

City of South Bend | Ewing Trail

Dear Selection Committee,

The City of South Bend is making impressive advancements in economic development and revitalization of its neighborhoods. Whether its the progress made on the City's 10-year improvement plan to rebuild its streets, or following the State of Indiana's guide to create safe transportation options that promote more active lifestyles, the City of South Bend is taking proactive steps to improve safety and quality of life within the community!

Your DLZ Project Manager will be Anthony Glenn. Anthony, a South Bend native, understands the needs and constraints of this project and has been directly responsible for the design of many pedestrian projects in northern Indiana. Anthony has worked with the City successfully before on projects like Bendix Drive and Kennedy Academy Safe Routes to School which included sidewalks and pedestrian access. Anthony excels in his communication and ability to closely monitor costs and schedule. He is proactive in suggesting solutions to stay within the funding availability constraints.

We have assembled an experienced transportation design team of engineers, surveyors and environmental specialist who are dedicated to completing this project for the City. DLZ has a strong local presence with over 100 employees located right here in the City of South Bend. We live and work in your community. Our office is only 2 miles from the South Bend City Hall and within 5 miles of the project location. Being local, our designers are only 10 minutes from meeting with you at your office or at the project site.

The DLZ team excels at seeing the whole picture and not just a curb ramp or sidewalk. We have successfully delivered innovative solutions that have saved our clients time and money on similar projects. We work diligently to anticipate issues, from funding to drainage, and present you with cost effective solutions you can use immediately.

ADDITIONALLY, OUR TEAM WILL:



Communicate with you, working towards successful completion of your project.



Understand your construction budget and strive to meet or beat your goals.



Work with you to determine the most beneficial project scope and areas of reconstruction that will optimize development potential.



Successfully deliver this project on time. Additionally, we're ready to accelerate the schedule, if funding becomes available earlier.



DLZ

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Project Manager

Anthony Glenn, PE
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Authorized Negotiator

Laurie D. Johnson, PE | Vice President
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Identification & Qualifications

YOUR VISION | OUR COMMITMENT AND EXPERIENCE

The City of South Bend has funding to construct a new 10-foot multi-use path along Ewing Avenue. This provides you with an excellent opportunity to connect the recently constructed path east of Gertude Street and the path along the east side of Olive Street, improving the neighborhood and addressing areas of non-ADA compliant sidewalk and curb ramps. We have the experience and commitment to help bring this project through design and into construction. We will serve as an extension of the City's staff and deliver a quality project for the City.

Together, we will make a difference.

DLZ is a multi-disciplinary State certified minority-owned business enterprise (MBE), with offices located in South Bend, Fort Wayne, Indianapolis, Munster, Merrillville, and Burns Harbor. Our fully-staffed South Bend office is located 4.6 miles from the project location. Our ability to quickly access the project sites will enhance our services by allowing us to verify existing conditions, hold public meetings, interview key stakeholders as well as coordinate with City personnel.

Qualifications

DLZ has completed design and construction of projects similar to yours which have involved the planning and construction of sidewalks, American Disabilities Act (ADA) ramps, and trails. Your project requires following INDOT/LPA standards and procedures, of which DLZ is thoroughly proficient. Our personnel have a full understanding of INDOT's federal aid design criteria, standards and practice relating to sidewalk and ADA ramp plan development.

DLZ has successfully completed the design and construction of neighborhood ADA ramp replacement projects, as well as over 100 miles of trails, greenways, and sidewalks for numerous types of federal-aid projects.

ADA Compliance Specialists

DLZ has several staff that perform the specialized services of ADA compliance evaluation and design. This expertise has been developed over many years by our lead ADA specialists, and that experience is passed on to others as new staff join our team to meet the needs of our clients.

Team Participation

DLZ Indiana, LLC

97% | 5.2, 6.1, 8.1, 11.1, 12.1, 16.1

Metropolitan Abstracting Consultants, LLC

1% | 12.2

Vale Appraisal Group

1% | 12.4

Rita Ann Gabriel & Associaes, Inc.

