



Professional Services Agreement

MSA Project Number: R09511024

This AGREEMENT (Agreement) is made effective July 7th, 2025 by and between

MSA PROFESSIONAL SERVICES, INC (MSA)

Address: 1702 Pankratz St, Madison, WI 53704

Phone: 515-635-3416

Representative: Sarah Runkel, AICP

Email: srunkel@msa-ps.com

CITY OF SHEBOYGAN, WI (OWNER)

Address: 2026 New Jersey Avenue, Sheboygan, WI 53081

Phone: 920-459-3377

Representative: Kevin Jump Email: Kevin.Jump@sheboyganwi.gov

Project Name: Sheboygan Safe Streets and Roads for All (SS4A) Plan

The scope of the work authorized is: See Attachment A: Scope of Services

The schedule to perform the work is: Approximate Start Date: July 8th, 2025
Approximate Completion Date: November 30, 2026

The lump sum fee for the work is: \$250,000

All services shall be performed in accordance with the General Terms and Conditions of MSA, which is attached and made part of this Agreement. Any attachments or exhibits referenced in this Agreement are made part of this Agreement. Payment for these services will be on a lump sum basis.

Approval: Authorization to proceed is acknowledged by signatures of the parties to this Agreement.

CITY OF SHEBOYGAN, WI

Name: _____

Title: _____

Date: _____

MSA PROFESSIONAL SERVICES, INC.

John Langhans, PE

Vice President

Date: 6/23/2025

OWNER ATTEST (optional)

Name: _____

Title: _____

Date: _____

Stephen Tremlett, AICP

Team Leader

Date: 6/23/2025

CITY OF SHEBOYGAN STANDARD CONTRACT TERMS
GENERAL SERVICE AGREEMENT
(NON-CONSTRUCTION)

1. **STANDARD OF CARE.** Contracting Party agrees that the performance of services pursuant to the terms and conditions of this Agreement shall be performed in a manner consistent with the degree and skill ordinarily exercised by members of the same profession currently practicing under similar circumstances providing like services. Upon notice to Contracting Party, Contracting Party will, without additional compensation, correct or replace any and all Services not meeting the Standard of Care. Contracting Party agrees to follow all applicable federal, state, and local laws, regulations, and ordinances, and all provisions of this Agreement.
2. **FULLY QUALIFIED.** Contracting Party represents that all personnel engaged in the performance of the services set forth in this Agreement shall be fully qualified and shall be authorized or permitted under state and local law to perform the services.
3. **SCOPE OF WORK.** Contracting Party agrees to provide all labor, materials, equipment, transportation, appliances, and services necessary to complete all work identified or reasonably inferred from the Scope of Work document attached and/or incorporated into the Agreement. Contracting Party shall be responsible for obtaining all applicable permits and paying applicable permit fees prior to commencement. The scope of work set forth in this Agreement is based on facts known at the time of Agreement execution. As the project progresses, if facts are discovered that suggest a change of scope is warranted, the parties shall provide a written amendment to the Agreement before such change is recognized.
4. **MEANS AND METHODS.** Contracting Party shall be solely responsible for all means, methods, techniques, sequences, and procedures, and for coordinating all portions of the Work under this Agreement. Contracting Party must employ, as much as possible, such methods and means in carrying out the work as will minimize disruption to City operations. Unless specifically included as a service to be provided under this Agreement, the City specifically disclaims any authority or responsibility for general job site safety, or the safety of persons or property.
5. **APPROPRIATION OF FUNDS.** Notwithstanding any other provision of the Agreement and pursuant to Wis. Stat. § 65.06(1), if funds for the continued fulfillment of this Agreement by the City are at any time not forthcoming or are insufficient, through failure of any entity, including the City itself, to appropriate funds or otherwise, then the City shall have the right to terminate this Agreement without penalty. The City agrees that it will make its best effort to obtain sufficient funds for the Agreement to meet its obligations hereunder in full.
6. **SCHEDULE OF PAYMENTS.** The City shall remit payment to Contractor within not less than thirty (30) days of itemized invoice receipt. Such itemization shall include labor costs, the Contracting Party's direct expenses, including subcontractor costs, the hours worked by Contracting Party's staff and the amount of work completed as a percentage of the work to be performed. The City shall not make payment for any unauthorized work or expenses.

