

Exhibit C: Specifications, Duties, and Scope of Work**PROJECT BACKGROUND**

The 20-Year Minnesota State Highway Investment Plan (MnSHIP) directs capital investment for Minnesota's state highway system. The plan must identify investment priorities given current and expected funding. It is updated within one year of the adoption of the Statewide Multimodal Transportation Plan (due December 2027), as required by the Minnesota Statute. The 2028-2047 MnSHIP update spans the 20-year planning period from fiscal year 2028 to 2047. This update will build off the 2023 update and incorporate recent trends, policy changes, and expected future conditions into the final investment direction.

PROJECT TASKS

The Successful Responder will be responsible for completing the following tasks:

Task 1: Project Management

The update will be led by MnDOT's Investment Planning Director under the supervision of the Statewide Planning Director. The Project Management team will also include the project manager and the Office of Transportation Safety Management (OTSM) Investment Planning Unit. The Project Management Team (PMT) will be responsible for overseeing all tasks associated with the planning process for MnSHIP including the public involvement and communications plans.

PMT

- a) Brad Utecht, Statewide Planning Director
- b) Mike Samuelson, Project Director
- c) Faith Xiong, MnSHIP Project Manager
- d) Maria Wardoku, Asset Management Planning Director
- e) Martha Allen, Principal Planner
- f) The Successful Responder's (consultant) team

Acknowledging that MnDOT is initiating the MnSHIP update project internally prior to a signed consultant contract, the Successful Responder will coordinate a consultant-phase project kick-off meeting following an anticipated March 2027 notice to proceed. At this meeting, the Successful Responder will review scope and schedule; establish meeting dates, times, and locations; confirm availability of required data; identify a process for sharing deliverables between the consultant team and MnDOT staff and discuss potential risks to successful engagement.

There are two primary ways in which the consultant team and MnDOT will repeatedly meet:

1. Bi-weekly meetings with the consultant project manager, MnDOT project manager, and MnDOT project director. These are anticipated to be status updates to ensure key deliverables and engagement activities are staying on schedule.
2. Monthly PMT meetings. These are anticipated to be opportunities for more detailed discussion of approach for analysis and engagement with a broader group.

This task also includes quality control and quality assurance (QC/QA). The Successful Responder will verify that all analyses and project deliverables are consistent with the identified scope of work and meet widely accepted transportation planning and engagement standards.

Consultant deliverables:

1. In coordination with the PMT, develop a file sharing (e.g. sharepoint) process between the consultant team and MnDOT staff.
2. Attendance and participation at the following meetings based on a projected 22-month consultant schedule (March 2027 to December 2028):

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- a. One 90-minute consultant kick-off meeting, to be held at MnDOT's Transportation Building. Includes any meeting materials, meeting summary notes, and meeting actions items within 2 business days of meeting.
- b. Up to 44 half hour bi-weekly updates with consultant project manager, MnDOT project manager, and MnDOT project director. Includes any meeting materials, meeting summary notes, and meeting actions items within 2 business days of meeting.
- c. 22 monthly invoices and progress reports.
- d. Up to 22 one-hour monthly PMT meetings. Includes any meeting materials, meeting summary notes, and meeting actions items within 2 business days of meeting.

Project advisory and decision-making structure

The MnSHIP advisory and decision-making structure has opportunities for MnDOT staff and partner organizations to participate in developing the investment direction. Three existing MnDOT decision making structures will be leveraged for the 2028 MnSHIP: Executive Leadership Team (ELT), Senior Leadership Team (SLT), and Management Groups (Project Management Group [PMG], Pre-Construction Managers Group [PCMG], etc.).

MnSHIP will develop a Policy Advisory Committee (PAC) as an opportunity for external partners to participate in the update process. There will be some overlap with the PAC from the Statewide Multimodal Transportation Plan (SMTP).

The ELT with input from the SLT will make any necessary final decisions if there is not an agreement among the PAC.

As noted below, MnDOT staff assume the following number of presentations during the development of MnSHIP:

- a) ELT: 2 times
- b) SLT: 6 times
- c) PAC: 10 times
- d) Technical Advisory Committee (TAC): 16 times

ELT

The ELT sets strategic direction for the agency, evaluates significant high-level agency risk and makes other decisions of importance to the Commissioner. MnSHIP is expected to meet with ELT two times to 1) confirm investment category and scenarios and 2) ensure the final plan aligns with agency and state priorities.

