Department of Transportation regulations on Government and Suspension at 49 CFR 29.510, the Contractor certifies to the best of its knowledge and belief, that it and its principals:

(1) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency.

(2) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) transaction or contract under a public transaction; violation of Federal or state anti-trust statutes; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property.

(3) Are not presently indicted or otherwise criminally or civilly charged by a government entity (Federal, state, or local) with the commission of any of the offenses listed in paragraph (2) of this certification.

(4) Have not within a three-year period preceding this contract had one or more public transactions (Federal, state, or local) terminated for cause of default.

The contractor certifies that if it becomes aware of any later information that contradicts the statements of paragraphs (1) through (4) above, it will promptly inform FTA. Should the contractor be unable to certify to the statements of paragraphs (1) through (4) above, it shall acknowledge on its signature page and provide a written explanation to FTA.

K. Sawyer

Signature of Authorized Individual

Vice President, Michigan Area Manager

Title

ACKNOWLEDGEMENT FORM FOR TERMS & CONDITIONS AND REQUIRED FTA CLAUSES

I have received, read, understand, and agree to comply with the Terms & Conditions and the Required FTA Clauses included in the Macatawa Area Express Transportation Authority's Request for Proposal (RFP) for County Wide Service Study that was issued July 13, 2026.

I understand that failure to acknowledge or comply with any of these terms, conditions, or requirements will deem our firm unresponsive to this RFP or result in our default of the contract after its execution.

Date: August 12, 2026

Printed Name of Authorized Representative: Khaled Soubra, Ph.D., PE (MI), LEED AP

Signature of Authorized Representative: K. Soubra

Name of Firm: HDR Michigan, Inc.

Address, City, State: 1000 Oakbrook Dr., Suite 200, Ann Arbor, MI

CERTIFICATION REGARDING LOBBYING

(Applies to all contracts and subcontracts of $100,000 or more at any tier under a Federal grant.)

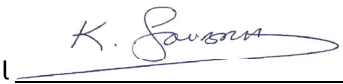
As required by U.S. Department of Transportation regulations restricting lobbying at 31 U.S.C. 1352, 2 C.F.R. 200.450, 2 C.F.R. part 200 appendix II (J), 49 C.F.R. part 20, the undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, or an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S.C. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Signature of Contractor's Authorized Official 

Name & Title of Contractor's Authorized Khaled Soubra, Vice President & Michigan Area Manager

Date August 12, 2026

CERTIFICATION FEDERAL TAX LIABILITY AND RECENT FELONY CONVICTIONS

(This form must be submitted with the contract)

The CONTRACTOR hereby certifies the following:

(A) Does not have any unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability; and

(B) Was not convicted of the felony criminal violation under any Federal law within the preceding 24months.

The CONTRACTOR agrees to require all subcontractors to provide this certification and to flow this requirement down to participants at all lower tiers, without regard to the value of any subcontract. The undersigned is authorized to execute this certification on behalf of the CONTRACTOR and certifies on the CONTRACTOR behalf that the information presented is true and correct.

Company Name: HDR Michigan, Inc.

Signature: K. Soubra

Printed Name: Khaled Soubra, Ph.D., PE (MI), LEED AP Title: Vice President & Michigan Area Manager

Date: August 12, 2026

SECTION 7:
ADDITION REQUIRED FORMS

BIDDERS LIST INFORMATION FORM

A COPY OF THIS FORM IS REQUIRED FOR ALL BIDS, QUOTES, PRIME CONTRACTORS, POTENTIAL SUBCONTRACTORS, AND SUBCONTRACTORS

PLEASE FILL OUT EACH SECTION OF THIS FORM COMPLETELY

PROJECT NAME PROPOSAL SUBMITTED FOR: County Wide Service Study **DATE:** 08 / 12 / 2026

Contractor Information

Company Name: HDR Michigan, Inc.

Address: 1000 Oakbrook Dr., Suite 200

City: Ann Arbor State: MI Zip Code: 48103

Age of the Firm *(number of years doing business under current name and/or incorporation):* 107

Company Status:

☑ Prime Contractor ☐ Subcontractor

Gender of Company's Majority Owner:

☐ Male ☐ Female

The ownership structure of HDR is provided through the HDR, Inc., BEST Plan & ESOP as the sole shareholder. No one employee owns more than one percent of outstanding shares.

Race of Company's Majority Owner:

☐ White/Non-Minority (NH)
☐ Black/African American (NH)
☐ Asian-Pacific American (NH)
☐ Subcontinent Asian American (NH)
☐ Native American/Alaska Native (NH)
☐ Mixed/Multi-Racial (NH)
☐ Some Other Race (NH)
☐ Hispanic/Latino American

The ownership structure of HDR is provided through the HDR, Inc., BEST Plan & ESOP as the sole shareholder. No one employee owns more than one percent of outstanding shares.