Partial payment made under this Agreement is not evidence of the proper performance by Contractor either in whole or in part, and no payment made by the City shall be construed to be an acceptance of defective or improper work.
7. **TAXES, SOCIAL SECURITY, INSURANCE, AND GOVERNMENT REPORTING.** Personal income tax payments, social security contributions, insurance, and all other governmental reporting and contributions required as a consequence of the Contracting Party receiving payment under this Agreement shall be the Contracting Party's sole responsibility. The City is a tax- exempt entity and as such, shall not be required to pay sales tax by execution of a contract.
8. **INSURANCE.** Contracting Party shall, at its sole expense, obtain and maintain in effect at all times during this Agreement, insurance coverage, as applicable, consistent with that set forth in Exhibit A.
9. **INDEMNIFICATION & HOLD HARMLESS.** To the extent authorized by law and Wis. Stat. s. 443.20, Contractor hereby agrees to indemnify, defend, and hold harmless the City of Sheboygan, its elected and appointed officials, officers, employees, agents, representatives, and authorized volunteers from and against any and all suits, actions, legal

or administrative proceedings, claims, demands, damages, liabilities, interest, defense costs, attorneys' fees, costs, and expenses of whatsoever kind or nature in any manner directly or indirectly caused, occasioned, or contributed to in whole or in part or claimed or alleged to be caused, occasioned, or contributed to in whole or in part, by reason of any act, omission, fault, or negligence, whether active or passive of Contractor or its agents or anyone acting under its direction or control or on its behalf arising out of, or in connection with, or relating to this Agreement. Contractor's aforesaid indemnity and hold harmless agreement shall not be applicable to any liability caused by the willful misconduct of the City of Sheboygan, its elected and appointed officials, officers, employees, agents, representatives, or authorized volunteers. Nothing in this Agreement shall be construed as the City of Sheboygan waiving its statutory limitation and/or immunities as set forth in the applicable Wisconsin Statutes or other applicable law. This indemnity provision shall survive the termination or expiration of this Agreement.