1% | 12.5

Metric Environmental, LLC

5.9 5.10 (As needed)



DLZ's ADA Specialist Stephen Metzger presenting at the Ohio Transportation Engineering Conference (OTEC)

Recognized Leader in ADA Requirements

In addition to training our staff, DLZ wants our clients to be informed on the requirements of the ADA. As mentioned earlier, we have utilized our expertise to assist numerous clients with ADA compliance by providing a variety of training opportunities at no cost. DLZ sponsored full day informational seminars entitled "The ADA and Your Community" in Indianapolis, South Bend, and Fort Wayne, that provided clients and public agencies with a variety of information on the requirements of the ADA on Title II entities.

As recognized authorities on the ADA, DLZ staff are requested to present at conferences on ADA topics. DLZ has presented at the annual Accelerate Indiana Municipalities conference, Purdue Road School, Indiana Society of Professional Engineers, Michigan Public Transit Association, Ohio Transportation Engineering Conference, County Commissioners Association of Ohio, Ohio Townships Association, Kentucky American Public Works Association, and Transport Chicago.





Anthony's history with the City of South Bend and direct experience as Project Manager and lead designer of several similar projects, makes him the ideal choice to make this a successful project for the City!

PROJECT MANAGER

Anthony Glenn, PE

Anthony has 18 years of experience in transportation engineering and design working on projects including sidewalk and trail construction, road reconstruction, new alignments, intersection improvements, and feasibility studies. Over the course of his career, his responsibilities have ranged from project engineer to lead engineer to construction observer to project manager, giving Anthony extensive experience at all stages of project development.

Anthony is the ideal person to lead this project. As a life-long resident of the South Bend area, Anthony has a vested interest in improving the quality of life and infrastructure in the City. He is actively working with the City on the Bendix Drive project and recently completed the Kennedy Academy Safe Routes to School project, both federally funded projects through INDOT's project development process.

Representative experience includes, but not limited to, the following:

- Kennedy Academy Safe Routes to School, South Bend, IN
- Bendix Drive, Lathrop to Nimtz, South Bend, IN
- Bendix Drive, Voorde to Lathrop, South Bend, IN
- Potato Creek Trail, North Liberty, IN
- Douglas Road Reconstruction, St. Joseph County, IN
- Oakland Avenue, Projects A, B, & D, Elkhart, IN

Anthony's Project Management Approach

- Prioritize communication
- Address challenges & propose solutions
- Coordinate the design team and subconsultants
- Track schedule using Critical Path Method for key deliverables
- Deliver milestones ahead of schedule
- Responsive to the City and INDOT
- Propose cost saving solutions
- Ensure project stays within the specified scope and budget

Staff Capacity



Design Team



Anthony Glenn

- Ewing Trail
- Other Projects

Key Staff

CITY OF SOUTH BEND

SENIOR ENGINEER
Nifemi Oluwatomini

PROJECT PRINCIPAL
Laurie D. Johnson, PE

PROJECT MANAGER
Anthony M. Glenn, PE

QUALITY MANAGER
Ryan A. Carrington, PE

5.2 Environmental document preparation - CE
Jason Stone
Daniel Stevens

6.1 Topographical Survey
11.1 Right of Way Plan Development
Steven A. Jones, PS, CFEDS

8.1 Non-complex roadway design
Michael Geiger, PE
Scot Ferkull, EI
Emma Koch, EI
Paul Foster

12.1 Project Management for Acquisition Services
16.1 Utility Coordination
Qasim Asghar

12.2 Title Search
Metropolitan Abstracting Consultants, LLC

12.4 Appraisal
Vale Appraisal Group

12.5 Appraisal Review
Rita Ann Gabriel & Associates, Inc.

AS NEEDED SERVICES

5.9 Archaeological Survey
5.10 Historical/Architectural Investigations
Metric Environmental, LLC

A team built for success.