(NH = Non-Hispanic) Note: The US Census treats Hispanic/Latino as an ethnic category. This chart excludes Latinos from the racial categories and assigns them to a separate category. Hispanics/Latinos can be of any race.

Annual Gross Receipts *(most recently completed/audited year):*

☐ <$500,000
☐ $500,000 - $1 million
☐ $1 million - $3 million
☐ $3 million - $6 million
☐ $6 million - $10 million
☑ Above $10 million

NAICS Code (applicable to each scope of work proposed by the firm in its bid): 541690-Other Scientific and Technical Consulting Services 541330-Engineering Services
(NAICS codes can be found at www.naics.com)

Is your company certified in the State of Michigan as a Disadvantaged Business Enterprise (DBE)?

☐ Yes ☑ No

FINANCIAL CAPABILITY STATEMENT

As an employee-owned firm, our assets are managed and invested with exceptional care. We have established strong risk controls and are committed to managing our company with an eye toward long-term financial health and stability. This commitment has enabled us to thrive for more than 100 years in every economic environment and allows us to be a reliable partner for our clients.

Our financial statements are prepared and audited annually by Ernst & Young LLC. We are financially sound with gross revenues of $3.8 billion. More information may be provided upon request.

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 05/20/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: WTW Certificate Center	
Willis Towers Watson Midwest, Inc. c/o 26 Century Blvd P.O. Box 305191 Nashville, TN 372305191 USA	PHONE (A/C, No, Ext): 1-877-945-7378	FAX (A/C, No): 1-888-467-2378
	E-MAIL ADDRESS: certificates@wtwco.com	

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Liberty Mutual Fire Insurance Company	23035
INSURER B : Ohio Casualty Insurance Company	24074
INSURER C : Liberty Insurance Corporation	42404
INSURER D : Zurich American Insurance Company	16535
INSURER E :	
INSURER F :	

INSURED
HDR Michigan, Inc.
1917 South 67th Street
Omaha, NE 68106

COVERAGES **CERTIFICATE NUMBER:** W46130153 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. *LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. LIMITS SHOWN ARE INCLUSIVE OF AMOUNTS REQUESTED BY THE CERTIFICATE HOLDER AND MAY NOT REFLECT POLICY LIMIT AMOUNTS IN EXCESS OF THOSE REQUESTED. ***Not Applicable in WY**

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR [X] Contractual Liability GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [X] PRO-JECT [X] LOC [ ] OTHER:			TB2-641-444950-036	06/01/2026	06/01/2027	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 2,000,000 $ 1,000,000 $ 10,000 $ 2,000,000 $ 4,000,000 $ 4,000,000
A	AUTOMOBILE LIABILITY [X] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [ ] HIRED AUTOS ONLY [ ] NON-OWNED AUTOS ONLY			AS2-641-444950-046	06/01/2026	06/01/2027	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 2,000,000 $ $ $
B	[ ] UMBRELLA LIAB [X] OCCUR [X] EXCESS LIAB [ ] CLAIMS-MADE [ ] DED [X] RETENTION $ 0			EUO(27)57919363	06/01/2026	06/01/2027	EACH OCCURRENCE AGGREGATE	$ 10,000,000 $ 10,000,000
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N: No (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		WA7-64D-444950-016	06/01/2026	06/01/2027	[X] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$ 1,000,000 $ 1,000,000 $ 1,000,000
D	Commercial Property			CPP 0284121 - 09	06/01/2026	06/01/2027	Includes	BPP/BI/Val Papers

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

Sample

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



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SR ID: 29951702 BATCH: 4455719

1000 Oakbrook Drive
Suite 200
Ann Arbor, MI 48104-6815
734.332.6300

hdrinc.com

We practice increased use of sustainable materials and reduction of material use.

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September 28, 2026

Mr. Smith Myung, Project Manager
HDR Michigan, Inc.
1000 Oakbrook Drive, Suite 200
Ann Arbor, MI 48104

RE: County Wide Service Study – Request for Expanded Scope and Updated Timeline

Dear Mr. Myung:

Thank you to you and the HDR team for your time during the interview for the County Wide Service Study. HDR has been identified as the preferred proposer, subject to successful negotiation and approval by the MAX Authority Board.

The evaluation panel was impressed with your team. Before the scope is finalized, MAX requests that HDR propose an expanded public engagement program. Given the size of Ottawa County and the importance of community support for any service expansion, MAX would like broader in-person reach than the base proposal includes.

Please provide a scope and cost proposal for the following items. Each item should be priced separately so MAX can select which to include in the final contract:

- Additional public engagement and stakeholder meetings
- More thorough coordination with the three MPOs
- Additional presentation to the Ottawa County Board

Please price each addition separately and respond by end of day on October 10, 2026 to k.riegling@catchamax.org.