10. **TERMINATION FOR CAUSE.** If, through any cause, the Contracting Party shall fail to fulfill in a timely and proper manner its obligations under this Agreement, or if the Contracting Party shall violate any of the covenants, agreements, or stipulations of this Agreement, the City of Sheboygan shall thereupon have the right to terminate this Agreement by giving written notice to the Contracting Party of such termination and specifying the effective date, at least ten (10) days before the effective date of such termination. In such event, all finished or unfinished documents, data, studies, surveys, drawings, maps, models, photographs, reports or other material related to the services performed by the Contracting Party under this Agreement for which compensation has been made or may be agreed to be made shall, at the option of the City, become the property of the City. Notwithstanding the foregoing, the Contracting Party shall not be relieved of liability to the City for damages sustained by the City by virtue of this Agreement by the Contracting Party, and the City may withhold any payments to the Contracting Party for the purpose of setoff until such time as the exact amount of damages due to the City from the Contracting Party is determined.
11. **TERMINATION FOR CONVENIENCE.** The City may terminate this Agreement at any time and for any reason by giving written notice to the Contracting Party of such termination and specifying the effective date, at least ten (10) days before the effective date of such termination. If this Agreement is terminated by the City pursuant to this provision, Contracting Party will be paid an amount which bears the same ratio to the total compensation as the services actually and satisfactorily performed bear to the total services of the Contracting Party covered by this Agreement, less payments for such services as were previously made. The value of the services rendered and delivered by Contracting Party will be determined by the City.
12. **USE OF CITY PROPERTY.** Any property belonging to the City being provided for use by the Contracting Party shall be used in a responsible manner and only for the purposes provided in this Agreement. No changes, alterations, or additions shall be made to the property unless otherwise authorized by this Agreement.
13. **INDEPENDENT CONTRACTOR.** The parties, their employees, agents, volunteers, and representative shall be deemed independent contractors of each other and shall in no way be deemed as a result of this Agreement to be employees of the other. The parties, their employees, agents, volunteers, and representatives are not entitled to any of the benefits that the other provides for its employees. The parties shall not be considered joint agents, joint ventures, or partners.
14. **DISPUTE RESOLUTION .** The City and MSA desire to resolve any disputes or areas of disagreement involving the subject matter of this Agreement by a mechanism that facilitates resolution of disputes by negotiation rather than by litigation. The City and MSA also acknowledge that issues and problems may arise after execution of this Agreement which were not anticipated or are not resolved by specific provisions in this Agreement. Accordingly, both the City and MSA will endeavor to settle all controversies, claims, counterclaims, disputes, and other matters thru mediation with a mutually agreed upon mediator. Demand for mediation shall be filed in writing with the other party to this Agreement. A demand for mediation shall be made within a reasonable time after the claim, dispute or other matter in question has arisen. In no event shall the demand for mediation be made after the date when institution of legal or equitable proceedings based on such claim, dispute or other matter in question would be barred by the applicable statute of limitations. Neither demand for mediation nor any term of this Dispute Resolution clause shall prevent the filing of a legal action where failing to do so may bar the action because of the applicable statute of limitations. If despite the good faith efforts of the City and MSA any controversy, claim, counterclaim, dispute, or other matter is not resolved through negotiation or mediation, the City and MSA agree and consent that such matter may be resolved through legal action in the court having jurisdiction as specified in this Agreement.

15. SEVERABILITY. The provisions of this Agreement are severable. If any provision or part of this Agreement or the application thereof to any person or circumstance shall be held by a court of competent jurisdiction to be invalid or unconstitutional for any reason, the remainder of this Agreement and the application of such provision or part thereof to other persons or circumstances shall not be affected thereby.
16. ASSIGNMENT, SUBLET, AND TRANSFER. Contracting Party shall not assign, sublet, or transfer its interests or obligations under the provisions of this Agreement without the prior written consent of the City. This Agreement shall be binding on the heirs, successors, and assigns of each party hereto. Contracting Party shall provide not less than forty-five (45) days advance written notice of any intended assignment, sublet or transfer.
17. NO WAIVER. The failure of any party to insist, in any one or more instance, upon performance of any of the terms, covenants, or conditions of this Agreement shall not be construed as a waiver, or relinquishment of the future performance of any such term, covenant, or condition by any other party hereto but the obligation of such other party with respect to such future performance shall continue in full force and effect.
18. GOOD STANDING. Contracting Party affirms that it is a company duly formed and validly existing and in good standing under the laws of the State of Wisconsin and has the power and all necessary licenses, permits and franchises to own its assets and properties and to carry on its business. Contracting Party is duly licensed or qualified to do business and is in good standing in the State of Wisconsin and in all other jurisdictions in which failure to do so would have a material adverse effect on its business or financial condition.
19. CONFLICTS OF INTEREST. Contracting Party covenants that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of its services hereunder. Contracting Party further covenants that in the performance of this Agreement no person having any conflicting interest shall be employed. Any interest on the part of Contracting Party or its employee must be disclosed to the City.
20. ACCESS TO RECORDS & OPEN RECORDS LAWS. Contracting Party, at its sole expense, shall maintain books, records, documents and other evidence pertinent to this Agreement in accordance with accepted applicable professional practices. The City, or any of its duly authorized representatives, shall have access, at no cost to the City, to such books, records, documents, papers or any records, including electronic records, of Contracting Party which are pertinent to this Agreement, for the purpose of making audits, examinations, excerpts and transcriptions. Contracting Party understands that the City is bound by the Wisconsin Public Records Law and, as such, this Agreement is subject to that law. Contractor acknowledges that it is obligated to assist the City in retaining and producing records that are subject to Wisconsin Public Records Law, and that the failure to do so shall constitute a material breach of the contract, and that Contractor must defend and hold the City harmless from liability under that law. Except as otherwise authorized, those records shall be maintained for a period of seven (7) years after receipt of Final Payment under the Agreement.
21. COUNTERPARTS. This Agreement may be executed in one or more counterparts, all of which shall be considered but one and the same agreements and shall become effective when one or more counterparts have been signed by each of the parties and delivered to the other party.
22. SURVIVAL. All express representations, indemnifications and limitations of liability included in this Agreement will survive its completion or termination for any reason.

