

# US-71 RECONNECTING NEIGHBORHOODS PROJECT

PHASE 1-3 PEL STUDY, CONSENT DECREE & NEPA



**SUBMITTED TO:**  
The City of Kansas City, MO

**SUBMITTED BY:**  
HNTB & Parson + Associates

**DATE:**  
October 27, 2023

**HNTB**

**PARSON**  
+ ASSOCIATES



A JOINT VENTURE

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October 27, 2023

Cory Burress, Procurement Manager  
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### Re: US-71 Reconnecting Neighborhoods Project: Phase 1-3: Planning and Environmental Linkages (PEL) Study, Consent Decree & NEPA

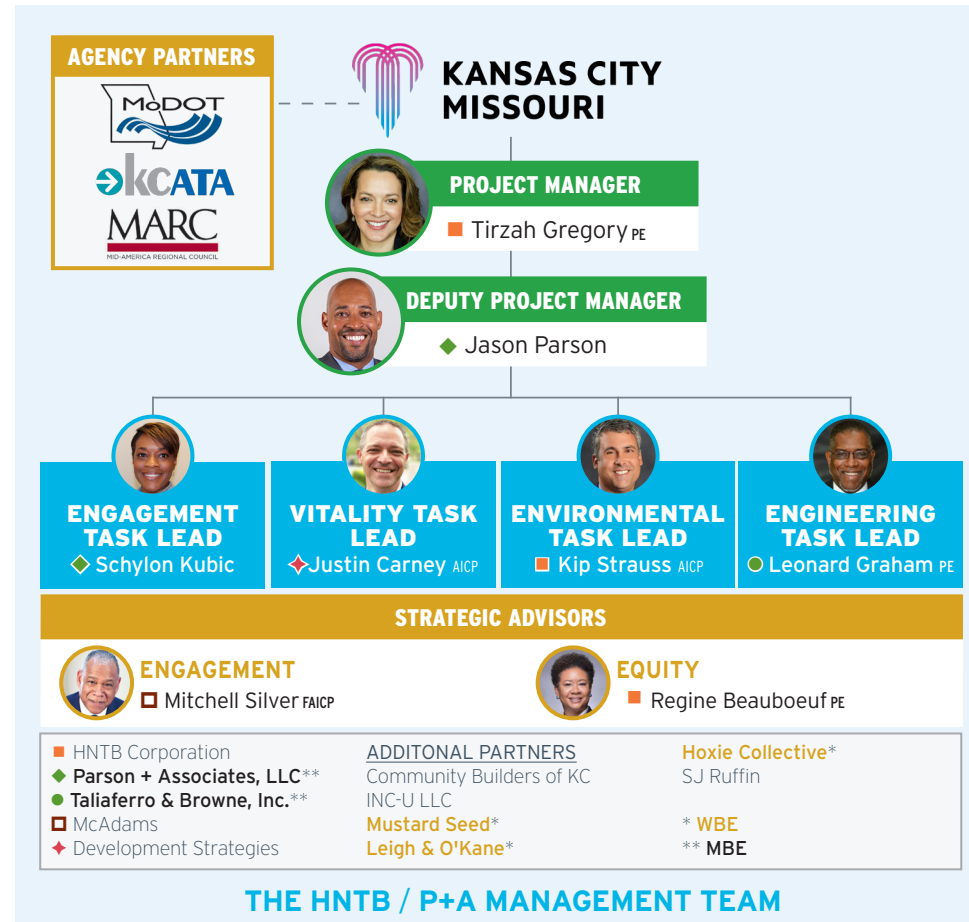
Dear members of the selection panel:

The City of Kansas City (KCMO) is taking the next big step to reconnect the previously fragmented neighborhoods along the US-71 corridor. The path forward represents a once-in-a-generation opportunity to acknowledge and repair past harms that were inflicted on vulnerable members of our community while constructing the US-71 freeway. **HNTB and Parson + Associates (HNTB/P+A), a joint venture between HNTB Corporation and Parson + Associates, LLC,** understands that this opportunity also imparts a tremendous responsibility to the team selected to engage with the community to understand their issues and collaborate with them in developing a holistic plan that is a win-win for all affected parties. *Together, we bring you a team that:*