Sincerely,

Kait Riegling
Procurement Coordinator & Grant Specialist

MAX County Wide Service Study – Project Management

This scope extends project management activities from a 12-month duration to 18 months. Activities include an increased number of client meetings, invoices, and progress reports.

Project Management

Base: 116 | Proposed: 140 | Total Increase: 24

Deliverables Included

- 6 project management meetings
- 6 invoices and progress reports
- 6 meeting minutes from PM meetings

Estimated Effort: 24 hours

Estimated budget: $5,455

Enhanced Public Engagement

This task provides an enhancement of the public engagement and outreach activities. As illustrated in the table below, the proposal would increase total staff time by 200 hours and would cost an additional $33,065 in fee over the Base in the original proposal.

Activity	**Base**	**Proposed**
Small Group Meetings	4	8
Stakeholder Interviews	Not specifically included	12
MPO Coordination Meetings	2	4
Ottawa County Board Presentations	0	2
Community Open Houses	1	2
Pop-Up Outreach Events	0	2
Task hours	367	567
Task Cost	$64,260	$97,325

Engagement Enhancement

Anne Cron: 80 | Margaret Rowley: 90 | Anna Deaton: 30 | Total: 200 (additional)

Deliverables Included

- 12 individual stakeholder interviews (can be 1-3 groups if they align)
- 8 small-group stakeholder meetings
- 4 MPO coordination meetings
- Two Ottawa County Board presentations
- One additional community open house
- Up to 2 pop-up outreach events

Estimated Effort: 200 hours

Estimated budget (Additional over Proposal): $33,065

Optional Add-On: Virtual Open House

Standalone service that may be paired with the engagement enhancement. This is an example set-up and can be customized to include or exclude certain features. MAX would have access to the website for up to 1.5 years and could extend it for additional years for around $20-40 a year. Clients like to use this as an information website as they progress through their project's lifecycle.

- Custom project website
- Interactive online open house
- Interactive map
- Comment collection tools
- Survey integration
- Mobile-responsive design
- Site analytics and reporting
- Data export and summary reporting

Estimated effort: 209 hours

Estimated budget: $32,575

MPO Coordination Enhancements

This scope provides an enhancement of MPO coordination over the original proposal. Three (3) virtual MPO meetings are assumed. Meeting minutes will be prepared for each MPO coordination meeting.

MPO Coordination Enhancement

Smith Myung: 6 | David Totten: 12 | Brian Waterman: 12 | Total: 30

Deliverables Included

- 3 MPO virtual coordination meetings
- Meeting summaries

Estimated Effort: 30 hours

Estimated budget: $6,655

Ottawa County Board Presentations

This scope includes presentations by HDR's project manager to the Ottawa County Board. Three (3) Ottawa County Board presentations are assumed (2 in-person, 1 virtual).

Ottawa County Board Presentations

Smith Myung: 20 | Total: 20

Deliverables Included

- 2 in-person presentations to the Ottawa County Board
- 1 virtual presentation to the Ottawa County Board

Estimated Effort: 20 hours

Estimated budget: $6,640

Base Proposal

Task	Hours	Cost
Task 1: Project Management	116	$23,108
Task 2: Existing Conditions & Mobility Needs Assessment	238	$39,024
Task 3: County Mobility & Travel Market Assessment	184	$27,282
Task 4: County Wide Feasibility Analysis	72	$12,413
Task 5: Funding	124	$21,848
Task 6: Stakeholder Engagement	397	$64,260
Task 7: Final Report and Implementation Plan	193	$38,495
TOTAL	1,324	$226,430

Total Labor: $226,430
Total Expenses: $3,970
Total Not to Exceed Costs: $230,400

Scope Enhancements

Task	Hours	Cost
Task 1: Project Management/Schedule Extension	24	$5,455
Task 4: Enhanced MPO Coordination	30	$6,655
Task 6: Enhanced Public and Stakeholder Engagement	200	$33,065
Task 6: Virtual Open House	209	$32,575
Task 7: Ottawa County Board Presentations	20	$6,640
TOTAL	483	$84,390

Base Proposal with Expanded Scope

Task	Hours	Cost
Task 1: Project Management	**140**	**$28,563**
Task 2: Existing Conditions & Mobility Needs Assessment	238	$39,024
Task 3: County Mobility & Travel Market Assessment	184	$27,282
Task 4: County Wide Feasibility Analysis	**102**	**$19,068**
Task 5: Funding	124	$21,848
Task 6: Stakeholder Engagement	**806**	**$129,900**
Task 7: Final Report and Implementation Plan	**213**	**$45,135**
TOTAL	1,807	$310,820

Total Labor: $310,820
Total Expenses: $3,970
Total Not to Exceed Costs: $314,790