PROJECT APPROACH

The Sheboygan SS4A Action Plan will be developed using six key elements that encompass all required components of an SS4A Action Plan:

1. Safety Analysis
2. Engagement and Collaboration
3. Policy and Process Changes
4. Strategy and Project Selection
5. Demonstration Activities
6. Final Safety Action Plan

ELEMENT 1: SAFETY ANALYSIS

1.1 Crash Analysis

The project team will utilize WISDOT and FHWA data to review crash incidences by frequency, type, road classification, and location throughout Sheboygan to determine existing conditions and historical trends of crashes.

1.2 Traffic and Pedestrian Counts

MSA will review available traffic data from the City, WisDOT and Bay-Lake Regional Planning Commission. After which, MSA will assess gaps in traffic and pedestrian counts. MSA will collect current data on the usage of pertinent routes using pole-mounted cameras and digital processing (Miovision) of AM/PM peak periods (6 hours total per location)-to get traffic counts by type (car, truck, bike, pedestrian) in each location. We will collect counts at up to four (4) locations at two (2) different times in the project - once during the summer and once during the school year. Additionally, we will collect Average Daily Traffic (ADT) at up to four (4) locations.

1.3 High Injury Network Screening

Toole Design will develop a High Injury Network (HIN) for bicycle, pedestrian, and motor vehicle crashes. HINs are useful for simply and effectively communicating the highest priority streets that need investment to reduce deaths and serious injuries. To build the HINs, Toole Design uses a sliding window analysis to determine which corridors have the highest densities of serious and/or fatal crashes on the network. Toole Design can conduct this task efficiently by using their custom-built Safer Streets Priority Finder tool, developed in 2021 through a USDOT-led program, which automates the sliding windows analysis. In addition, corridors without recent serious or fatal crash history but with similar characteristics to those that do have recent severe crash history will also be identified as secondary corridors for improvement.

1.4 Existing Conditions Report

MSA will compile a summary of existing conditions, including three (3) HIN GIS maps (pedestrian, bicycle, and vehicle) and other analysis maps (up to five additional maps), that will aid in leadership discussions, policy recommendations, and project prioritization. This document will also serve as a draft chapter of the Comprehensive Safety Action Plan (CSAP).

ELEMENT 2: ENGAGEMENT AND COLLABORATION

2.1 Traffic Safety Engagement Plan

The MSA and Toole Design Team will hold a kickoff meeting with City staff to begin the project to develop a strategy to guide engagement with the broad community and a variety of key stakeholders.

The Traffic Safety Engagement Plan will consider, plan, and guide all the engagement tasks and deliverables and how they align and relate to the project's technical tasks. The Traffic Safety Engagement Plan will identify key stakeholders for the project. Feedback received from this process will support developing achievable targets for reducing roadway fatalities and serious injuries.