### LISTENS FIRST

**We will use a collaborative approach focused on listening with empathy, inclusivity and an open mind – without any preconceptions.** The HNTB/P+A JV team will partner with community members to acknowledge past harms, promote healing, understand barriers and envision comprehensive solutions that the community supports. Placing the community at the center of our collaborative process will guide outcomes through a thoughtful decision-making process called “co-creation.” Our approach is designed to uncover the needs and aspirations of the community, allowing adequate time and space for them to share frustrations, trust the process, and work with our team to generate ideas.

This collaboration will guide the PEL process and the development of alternatives to address the identified needs, producing a community-supported preferred alternative for the transportation project. The alternative will align with a larger plan, consisting of the “kit of parts.” This Community Vitality Plan will be used by the community, KCMO and MoDOT as a guide for neighborhood revitalization and



as a tool to gain support for addressing the consent decree, ultimately allowing the preferred alternative to move forward into NEPA and design. **HNTB's Tirzah Gregory, PE**, as our project manager, will be responsible for making sure the engagement, vitality, environmental and engineering processes progress through the co-creation methodology. Tirzah is an empathetic leader who knows how to listen well. She also possesses the management know-how and technical skills to bring all the elements together while ensuring the community remains at the center.

## CAN BUILD TRUST

We offer a dynamic, diverse and community-based team with the capability – and credibility – to build trust with residents and stakeholders. Our team reflects the community that we will serve. The firms as well as individuals of the HNTB/P+A JV team are community members with personal and professional ties to the area. We care about the success of this project, understand how to engage in a reparative planning process, and are in a position to build trust while navigating sensitive issues with residents, businesses and community organizations.

Our team is familiar to you and the community: **Jason Parson, president and CEO of P+A**, deputy project manager, will lead the community engagement and vitality activities with his associate **Schylon Kubic** serving as the engagement task lead. **Leonard Graham of Taliaferro & Browne (T&B)** will lead the engineering evaluations. **Kim Randolph, CEO of the Heartland Black Chamber of Commerce**, will coordinate with the business community and provide expertise on workforce development opportunities. **Emmet Pierson of Community Builders of Kansas City** will facilitate conversations and planning related to land use business development, neighborhoods and housing. **Christina Hoxie of Hoxie Collective** will support planning for complete streets, bike and pedestrian connectivity, neighborhood and housing, and sustainability.

***The HNTB/P+A JV team includes more than 35% involvement from certified DBE firms and extensive minority/female representation.***



*Members of the HNTB/P+A JV team are known in the community and to KCMO and MoDOT.*

## FUNDING AND EQUITY

We will leverage our relevant local and national experience to navigate the various processes and meet the grant requirements – all while keeping a focus on equity. Our team includes trusted advisors to KCMO, the Missouri Department of Transportation (MoDOT) and the other agency stakeholders, with a proven track record of delivering successful projects.

**HNTB's Kip Strauss, AICP** will lead the environmental planning tasks. He will safeguard funding and facilitate implementation of future phases by ensuring that all federal, state and local requirements are followed and that quality technical deliverables are completed within the required timeframes. He also understands how to deliver the PEL, NEPA, and engineering components of this study in a manner that is technically sound, as he did recently on the I-29/I-35/US-169 PEL. Members of our team also have contributed to recent transformative initiatives across the nation. We will leverage the experiences of team members like **McAdams' Mitchell Silver, FAICP**, former New York City Parks Commissioner and American Planning Association (APA) president, and **Regine Beaubouef, PE**, HNTB's national equity advisor. Keeping a focus on equity and environmental justice, our team brings the right expertise to develop solutions for a safer and better connected community.