Quality Manager

Ryan Carrington, PE

Ryan's experience includes various highway and roadway design projects. His experience also includes feasibility studies, horizontal and vertical alignment design, storm water management systems, traffic analysis, erosion control plans, signing plans, urban drainage design, basin design, utility coordination, and right of way engineering.

- Cassopolis Street Sidewalk, Elkhart, Indiana
- Angela Blvd Roadway & Pedestrian Improvements, South Bend, IN
- Sidewalk and Pedestrian Improvements, University of Notre Dame, Notre Dame, Indiana

Roadway & Path Design

Michael Geiger, PE

Michael has contributed to the layout, geometric design, pavement design, and drainage design of roadway and site projects, as well as lift station design for a few wastewater projects.

- Bendix Drive Reconstruction: Voorde Drive to Lathrop Street, South Bend, Indiana
- Oakland Avenue LTCP Project D, Elkhart, Indiana
- Niles Avenue Reconstruction, Mishawaka, Indiana
- Transit Oriented Development (TOD) Downtown Trail, Valparaiso, Indiana



Environmental Document Preparation

Jason Stone

Jason has 30 years of experience in the preparation of NEPA compliance documents including, Environmental Impact Statements (EIS), Environmental Assessments / Findings of No Significant Impact (EA/FONSI), Categorical Exclusions (CE) and numerous Section 106/Section 4(f) Analyses, primarily for Federal, State and Municipal transportation and site development projects. In addition, he has managed interagency coordination and review processes, performed resource inventories, impact assessments, and prepared numerous environmental permit documents, coordinating these efforts with project development milestones.

Project Issues Map



1
Road Side Topography: Grading or a retaining wall would be required behind the new path



4
Church in NW Corner: Limited room for the path in front of the church.



7
Stairs and/or retaining walls behind sidewalk, consistently throughout project area



2
Missing, damaged, or overgrown sidewalk



5
Crosswalk & Ramp Geometrics: Pavement tapers create challenging ramp geometrics and may require a sliver of R/W



8
Missing or out of compliant ADA ramps



3
Safe Pedestrian Crossing is needed. Skewed intersection, and Prairie St is free-flowing.



6
Gaps in sidewalk continuity



9
New Path East of Gertrude St

Project Understanding and Approach



The City of South Bend was recently awarded federal funds to construct a new multi-use path and pedestrian safety features for Ewing Avenue, between Gertrude Street and Olive Street. This stretch will allow the City to connect the recently completed path east of Gertrude Street to the recently completed path along the east side of Olive Street. It also provides the opportunity to repair/replace existing sidewalk and curb ramps that may not be in good condition. DLZ has identified five main focus elements for this project:

- New Multi-Use Path Location
- Pedestrian crossing of Prairie Street
- Curb bump-outs and landscaping at Ewing Avenue crossings
- Addressing ADA compliance
- Additional sidewalk repair, replacement, or construction

These five priority elements are intertwined and addressing them will improve the quality of place for residents along Ewing Avenue as well as those that use Rum Village Park, at the east end of the project.



Curb Ramp at Emerson Forest Pkwy

New Multi-Use Path Location

A case can be made for the new path to be constructed on either side of Ewing Avenue. Both sides have existing sidewalk, and appear to have enough right of way to construct a new path with minimal additional right of way needed. While the path could alternate sides, if necessary, it would be more desirable to stay consistently along the same side. Here are some preliminary criteria for consideration when determining which side is recommended:

Criteria	North Side	South Side
R/W Available	✓	✓
Compatible with Prairie St Crossing		✓
Consistent with Path to the east		✓
Addresses existing sidewalk in poor condition	✓	
Avoid utility conflicts	✓	✓

Preliminarily, the south side is more favored due to the consistency with the path to the east and compatibility with a crossing of Prairie Street, but these criteria will be evaluated in more detail during design, along with the anticipated construction costs, in order to select a preferred location.