2.2 Online Engagement

The project team would develop a website to serve as a home for information and documents relating to the project. We also would foresee the need for online engagement via online surveys, where people can provide input on their own schedule from their phone or the comfort of their home. Toole Design will develop an online interactive map such as this "sandbox" style map which is available for testing: https://tooledesign.github.io/webmap_template/. We foresee online engagement and surveys to occur in the early phases of the project when we are identifying safety issues, and the final phases when we have a draft Safety Action Plan or demonstration projects for feedback.

2.3 Stakeholder Listening Sessions

We will hold five (5) stakeholder listening sessions either remote or during a scheduled visit with community members to build an understanding of their needs and the issues they face in multi-modal traveling in the community. Focus will be made to include neighborhood associations, bike enthusiasts, public transit users, youth and elderly groups, disability advocates, local Hispanic and Hmong Associations and other minority associations, and adjacent property owners.

2.4 Public Open Houses

The project team will facilitate up to two (2) open house meetings to gather community needs and issues through creative interactive activities. Project team will support the Communications Director in advertising the process through local media, social media, mailers, and targeted messaging to community organizations and leaders, including schools.

2.5 Pop-Up Booth

The project team will setup a booth up to four (4) occasions/events, inclusive of one (1) occasion during the Safety Days (see Task 2.6). This could be at Farmer's Market, the Levitt Amp Music Series, or a table set up at the Downtown Transit Center.

2.6 Safety Days

The project team will assist the City in developing a multi-day workshop (dubbed "Safety Days"), taking place during the initial phase of the project to build interest and understand the community's shared values and concerns around traffic safety. The project team would have four (4) staff in town for up 2-3 days of concentrated collaboration, which may include:

- One (1) in-person presentation/meeting with City Council or other existing city committees to gather feedback on program and policy priorities.
- Booth at the Downtown Transit Center
- Hold one (1) mobility audit event. This will be coordinated with AARP, using their AARP Walk Audit Tool Kit to assess pedestrian and bicyclists safety conditions of specific corridors identified through engagement and the steering committee meetings. Key activities include intercept surveys, walk and bike abouts, or infrastructure evaluations.
- Hold up to three (3) meetings with community organizations directly such as Harbor Center Business District, civic organizations, and non-City government agency staff.
- Facilitate one (1) public open house.

2.7 Project Team Meetings & Management

One (1) team member will meet with City staff in person, while other project team will join virtually for monthly meetings (totaling up to 15 meetings). These meetings will provide project updates, review ongoing work, and coordinate tasks and deliverables.

The project team will also host one (1) kickoff meeting with City staff to confirm the project's scope, schedule, objectives, budget, and key roles for the Sheboygan SS4A Action Plan. This meeting will also affirm the goals and expectations in a Vision Zero Resolution (see Task 3.2). We will discuss background information and establish expectations for the process and products that will help guide project success.

2.8 Steering Committee Meetings

The SS4A program requires planning structure including a guiding committee or task force to oversee CSAP development, implementation, and monitoring. MSA will assist the City in identifying and assembling the CSAP steering committee and host meetings to provide guidance and collect feedback from the committee throughout action plan development. We will facilitate in-person up to six (6) steering committee meetings, as identified in the project schedule and further explained below.

- One (1) in-person kick-off meeting;
- Two (2) meetings clustered together* (one remote and one in-person) to go over Elements 3 and 4, as well as discuss the demonstration activities (Element 5) ;
- Two (2) meetings clustered together* (one remote and one in-person) to go over Elements 5 and 6; and,
- One (1) for final document review and potential recommendation to City Council.
-

** The clustering of meetings with one in-person and one remote will allow for maximum attendance to cover materials at four junctions highlighted above.*

ELEMENT 3: POLICY AND PROCESS CHANGES

3.1 Review Plans and Policies

The planning team will review existing plans, ordinances, and policies that impact the existing and planned transportation network in Sheboygan. We will consult with City staff to determine the appropriate list of plans and ordinances to be reviewed, including relevant state plans and policies and potentially those from municipalities within proximity to Sheboygan.