In summary, we bring a team of listeners, trusted collaborators and technical experts who will put the community first while taking the next big step to building a new legacy for the US-71 corridor and surrounding neighborhoods. Our commitment to an equitable process is unwavering, which positions us as the ideal team to facilitate this community-led effort to **reimagine, reinvigorate, repair, and reconnect** the US-71 corridor. Thank you for this opportunity to submit our proposal; we are excited to get started working with you right away.

Sincerely,

**HNTB Corporation & Parson + Associates, LLC Joint Venture**

**Tirzah R. Gregory, PE**  
HNTB Project Manager

**Jason Parson**  
P+A President and CEO

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## MANAGEMENT SUMMARY

# PROJECT UNDERSTANDING

In the 1940s, Kansas City officials proposed the South Midtown Freeway to connect south Kansas City and surrounding communities to downtown via US-71, right through the heart of vibrant neighborhoods. The route chosen for this highway – from I-435 to the downtown loop – displaced over 10,000 people and leveled thousands of homes and thriving businesses in middle-class Black neighborhoods, largely formed due to redlining policies that restricted African American home ownership and leases east of Troost Avenue. These communities became disconnected and suffered the loss of stability and thriving businesses.

The original design for US-71 bypassed the midtown community providing no off ramps and cutting off access to what remained of these neighborhoods. The primary goal for the project at the time was to create a faster commute to downtown, so access to local streets was not a priority. In 1973, a lawsuit was filed by the Swope and 75th Street neighborhoods over concerns of splitting up neighborhoods and potential environmental impacts. The court ordered the project to stop at that time.

### Consent Decree

Mamie Hughes was hired to be an ombudsman and serve as community representative during the lawsuit, which lasted 16 years. The court eventually ordered KCMO, MoDOT and others to restudy and redesign the corridor with extensive public engagement. The court issued a consent decree in 1985 that prescribed three signalized intersections to be included at Gregory Boulevard, 59th Street and 55th Street with the intention of lessening the

overall impacts to the community by maintaining east/west connectivity. The consent decree stated that the corridor would be designed as “less than a freeway and more than a parkway.” The design included a large budget for aesthetics and landscaping. A bridge was named for Mamie Hughes, and the corridor was renamed Bruce R. Watkins Drive to honor Kansas City’s first Black council person, former Tuskegee Airman, and founder of Freedom Inc – an organization focused on the desegregation of Kansas City, Missouri.

### Impacts Become Clearer

Over time, many unintended consequences of the project became clearer. During the time of the pending litigation, many homes that were acquired sat empty while the project was on hold, leading some areas to become hot spots for illegal dumping and crime. Once the highway was completed, historically Black neighborhoods that were once connected and stable became cut off, prompting many families to leave.



Members of the HNTB/P+A JV team understand this study is the next big step to making amends for the damage caused by the construction of US-71.



Map showing existing conditions and plans for US-71 from the 1970s environmental impact study.

Access to transit and other services such as groceries, medical care and schools were cut off from people living to the east of the highway. Of utmost concern, the safety of vehicular and pedestrian traffic throughout the corridor worsened.

In fact, the three intersections have resulted in high rates of injury accidents and fatalities each year. Additionally, the intersections have made US-71 inefficient for traffic and freight movements.

## Attempts to Make Things Right

During the past 10 years, studies to develop concepts for solving some of these issues were conducted, including the Swope Area Plan completed in 2014 and the Connecting Swope Study completed in 2019. The recommendations that came from those studies emphasized “restitching” the grid across US-71, which would include additional pedestrian and vehicular crossings. The preferred long-term solution was to narrow the footprint of US-71 by shifting the northbound and southbound lanes closer together and removing the signalized intersections. MoDOT also looked for ways to make the intersections safer with advanced signal warning and camera enforcement.