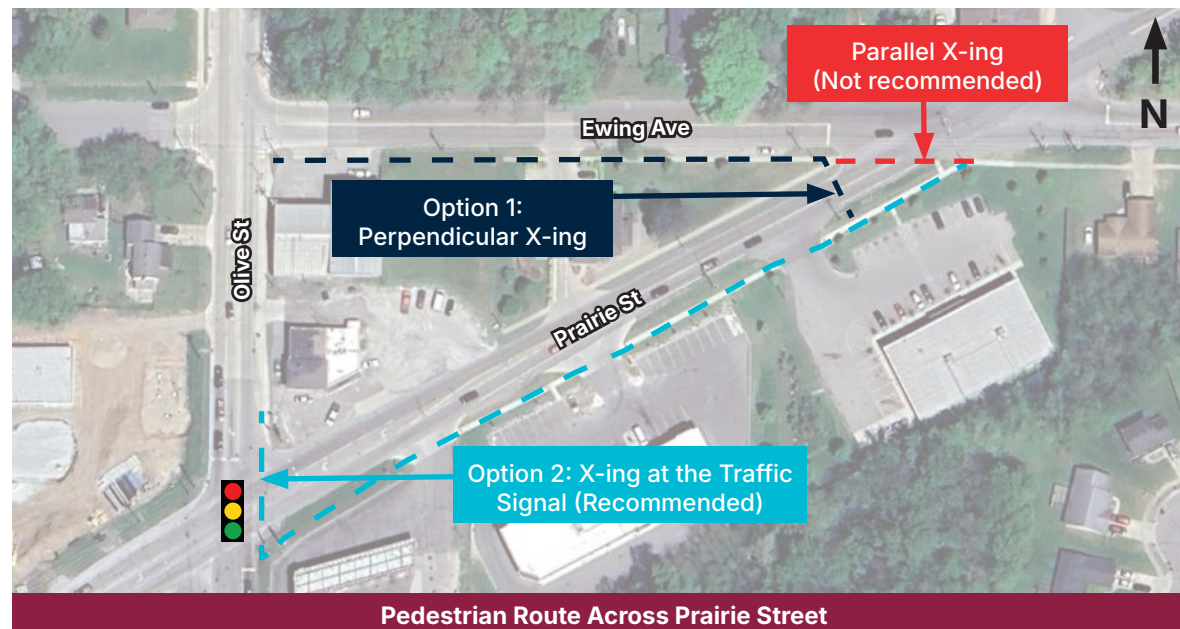
Pedestrian Crossing of Prairie Street

A safe pedestrian crossing is needed at Prairie Street; however the intersection is skewed, and Prairie Street is free-flowing, with a flashing yellow light at Ewing Street.

Pedestrian Route Option 1: The skewed intersection results in approximately 80 feet of crosswalk for a pedestrian crossing Prairie Street, parallel to Ewing Avenue. Moving the crosswalk approximately 50-60 feet southwest, along Prairie Street allows the crossing to be perpendicular to traffic and shortens the length to less than 30 feet. In addition to this placement, piano key crosswalk markings, pedestrian signage, and Rapid Rectangular Flashing Beacons (RRFB) are recommended to alert drivers of the pedestrian crossing.

Pedestrian Route Option 2: With the high volume of traffic along Prairie Street, a pedestrian crossing at a signalized intersection is preferred. Keeping this in mind, the recommended route for a pedestrian along the new path is to follow along the southeast side of Prairie Street and cross at the Olive Street traffic signal. With this option, it is recommended that the 10-foot path be constructed along Prairie Street between Ewing Avenue and Olive Street to make this connection.

From a safety perspective, Option 2 is preliminarily recommended, but we will look into both options, evaluating safety, cost, and right of way impact, to determine the preferred option.



Curb Bump-Outs and Pedestrian Crossings

Traffic is free-flowing along Ewing Avenue between Gertrude Street and Prairie Street, with five intersections from local side streets. Each intersection provides an opportunity for pedestrians to cross Ewing Avenue in route to using the proposed new path. East of Gertrude Street, the City recently completed construction of raised intersection and pedestrian crossings.