3.2 Resolution Development

MSA will develop a Vision Zero Resolution for the City of Sheboygan based on the City's desired goals and expectations outlined in the project kick-off meeting. This is a requirement of the FHWA for the CSAP to be considered an eligible action plan.

3.3 Develop Revised Policies and Processes

Upon reviewing the existing plans, ordinances, and policies, the planning team will identify changes and additions to transportation policies and processes. These changes will be drafted in coordination with City staff to highlight improved processes, policies, guidelines, and standards to support the transportation network based on best practice, safety analysis, and community outreach.

ELEMENT 4: STRATEGY AND PROJECT SELECTION

4.1 Improvements & Alternatives Summary

The project team will compile a list of potential projects and strategies and alternatives that will address the safety problems described in the Safety Action Plan. The project team will provide magnitude of costs (e.g., \$, \$\$, \$\$\$) and planning-level cost assessments for three (3) prioritization projects, identifying where they fit in the implementation timeline.

4.2 Improvements Feasibility Report

Potential projects, inclusive of three (3) priority projects, will be outlined in a feasibility report that will serve as the basis for the CSAP implementation matrix. This tool will provide a list of recommended mitigation strategies with the priority actions detailed with cost and project implementation recommendations. This will accompany policy recommendations in the CSAP.

ELEMENT 5: DEMONSTRATION ACTIVITIES

MSA, working in partnership with Toole Design, will help City staff decide the scope and location of the demonstration project or projects before proceeding with design. The demonstration projects selected will be evaluated in Task 5.1 to determine those that may move forward to design to stay within the \$29,240 budget to complete Tasks 5.2 and 5.3.

5.1 Options and Scoping for Demonstration Project Design

Toole Design will work with MSA to prepare an initial memo that presents options for demonstration project design and cost estimates and estimates of quantities and costs for materials, presenting options for demonstration projects, such as:

- Two (2) locations of crosswalk enhancements (at a school location or other site)
 - Treatments could include curb extensions, pedestrian islands, or for a RRFB study - observing a comparative sample site with an existing RRFB and similar characteristics of the demonstration site.
- Two (2) locations of traffic calming (at locations with no more than 2 travel lanes)
 - Treatments could include speed humps or neighborhood traffic circles/mini-roundabouts

Demonstration materials to be provided by the City could include:

- Temporary materials such as barrels, cones, barricades, or temporary curb materials to represent curb line changes including curb extensions, chicanes, and median pedestrian islands.

5.2 Demonstration Project Design

The project team will develop two (2) conceptual layouts / alternatives based on feedback from the City and project stakeholders. Generally, our team will follow the familiar design development process to create engineering plans and drawings that the City, project staff, or even volunteers, if possible, will use to implement. Toole Design can provide signing, marking, and pavement marking plans. A preferred design will be selected with one (1) plan drawings completed in AutoCAD following WisDOT and local standards. All designs will be based on available aerial imagery and shapefiles provided by the City of Sheboygan. Signing and marking plans will show existing pavement marking and signage, and proposed pavement marking, signage, and materials placement. Work for this task includes one (1) desktop review with City staff and one (1) round of revisions based on consolidated comments. The AutoCAD drawing will be supplemented with a list of material quantities. Quantities will be summarized at the project level in Excel.

5.3 Demonstration Project Implementation

The project team will support City staff in preparing for the demonstration project and can be available for follow-up communications as necessary through the demonstration window(s). We expect the City to supply all necessary materials/equipment and orchestrate the install. If the demonstration project lasts longer than one day, the City of Sheboygan or its assigned contractor would be responsible for maintaining the materials and removing the materials, pavement markings, and signage associated with the demonstration project. Larger installations are anticipated to be in place for at least three months and would require the City to take down the installation upon completion of activities.