## Moving Forward

KCMO has taken the lead to continue the work started with these studies. In 2022, the City submitted a proposal for a RAISE grant for funding to initiate the process of repairing the past harms and unintentional consequences of the highway project. Specifically, the proposal requested \$5M to address negative impacts of US-71 through extensive engagement focused on repair of the division of neighborhoods/improved connectivity;

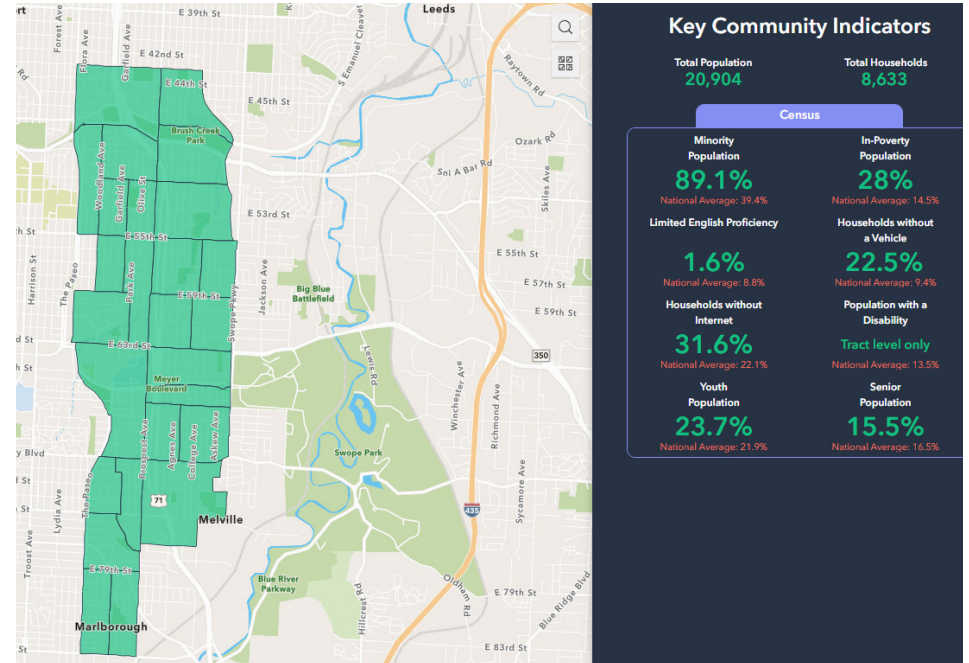
mitigation of environmental impacts; improvement of safety for all users; enhanced traffic operations for personal vehicles and freight; and stimulated economic development on both sides of the highway.

## Historically Disadvantaged

The study area spans the 3rd and 5th City Council Districts and is considered an “area of persistent poverty” and a “historically disadvantaged community” as part of the federal Justice40 criteria. Data collected from census tracts shows that in the study area approximately 30% people live under the poverty line compared to 17% rate citywide and 14.5% nationwide.

## Safety as a Priority

Enhancements to safety will be at the core of this planning effort to redefine this critical transportation asset for the adjacent neighborhoods and Kansas City region. US-71 ranked #1 for high injury and fatal crashes among all Kansas City roadways from 2015 to 2020, with 19 fatal crashes and 40 serious injury crashes occurring in that time. Many of the crashes involving vehicles are rear-end crashes and often correlated with distracted driving, congestion, speeding, and traffic signal locations. Pedestrian crashes are occurring both at traffic signal and mid-block locations.



HNTB's Community Intelligence Toolkit (CIT) pulls data showing key community indicators.

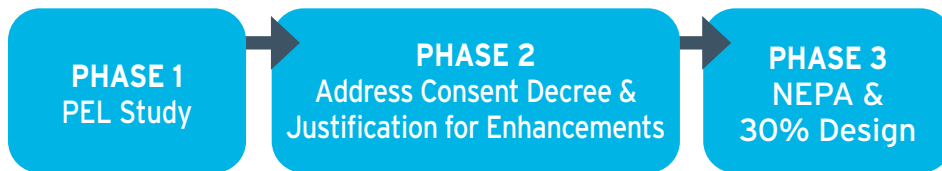
## A Legacy For All

The HNTB/P+A JV team was formed with intention and united by purpose. Each of our key team members has a personal connection to this project and is committed to making it a positive legacy for city leaders, elected officials, community participants and for ourselves as professionals. This is the community-based team that will pour their energy into reconnecting this part of our community and building a better future for our deserving neighbors living in this area.