SLT

The SLT provides leadership, directs Strategic Operating Plan implementation, and makes decisions on other topics that require high level approval. Review and approval from the SLT will help ensure the final investment direction and MnSHIP strategies and priorities are implemented and incorporated into agency decision making. MnSHIP topics will be presented at SLT meetings as needed, but this scope assumes six visits at the following milestones:

- 1. Plan initiation
- 2. Development of investment categories and needs
- 3. Prior to public engagement Phase 1
- 4. Prior to public engagement Phase 2
- 5. Draft plan
- 6. Final plan

Regular SLT meetings are held on Tuesday mornings.

PAC

The PAC reviews progress and provides input to the SLT and ELT. The PAC reviews and provides input on investment categories, investment approaches, and draft investment direction during the development of the SMTP.

The group is expected to meet roughly quarterly, with occasional extra meetings as needed, for a total of up to 10 meetings.

Membership

The group is expected to consist largely of staff from partner agencies, with some MnDOT staff. Members will likely include staff from Federal Highway Administration (FHWA) (Minnesota Division), MnDOT, other state agencies, local and regional government, and other statewide organizations.

TAC

Similar to the PAC, the TAC reviews and provides input on investment categories, investment approaches, and draft investment direction during the development of the SMTP. The TAC provides a more detailed understanding of MnDOT processes that inform and are guided by MnSHIP.

The group is expected to meet every month for the majority of the contract, with likely fewer meetings at the start and end of the plan. This scope assumes the TAC will have up to 16 meetings.

Membership

The group is expected to consist largely of MnDOT staff including district planners, assistant district engineers, district engineers, specialty office directors, and assistant division directors.

Consultant deliverables:

1. Attendance and participation at and assistance developing content and presentation materials for up to:
 - a. Up to 16 two-hour TAC meetings (also prepare meeting minutes)
 - b. Up to 10 two-hour PAC meetings (also prepare meeting minutes)
 - c. Up to six SLT meetings
 - d. Up to two ELT meetings

Task 2: Public, Stakeholder, and Tribal Nation Engagement

The consultant will develop a public participation plan (PPP) which identifies all statewide outreach and engagement activities included in this scope of work. The plan should identify key stakeholders as well as outline the outreach strategies and when they will occur throughout the plan update process. The draft PPP will be reviewed and revised, as needed, based on input from the project team and MnDOT's PMG. Special attention will be given to creative outreach techniques that reach a large, diverse audience.

Populations identified in MnDOT's Advancing Transportation Equity Initiative will be given extra attention. Clear engagement activities should be given to the groups listed in Task 2.3.

A 45-day public comment period on the draft PPP is required by MnDOT's plan development guidelines.

Consultant deliverables:

1. Draft PPP
2. 45-day comment period on draft PPP

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3. Summary of public comments on draft PPP
4. Final PPP

Task 2.1: Communications plan

The PMT and the consultant team will develop a communication plan which identifies an overall communications strategy for both internal and external communications. The plan will identify the primary audiences as well as goals for project communications. The plan will highlight methods to be used as well as include a schedule of key communications activities. The communication plan will be developed concurrently with the PPP. The communication plan will identify coordination approach and timing for organizations in Task 2.4.

Task 2.2: Internal communications component

The internal communications component of the overall communication plan should focus on the key audiences within MnDOT that should be kept informed and provide input throughout the plan update process. In addition to the groups listed in Task 1, the Communication plan should identify (at a minimum) how the following groups will be engaged during the MnSHIP process:

1. Operations Division leadership (including District Engineers)
2. PMG
3. All Planners Group (APG)
4. PCMG
5. Transportation Programming and Investment Committee (TP & IC)
6. District Planners Peer Exchange
7. Operations Management Group

Task 2.3: External communications component

The external communications component of the overall communications plan should focus on audiences outside of MnDOT, including partner agencies and organization, other interested groups, as well as the general public. At a minimum, external communications should include project presentations, press releases, earned/paid media opportunities and a social media strategy. The plan will identify who will cover meetings and presentations (MnDOT staff, consultant staff, or both) consistent with the contract.

Consultant deliverables:

1. Draft and final Communications Plan

Task 2.4: Required partner outreach

Federal and State law requires consultation and cooperation with key stakeholder groups related to statewide transportation planning activities. Additionally, MnDOT also has certain expectations for specific partner outreach based on best practices. The key stakeholder groups included as part of the required consultation and cooperation include Metropolitan Planning Organizations (MPOs), tribal governments and staff, environmental resources agencies and non-metropolitan local officials. Where possible, MnSHIP will coordinate engagement with the SMTP and other statewide planning activities.