These improvements enhance safety by calming traffic as well as alerting drivers of the pedestrian crossings. **Similar enhanced pedestrian crossings are recommended at the intersections of Brookfield Street, Glen Street, and Dorothy Street.**

Benefits of an Enhanced Intersection:

- Raised intersection is traffic calming
- Concrete pavement and colored concrete crosswalk to contrast the existing asphalt pavement
- Curb bump-outs are traffic calming and reduce the length of crossing for the pedestrian.
- Curb bump-outs also provide opportunity to stripe for on-street parking.
- Landscaping opportunity to enhance the aesthetics along Ewing Avenue.



ADA Compliance

Construction of a new multi-use path and crosswalks will include construction of pedestrian facilities to meet ADA guidelines for public right of way. This should also include improving existing sidewalk and curb ramps that are not in compliance.

Based on a site visit, there are several areas of sidewalk and curb ramps that are out of compliance:

- Missing or out of compliance curb ramps at Glen Street, Dorothy Street, Brookfield Street, and Emerson Forest Parkway
- Overgrown sidewalk on the north side of Ewing Avenue
- Heaved and broken concrete sidewalk at various locations within the project
- Gaps of missing sidewalk
- Deteriorated driveway concrete

Aside from the recently constructed curb ramps at Gertrude Street, it is anticipated that new curb ramps will need to be replaced at all other locations within the project limits. As part of early data collection, all existing ramps will be evaluated for compliance.

Construction of the new path will inherently address areas of sidewalk and curb ramps that already need to be replaced along the route, and it is recommended that the other ramps and sidewalk out of ADA compliance or in poor condition be replaced as well, pending availability of funds.



Missing Curb Ramp at Dorothy Street

Additional Sidewalk Replacement

Once the preferred path alignment is selected, there may also be additional areas of sidewalk replacement that would improve pedestrian accessibility along Ewing Avenue.

An example of this is the north side of Ewing Avenue, west of Prairie Street. There is evidence that sidewalk facilities used to exist on the north side, in fact, there are still remnants of concrete sidewalk within the right of way. Over time, the sidewalk has not been maintained well and has either deteriorated or been overgrown with grass and other vegetation, to the point that it is hard to tell sidewalk existed at all. Even if the proposed path route follows the south side of Ewing Avenue and Prairie Street, reconstruction of the sidewalk west of Prairie Street would add to the quality of place for residents along Ewing Street.

If the preferred path alignment follows the south side of Ewing Avenue, additional sidewalk replacement is recommended at the following locations:

- North side of Ewing Avenue, Olive Street to Prairie Street
- North side of Ewing Avenue, Prairie Street to Brookfield Street
- Other spot locations to address heaved or broken sidewalk

As the path alignment is developed, DLZ will coordinate with the City to determine how much additional sidewalk can be reconstructed within the funding available.

Pedestrian Maintenance of Traffic

Improvements to existing sidewalk and curb ramps will require a plan for maintaining pedestrian traffic during construction. With both sides of Ewing Avenue having sidewalk, it is anticipated that routing pedestrians to the other side will be necessary; however, we also know that portions of the existing sidewalk are not ADA compliant. Because of this, **DLZ will evaluate the pedestrian route and determine the necessary sequencing of improvements.** It may require curb ramps and spot sidewalk improvements be completed on the opposite side of the road before the new path is constructed.



Broken Sidewalk



Deteriorated Driveway at Sidewalk Crossing



Utility Coordination

Utility Coordination is an important aspect of all projects, and we believe it is a critical component of design to maintain schedule, even on sidewalk and trail projects. Our experience and preliminary observation of the project area indicates that utility conflicts will likely be present. It is anticipated that a majority of these conflicts can be avoided through detailed and creative design. We are prepared to take a proactive approach to avoid delays and issues during construction.