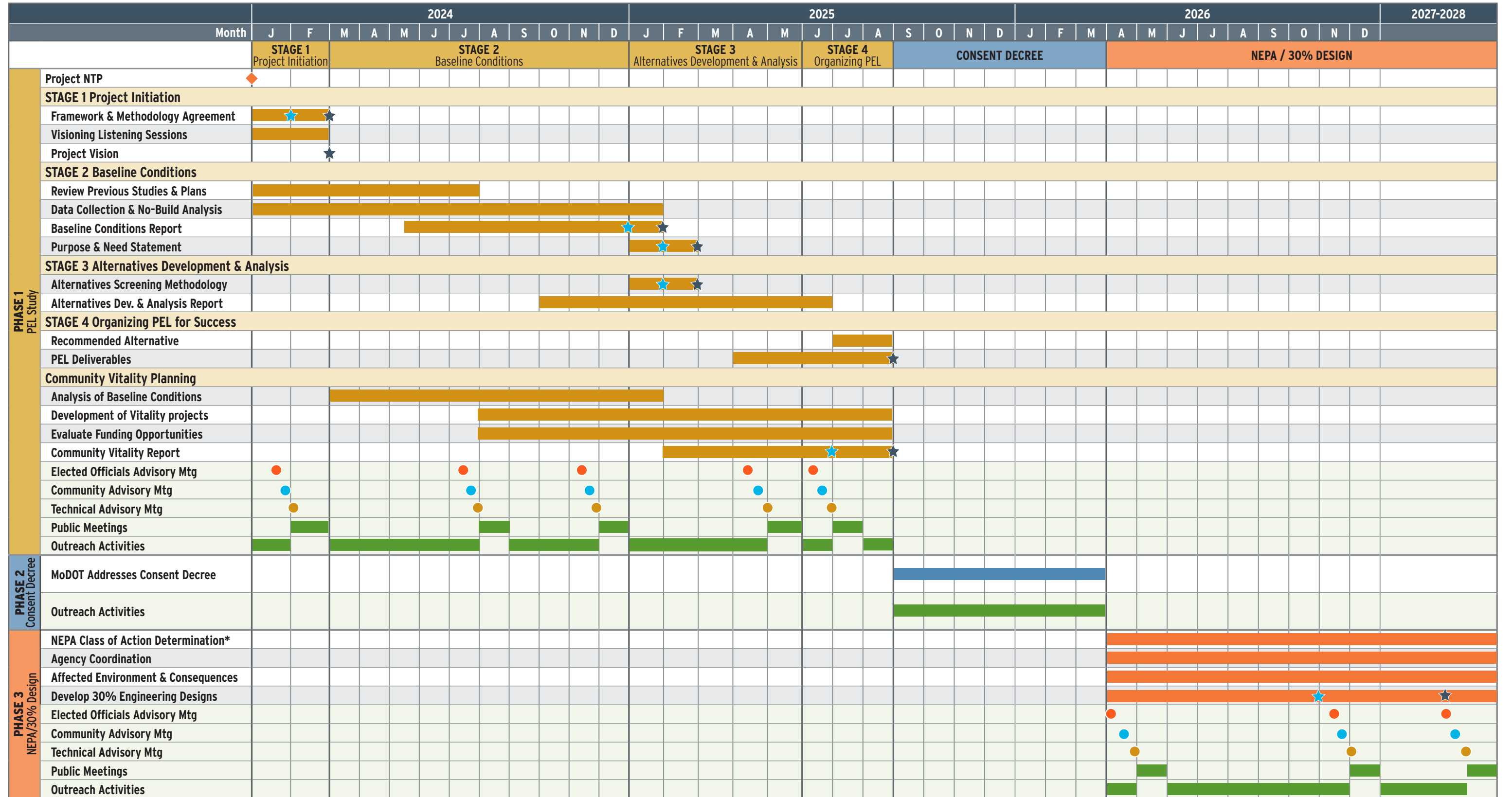
## FOR US, IT'S PERSONAL...