Task 2.4.1: MPO cooperation

Federal planning regulations require MnDOT to work with the MPOs in the state through a continuing, cooperative and comprehensive (3-C) planning process. MnDOT is required to develop a long-range statewide transportation plan in cooperation with the MPOs. The project team will lead the MPO outreach activities throughout the plan update process, with consultant support as needed. The specific activities for each MPO will be determined cooperatively by the project team, OTSM staff and MPO staff.

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Federal and State law requires MnDOT to consult with the 12 Tribal Nations in Minnesota at an executive level on issues related to transportation in the state. Additionally, coordination among State and tribal staff on key transportation projects is strongly encouraged. The project team will lead the tribal consultation activities throughout the plan update process, with consultant support as needed. The specific tribal consultant activities appropriate for this project will be determined by the project team and MnDOT's Office of Tribal Affairs with feedback from the Advisory Council on Tribal Transportation.

Task 2.4.3: Environmental resource agency consultation

Federal planning regulations require MnDOT to develop the long-range transportation plan in consultation with State, tribal and local agencies responsible for land management, natural resources, environmental protection, conversation and historic preservation. For Minnesota, this includes, but is not limited to:

1. The Department of Natural Resources (DNR)
2. The Minnesota Pollution Control Agency (MPCA)
3. The Board of Water and Soil Resources (BWSR)
4. The Environmental Quality Board (EQB)
5. The State Historic Preservation Office (SHPO)
6. Watershed districts
7. Local and regional agencies

Task 2.4.4: Non-metropolitan local official consultation

Federal planning regulations require states to consult with non-metropolitan local officials as part of the transportation planning process. To meet this requirement, the project team and consultant will present and discuss key project information with the area transportation partnerships (ATPs) and the regional development organizations (RDOs) boards. Other local government staff may be engaged through webinars or other presentation formats.

Consultant deliverables:

1. Assistance developing content and presentation materials for up to 10 meetings with external partners to be identified by MnDOT's project manager.
2. Attendance and participation in up to eight two-hour meetings with partners to be identified by MnDOT. Meetings are expected to be a mix of in-person and virtual.

Task 2.5: Public and stakeholder engagement

The consultant will work with the PMT to develop and implement up to 7 months of public and stakeholder engagement. There will be two public engagement phases.

1. The first period will be for feedback on investment priorities, performance targets, and investment scenarios for the state highway system.
2. The second period will receive feedback on the proposed investment direction and priorities and strategies if additional revenue is available in the future. This second engagement period provides an opportunity to communicate with internal staff and key partners on the investment direction impacts at a district and project level.

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The consultant will be responsible for developing an engagement schedule, managing the overall engagement process, including stakeholder identification and meeting scheduling. Both the project team and the consultant will be responsible for attending and delivering the various engagement activities, together as well as independently. MnDOT staff anticipate participating at most engagement events. Where possible, MnSHIP will coordinate engagement with the SMTP. At a minimum, the engagement must be statewide and include:

1. In-person public input opportunities (for each engagement period, assume at least one in each Greater Minnesota MnDOT district and 5 in Metro district, for a total of at least 24 in-person engagement events over the two phases of engagement)
2. Online engagement that mirrors in-person opportunities
3. Presentations or other engagement opportunities at community events/meetings throughout the state, including events/meetings which target specific groups (e.g. under-represented populations, youth, older adults, Black Indigenous, and People of Color)
4. Presentations to established internal and external committees and groups
5. A Let's Talk Transportation project webpage used to post project updates, outreach opportunities and other relevant information

Additional strategies will include:

1. Stakeholder forums/workshops
2. Market research, including focus groups
3. Partnering with community-based organizations or existing networks to share information and receive feedback
4. Using MnDOT employee resource groups (ERGs) as key links to specific populations
5. Interactive, game-based engagement activities
6. Innovative virtual engagement
7. Online tool allowing the public to build their own investment scenario

Consultant will work with MnDOT's Office of Communications and Public Engagement (and other offices, as needed) to ensure appropriate information is translated appropriately in accordance with relevant MnDOT policies.

The consultant will identify special interest groups not part of the TAC (such as the Minnesota Freight Advisory Committee, Minnesota Active Transportation Advisory Committee, Move Minnesota, Sierra Club, Transportation Greenhouse Gas Emissions Impact Assessment Technical Advisory Committee, etc.) and identify any direct engagement with these groups as part of the public engagement process.