Utility coordination activities will include:

- Initial notice to utilities and verification of facilities
- Periodic status and plan updates of the project to keep utilities informed
- Correspondence and meetings with utilities to discuss potential conflicts and resolutions, if necessary.
- Obtaining utility work plans, including relocation plans, when necessary.

Environmental Documentation

The project's use of federal funding triggers compliance with National Environmental Policy Act (NEPA) documentation requirements. DLZ has conducted a field visit and preliminary reviews of GIS data available on the IndianaMap website, IDNR's Indiana Buildings, Bridges, and Cemeteries Map website and other information to identify potential "red flag" resources or issues that may need to be considered in the project's design. Noteworthy resource/issues include a public park, a potentially historic property, a religious facility and a hazardous materials site. No features anticipated to impede project development were identified.

NEPA Element	Preliminary Findings
Section 106 - Historic Properties	The project proposes work types which may be approved under Category B, Items 1 and 8 of the Minor Projects Programmatic Agreement (MPPA). MPPA applicability will expedite completion of the NEPA documentation. INDOT may reject use of the MPPA due to the presence of a potentially historic property, in which case, a standard Section 106 review would be required. Qualified professional cultural subconsultant services would facilitate this review.
Section 4(f) Resources	Rum Village Park and a potentially historic property are located at the project's east terminus. No new right of way is required from either property; therefore, Section 4(f) uses are not anticipated.
Wetlands, Streams and Water Quality Impacts	No water resources were noted in the project area. Water resource impacts are not anticipated.
Threatened and Endangered Species	Programmatic consultation for bat species of concern using the on-line USFWS IPaC system, which streamlines the consultation process, is anticipated. A "No Effect" determination, or a "May Affect, Not Likely to Adversely Affect" determination is expected based on the project setting. Tree trimming/removal may require a seasonal tree clearing restriction.
Hazardous Materials Sites	A recorded leaking underground storage tank (LUST) site/Institutional Controls site is present at the Prairie Avenue/Locust Road intersection. Remediation is ongoing. Groundwater flow appears to be to the west, away from the project.
CE Document	A Level 1 CE Document is anticipated to be appropriate; however, if right of way acquisition exceeds 0.5 acres and/or a standard Section 106 review is required, a CE-2 may be required.

ACTION PLAN FOR FIRST 90 DAYS

During the first 90 days after being given Notice to Proceed, the DLZ Team will get started with the following tasks:

- Conduct a project kickoff meeting with the City to establish project goals, discuss schedule, and confirm our lines of communication.
- Identify and coordinate with the City on locations for curb bump-outs and landscaping
- Complete field visits for documenting environmental resources, if necessary.
- Perform topographic survey, verify existing right of way, and initiate any property surveys as required.
- Initiate Early Coordination with State and Federal environmental resources.
- Initiate coordination with all utilities to confirm locations within the project area.

Right of Way

Based upon our preliminary research of the GIS property lines, it appears that the construction can generally stay within the existing right of way. In our experience, however, there may still be the need to acquire small amounts of right of way in order to appropriately construct the proposed improvements. Additionally, federal funding requires that appropriate documentation of right of way be on record. As such, DLZ will perform title research to confirm the existing right of way. If there are areas of insufficient documentation, or where additional right of way may be needed, DLZ will lead the right of way engineering and acquisition phase, as necessary. We have assembled a team to successfully deliver on any right of way needs that this project has.