Please see the individual stories and messages developed by our key staff on each resume in the Appendix.

### RAISE GRANT PHASES



# CONCEPTUAL WORKPLAN



◆ NTP ★ Draft ★ Final \*Assumes EIS (2 yrs.) ■ Public Engagement Activities (All Phases)

## METHODOLOGY AND SCOPE

HNTB and P+A and have partnered with the intention of creating a community-based, community-focused team. To that end, we chose **Tirzah Gregory** to serve as our project manager. Tirzah brings strong relationships with the community and strengths in listening, empathy, and collaboration – leadership skills that will be critical to the success of this project. Effective public engagement will also be essential for project success. With that in mind, HNTB and P+A are elevating our partnership to form a joint venture (JV). Forming a JV ensures **Jason Parson**, who is trusted by the community and stakeholders, maintains the highest level of decision-making authority on our team, allowing the community to trust that their voices will be heard – leading to a future project that garners their support. Jason will also serve as Tirzah’s deputy project manager, focusing on the community engagement and vitality activities, while Tirzah manages the overall project and the engineering and planning activities. As you review our methodology, scope and team composition, you will see our commitment to ensuring the right representation at all levels of decision-making.

### Co-Creation

The HNTB/P+A JV team will utilize a proven process developed to promote a cycle of interaction, mutual learning and communication called co-creation. Co-creation begins before the project planning starts and continues throughout the project

Co-Creation = Community Driven Outcomes



lifecycle. Community members are at the center of this collaborative process, continuously driving outcomes. They are given a role in determining their needs while technical experts partner with them in the development of comprehensive solutions. Co-creation is a continuous cycle of interaction, learning, and communication, from the start of a project to the end. There are five sequential steps: 1) Understand (listen first); 2) Envision (define scope); 3) Commit (address the needs); 4) Assess (get feedback); and 5) Learn (reflect on outcomes). As shown in the graphic, co-creation facilitates equitable, community-driven outcomes and has the potential to reduce risks and delays, save time and money and support successful outcomes.

### Looking Through the Lens of Equity

As part of this process, potential impacts of each alternative will be evaluated applying a lens of equity as they relate to safety, traffic, multimodal connectivity, engineering, mobility, environmental justice, sustainability, quality of life, health and costs. The need for improvements in these areas is essential to all residents and of particular importance to people who are older, have disabilities, are lower-income, and live in households with no vehicles.

The USDOT, through its Justice40 initiative, recognizes the impacts of the lack of transportation options for disadvantaged populations and seeks to remedy these disparities through addressing the impacts of transportation disadvantages, especially transportation insecurity – a critical component of transportation disadvantages that is linked to persistent poverty. It measures and compares how communities experience transportation disadvantages through lack of access, high incident rates, especially among vulnerable users, and costs incurred compared to median area income. Residents in our study area deal with disproportionate household cost burdens, lack of accessibility to social services, and higher safety incidents. In response to these priorities, HNTB/P+A’s approach to the US-71 PEL study will address how to:

- Provide safe pedestrian, bicycle, and ADA facilities.
- Identify and fill mobility gaps.
- Expand transit reach and availability.
- Improve multi-modal connectivity and accessibility.
- Implement a “complete streets” concept along local streets.
- Promote active transportation.
- Address infrastructure needs that impact mobility.
- Address land use issues/economic development to improve proximity to jobs, shopping, and community centers of interest.
- Promote collaboration and partnership between transportation agencies and transportation providers.