Consultant deliverables include (all items listed below are separate from those listed above):

1. Developing and maintaining an engagement schedule (Engagement Phases 1 and 2).
2. Developing tools and materials for online and in-person activities, translated in accordance with relevant MnDOT policies.
3. Leading engagement logistics – identifying engagement activities, coordinating with external partners as needed, identifying MnDOT and/or consultant staff for each activity, ensuring materials are available, recording notes and summarizing information for each event.
4. Identifying online engagement opportunities and promoting online and in-person engagement activities through MnDOT and partners' communication channels
5. Attendance and participation at up to 12 four-hour in-person public engagement activities with groups to be identified by the State project manager.
6. Attendance and participation in up to six one-hour online public engagement activities to be identified by the State project manager.
7. Developing an online tool allowing the public to build their own investment scenario

Task 2.6: Outreach analysis and summary

The consultant will gather and analyze all public, stakeholder and online input into a summary document. An initial summary document will be created after the first engagement phase is complete. The summary document will then be updated with engagement results and analysis from the second engagement phase. The document should outline the overall approach as well as identify the key messages and recommendations that should be incorporated into the plan updates. Maps, charts and other relevant materials should be included, as appropriate. Data should be disaggregated to the extent possible. The summary document will include an executive summary covering both phases of engagement.

Consultant deliverables:

1. Draft and Final Engagement Phase 1 summary (including executive summary) with supporting data
2. Draft and Final Engagement summary (including executive summaries) with supporting data (assumes no changes to Phase 1 summary during this review cycle)

Task 2.7: Public review and comment

State law and MnDOT expectations require formal public review and comment on all statewide transportation planning documents. Included in a formal public review process are a public comment period, a public hearing and formal responses to all comments received as a part of this process.

Task 2.7.1: Public comment period

A public comment period is expected of all statewide planning documents at MnDOT. The project team will schedule a minimum 45-day public comment period upon completion of draft plan documents and approval of PMG and the Commissioner to release the drafts for public review. A notice of the public comment period will be posted in the State Register prior to its start and include the date and time of the scheduled public hearing.

Task 2.7.2: Public hearing

A public hearing is required for MnSHIP. The project team will schedule a public hearing on the draft plan documents during the public comment period. The hearing will include both in-person and online options for participation. Multiple regional hearings may be scheduled.

Task 2.7.3: Response to comments

The project team will collect all comments received during the public comment period. The project team will share comments with the consultant team, and the consultant team will organize all comments and draft responses to each comment. The list of comments as well as the identified responses will be included in a summary document prepared by the consultant.

Consultant deliverables:

1. Develop public comment engagement schedule
2. Track and collect public comments
3. Materials, attendance, participation, and notes at public hearing
4. Draft and final response to comments document

Task 3: Plan coordination and consistency (TO BE PERFORMED BY MnDOT)

Task 4: 2023 MnSHIP review (TO BE PERFORMED BY MnDOT)

Task 5: Planning context summary

Task 5.1: Planning context summary (TO BE PERFORMED BY MnDOT)

Task 5.2: Advancing Transportation Equity Initiative Review

The 2022 SMTP included goals, strategies, and actions to advance transportation equity. Subsequent work from MnDOT staff and partners has continued to advance transportation equity in Minnesota. The current MnSHIP includes discussion of transportation equity and includes an equity evaluation of each investment category through an equity lens. This review included a qualitative review of potential benefits and burdens. Building on previous work, this task includes a review by the consultant team of other agencies' relevant plans, work done by MnDOT during the 2026 Transportation Asset Management Plan (TAMP), and review of appropriate literature and research. The consultant will produce a memorandum describing opportunities for MnSHIP to include quantitative considerations for transportation equity when developing an investment direction. This could include performance measures, demographic or spatial investment considerations, or other relevant items.

Consultant deliverables:

1. Draft and final memorandum and accompanying presentation materials identifying recommended opportunities to include transportation equity into MnSHIP.

Task 5.3: Greenhouse Gas (GHG) Review

From 2023 to 2025, Minnesota lawmakers made changes to state laws to help reduce GHG emissions. These changes include requiring the Commissioner of Transportation to create targets for reducing emissions from cars, trucks and other transportation sources, and making road projects that increase vehicle capacity take steps to offset the emissions and extra driving those projects will cause. The currently adopted MnSHIP noted MnDOT's target to reduce vehicle miles traveled (VMT) by 14% by 2040, and it analyzed what achieving this goal would mean for various investment categories. However, the plan did not identify how MnSHIP investment strategies could advance or hinder MnDOT's GHG goals.

This task will review appropriate literature and research to identify recommendations for changes to the MnSHIP process to better incorporate greenhouse gas reductions in the final investment direction. This review will include (at minimum) potential changes in investment direction, programmatic measures to track, and plan implementation considerations. The review will also consider construction and maintenance strategies identified in MnDOT's Carbon Reduction Strategy. The review will also coordinate with existing groups as needed, including but not limited to staff from Office of Sustainability and Public Health, MnDOT's GHG Steering Committee, and/or Transportation GHG Emissions Impact Assessment TAC.