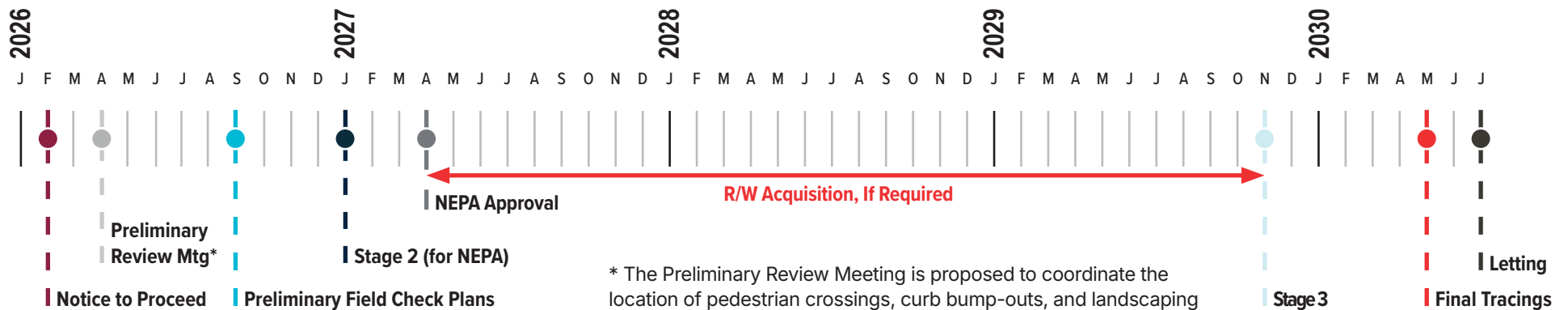
Schedule

INDOT/LPA PROJECT DEVELOPMENT PROCESS

It is our understanding, this project is to have a letting in Fiscal Year (FY) 2031, and we have developed a schedule showing July 2030 as the letting date. Based on a review of MACOG's 2026-2030 Transportation Improvement Plan (TIP), we understand Preliminary Engineering funding is split over FY 2026 and 2027, and Right of Way funding is allocated for FY 2029. We will work with the City to line up the design and right of way work with the funding availability.

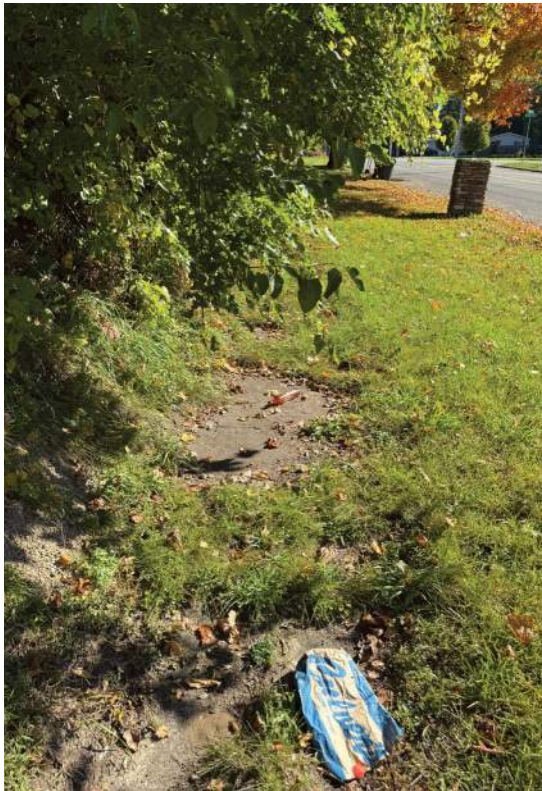
As the City is a Certified LPA, DLZ will submit directly to the City for preliminary milestones through Stage 3. The milestone dates shown for Stage 3 and Final Tracings follow INDOT's letting schedule; however, we are committed to beating those dates.

As can be seen on the schedule, there is a lot of float between NEPA Approval and Stage 3. This provides flexibility in accelerating the Stage 3 and Final Tracings milestones, if funding were to become available in an earlier fiscal year.