5.4 Demonstration Project Evaluation

The project team will analyze both community input and the technical traffic analysis of data from before, during, and after the demonstration project to measure how well it performed. The project team will evaluate the demonstration project(s) by completing and summarizing the following activities:

- Crash analysis data of 3-6 months before and after the installation.
- As part of this, AARP will host a Mobility Audit of the demonstration activity sites to evaluate the effectiveness of each project.
- Intercept surveys with quick postcard style surveys, or QR codes pointing users to the online survey.
- Average Vehicle speed
- Counts of vehicles yielding to pedestrians at crosswalks.

ELEMENT 6: FINAL SAFETY ACTION PLAN

6.1 Draft Comprehensive Safety Action Plan

All reports utilized throughout the planning process will be compiled and formatted to complete the draft CSAP. This document will summarize community input and data, describe the planning process, outline goals, recommend policy and process changes, and define procedures for implementation and monitoring of priority projects.

6.2 Draft Review

MSA will host a community open house to present the draft CSAP to the community of Sheboygan and provide residents opportunities to ask questions and provide feedback about the priority projects and policies identified through the planning process.

6.3 Final Comprehensive Safety Action Plan

The draft CSAP will be available for staff, officials, stakeholders, and community members to review and provide feedback. We request staff and official's comments to be synthesized into one round of edits/comments for the project team to consider for updates to the plan. Community input will be utilized for a revision process to format the final CSAP that will be adopted by the City of Sheboygan.

6.4 Final Presentation to Council

The project team will attend a City Council meeting to present the final CSAP to City leadership.

DELIVERABLES

Final Sheboygan SS4A Action Plan

One (1) electronic copy (PDF)

Two (2) physical copies

All data used for analysis, including but not limited to traffic counts, survey results, geodata files, shape files, crash rate data, etc.

ATTACHMENT B: PROJECT COST

Sheboygan, WI SS4A Project Cost Estimate		
Safety Analysis		
1.1	Crash Analysis	\$ 5,440.00
1.2	Traffic & Pedestrian Counts	\$ 8,160.00
1.3	High Injury Network Screening	\$ 6,240.00
1.4	Existing Conditions Report	\$ 4,200.00
Element Total		\$ 24,040.00
Engagement & Collaboration		
2.1	Traffic Safety Engagement Plan	\$ 2,840.00
2.2	Online Engagement	\$ 12,180.00
2.3	Stakeholder Sessions	\$ 4,260.00
2.4	Public Open Houses	\$ 11,580.00
2.5	Pop-Up Booths	\$ 9,000.00
2.6	Safety Days	\$ 31,150.00
2.7	Project Team Meetings	\$ 16,580.00
2.8	Steering Committee Meetings	\$ 15,080.00
Element Total		\$ 102,670.00
Policy & Process Changes		
3.1	Review Plans and Policies	\$ 2,800.00
3.2	Resolution Development	\$ 640.00
3.3	Develop Revised Policies & Processes	\$ 6,000.00
Element Total		\$ 9,440.00
Strategy & Process Selection		
4.1	Improvements & Alternatives Summary	\$ 3,400.00
4.2	Improvements Feasibility Report	\$ 6,800.00
Element Total		\$ 10,200.00
Demonstration Activities		
5.1	Options and Scoping for Demonstration Project Design (+Traffic Study for Demonstration Project)	\$ 12,800.00
5.2	Demonstration Project Design	\$ 29,200.00
5.3	Demonstration Project Implementation	\$ 2,040.00
5.4	Demonstration Project Evaluation	\$ 17,000.00
Element Total		\$ 61,040.00
Final Safety Action Plan		
6.1	Draft Comprehensive Safety Action Plan	\$ 24,060.00
6.2	Draft Review	\$ 2,240.00
6.3	Final Comprehensive Safety Action Plan	\$ 5,600.00
6.4	Final Presentation to Council	\$ 1,600.00
Element Total		\$ 33,500.00
Project Expenses		
Expense Total		\$ 9,110.00
Project Total		\$ 250,000.00