Consultant deliverables:

1. Draft and final memorandum and accompanying presentation materials identifying recommended opportunities to include greenhouse gas considerations into MnSHIP.

Task 5.4: Risk identification (TO BE PERFORMED BY MnDOT)

Task 6. Trend analysis (TO BE PERFORMED BY MnDOT)

Task 7. Financial picture/revenue projections (TO BE PERFORMED BY MnDOT)

Task 9: Scenario development and final investment direction

Task 9.1: Develop alternative scenarios (TO BE PERFORMED BY MnDOT)

Task 9.2: Review of scenarios

The project team will complete a review of the scenarios to provide context on the projected equity, economic, energy and environmental effects of each scenario. This review may include various partner agencies and MnDOT offices.

The consultant team will analyze and review scenarios against the recommendations in Task 5.2 and 5.3, and use other relevant tools as determined by the state project manager, to understand how different scenarios are consistent with MnDOT's equity and greenhouse gas goals. The GHG review will consider the scenarios presented and opportunities across scenarios to reduce emissions through various construction and maintenance strategies identified in MnDOT's Carbon Reduction Strategy or other national sources.

MnDOT developed deliverables:

1. A presentation materials identifying impacts to projected equity, economic, energy and environmental effects of each scenario. Presentations to partner agencies and MnDOT offices.

Consultant deliverables:

1. Memorandum material detailing analysis of MnSHIP scenarios' equity and GHG impacts. Consultant will also prepare presentation material summarizing memorandum information.

Task 9.3: Evaluate scenario feedback and selection of investment direction for the draft (TO BE PERFORMED BY MnDOT)

Task 9.4: Final Risk Assessment (TO BE PERFORMED BY MnDOT)

Task 9.5: Set investment direction

The project team will gather key MnDOT staff to decide on the final investment direction. The investment direction should be informed by the evaluation of public and stakeholder feedback on the scenario options but should consider all relevant inputs, including federal law and related risks, MnDOT policy, current and projected performance, previous MnSHIP priorities, state requirements and related risks, as well as revenue outlook.

The Successful Responder will support the PMT in developing succinct written and graphical meeting content for use with State staff, partner agencies and the public. The key focus of this task will be at two points, when the PMT:

- a. Shares results from stakeholder and public engagement phase 2. The PMT will then seek MnDOT staff input on potential revisions to the investment direction.
- b. Shares results from the formal public comment process. The PMT will then seek MnDOT staff input on final revisions to the investment direction.

MnDOT developed deliverables:

1. An updated memorandum and accompanying presentation materials from task 9.3 (if needed) detailing final investment direction.

Consultant deliverables:

1. Updated material from Task 2 and prepare additional materials (as needed) for use in MnDOT investment direction-setting meetings.

Task 10: Identify investment priorities for changes in revenue (TO BE PERFORMED BY MnDOT)

Task 11: Workplan development (TO BE PERFORMED BY MnDOT)

Task 12: Required reviews and analysis (TO BE PERFORMED BY MnDOT)

Task 13: Plan preparation

Task 13.1: Plan writing and editing (TO BE PERFORMED BY MnDOT)

Task 13.2: Document formatting (TO BE PERFORMED BY MnDOT)

Task 13.3: Website-based plan

The project team and consultant will develop a final website-based version for the adopted plan that at a minimum includes copies of the final plan and appendices, HTML text from the plan, and supporting graphics and analysis to add additional context to the plan. The appendices will be linked as accessible PDFs.

The project team and consultant will develop a web-based interactive tool for sharing key MnSHIP content such as a storymap. All web-based content must meet state and federal accessibility standards.

MnDOT developed deliverables:

1. Draft and final plan text, graphics (as needed), and other material in PDF format with accompany source documents for text and graphics.

Consultant deliverables:

1. Website-based plan including sharing content from plan PDF and developing interactive tools.
2. Graphics and other communication tools as directed by MnDOT staff.

Task 14: Document review (TO BE PERFORMED BY MnDOT)

Task 15: Implementation communication support

The consultant will work with the PMT and MnDOT's Office of Communications and Public Engagement to develop materials to support implementation of the plan and communicate the impacts of the investment direction, investment strategies, and the workplan to internal staff (e.g. district staff and project managers) and external partners (e.g. MPO staff, RDO staff, and tribal transportation staff).

Consultant deliverables:

1. Presentation Materials
2. Plan executive summary information sheets and/or infographics.

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