DLZ HAS THE EXPERIENCE YOU NEED

Often a project like sidewalks, curb ramps, and trails are viewed as "just a small project." At DLZ, we work diligently to ensure a high-quality project, regardless of size, that will serve your community for many years to come. Our team has significant experience with pedestrian centered projects that have allowed us to navigate through many different issues that commonly arise. When designing a roadway, most projects are focused on the roadway while peripheral pieces and obstacles are moved to suit the new corridor. With pedestrian projects,



Broken and overgrown sidewalk

it's a very different approach. Sidewalks, curb ramps, and path construction must fit into existing situations and avoid obstacles while still meeting the required standards. For example, on the Town of South Whitley project there was one intersection where there was very little space between the roadway and house and a three-foot drop in elevation. Our project engineer was able to design a solution that worked for both the homeowner and the town while still being ADA compliant.

This is not just a path project. We understand that there is much more involved in order to truly be ADA compliant. It is necessary to look at the entire intersection when constructing curb ramps. In many instances, we see curb ramps that end in a low spot with the road surface which causes water to pond, creating an undesirable situation.

DLZ has ADA specialists on staff that truly understand the ever-changing requirements and standards. These specialists have often developed creative solutions that are more economical than traditional solutions. For example, on the Mishawaka Safe Routes to School project where an existing retaining wall would have required the installation of handrail and other costly modifications, our ADA specialist worked directly with the design engineer to adjust the design, creating a more economically feasible solution to the issue.

It's this type of service that makes DLZ such a great partner for the City of South Bend.

Creative solutions in the Town of South Whitley where proximity between sidewalk and roadway prevented a traditional curb ramp design.



Before



After

Similar Project Experience



South Bend Safe Routes to Kennedy Academy School

South Bend, Indiana

DLZ provided engineering design for over 9,600 feet of sidewalk and 30 curb ramps on various City of South Bend local roadways near Kennedy Academy School. The purpose of the project was to improve pedestrian and bicyclist mobility, accessibility, and safety through the area. A thorough and detailed Pedestrian Maintenance of Traffic Plan was required to ensure that access was maintained through the neighborhood and to the school.



Tamarack Multi-use Trail

North Liberty, Indiana

DLZ was retained by the Town of North Liberty to provide design services for a multi-use trail along the abandoned railroad from Wabash Avenue to the north side of the VFW park. Work included the installation of ADA compliant infrastructure with the path being 10 feet wide and hard-surfaced HMA pavement. The approximate length of the trail was 4,600 feet and connected the North Liberty Community Center to the North Liberty Youth League Ballpark.



Cassopolis Street (SR 19) Sidewalk

Elkhart, Indiana

Approximately 1.75 miles of sidewalk along the west side of Cassopolis Street (SR 19). The project included traffic signal upgrades to accommodate pedestrian traffic and three mid-block crosswalks with refuge island and RRFB's to improve safety as the pedestrians crossed the five-lane roadway. The project initially started as an INDOT/LPA project and was then consolidated with a paving project through INDOT.



Northview Safe Routes to School

Valparaiso, Indiana

DLZ provided professional consulting design services for a sidewalk project in the Northview area of the City of Valparaiso. The project included the design of sidewalk gaps to the pedestrian facilities that had challenging issues. Locations included a mixture of curb and gutter or shoulder. In many cases, gravel parking areas had been created at the edge of the roadway, prohibiting walking. DLZ worked with the City and property owners to find creative solutions in addressing various issues.



Bendix Drive

South Bend, Indiana

The City of South Bend retained DLZ for design and engineering services for the reconstruction of Bendix Drive from north of Lathrop Street to the Indiana Toll Road for approximately 4500'. A road diet was performed to reduce the four-lane road down to a three-lane section with an 8-foot path along the east side of the reconstructed roadway.



Angela Boulevard Roadway & Pedestrian Improvements

South Bend, Indiana

The City of South Bend and the University of Notre Dame partnered to improve pedestrian safety along Angela Boulevard. The project focused on pedestrian safety by reducing Angela Boulevard from four travel lanes to two through the Notre Dame campus limits and improving the pedestrian crossing locations. These improvements included extending the existing sidewalk west to SR 933, curb bumpouts to reduce the crosswalk length, traffic signal upgrades, and a pedestrian crosswalk with LED flashing beacon.