### Setting Expectations

At the outset of the study, **Tirzah** and **Jason** will collaborate with KCMO, MoDOT and other partner agencies to establish expectations by understanding of the scope of work that can be done with the federal funds and the efforts that need to be promoted through other channels. These early efforts will also establish clear timelines for the grant-funded project and any supplemental efforts. Tirzah will organize meetings with KCMO and MoDOT project managers at the beginning of the project to establish those guidelines, so that our messaging to the stakeholders and



Data-Driven Decisions How Does the Community Intelligence Toolkit (CIT) Compare to Other Tools?			
<b>CEO's CEJST</b> <ul style="list-style-type: none"> <li>• Tract</li> <li>• Select demographics + burden categories</li> <li>• Disadvantaged communities</li> </ul> <b>INTENDED USE:</b> Justice40 Initiative programs	<b>EJScreen</b> <ul style="list-style-type: none"> <li>• Tract</li> <li>• Select demographics + burden categories</li> <li>• Environmental Justice Index</li> </ul> <b>INTENDED USE:</b> Screening for any disproportionality at the community level	<b>RAISE GRANT</b> <ul style="list-style-type: none"> <li>• Tract</li> <li>• Historically disadvantaged communities</li> <li>• Areas of persistent poverty</li> </ul> <b>INTENDED USE:</b> Informing RAISE Grant applications	<b>HNTB's CIT</b> <ul style="list-style-type: none"> <li>• Block Group &amp; Tract</li> <li>• Detailed demographics + burden categories</li> <li>• CEJST &amp; RAISE Grant program layers</li> </ul> <b>INTENDED USE:</b> <ul style="list-style-type: none"> <li>• Community profile</li> <li>• Equity communities</li> <li>• Project benefits/impacts</li> <li>• Templates</li> <li>• Digital NEPA</li> </ul>

*HNTB's Community Intelligence Toolkit combines all available demographic data.*

public will be clear and consistent. Because the public is anxious for improvements in this corridor, and previous studies have laid dormant for years, communicating timelines during engagement activities will help manage expectations, and identifying “early wins” – smaller projects that can move quickly and show progress early will help build trust. We have identified several potential early wins in our proposal.

### Data-Driven Decision Making

Our team will collect and analyze multiple sources of data to identify needs along the corridor to pair with what we hear during our engagement activities. Tirzah will make sure team members apply this analysis to inform discussions with stakeholders at all levels and as alternatives are developed to evaluate outcomes. Some examples of data that we will

analyze include connectivity, mobility economics, demographics, quality of life, sustainability, and safety elements.

HNTB has recently developed a **Community Intelligence Toolkit (CIT)** that combines all available demographic data from various sources – such as the U.S. Census Bureau’s American Community Survey, Climate and Economic Justice Screening Tool, USDOT’s RAISE Grants, and Esri Libraries – distilled into one tool. With a consistent, data-driven approach, the CIT provides demographic snapshots of the community right at our fingertips that can be used to inform the team, the stakeholders, and the public.

### ENGAGEMENT



Community engagement – the central, most critical element of this study – will be led by



**P+A's Jason Parson and Sychlon Kubic.** The objective

of our engagement approach is to reach, engage, and elicit feedback to garner public support from stakeholders, residents and businesses within the study area. The first step to engaging the community will be to acknowledge past injustices and the negative impacts of US-71 to transportation, health, housing, wealth and economic development in the study area. **Mitchell Silver** will advise and mentor our team on how to message and approach these conversations with sensitivity from his experiences on restorative planning processes. One of his suggestions is for the team hold an initial public listening session without KCMO and MoDOT present to help residents feel more comfortable during the initial engagement phase. As trust is established and engagement continues, KCMO and MoDOT would re-engage.

Equity will be at the forefront of engagement activities, ensuring that everyone, regardless of age, race, ethnicity, sexual orientation, financial status, or education level has an opportunity to provide input and feedback. We will create a detailed public engagement plan that focuses on listening first, validating frustrations, and utilizing the co-creation process. Through this process all participants will be empowered to play a role in the development of alternatives.

Our goals for communication are: 1) Transparency, 2) Equity, 3) Timeliness, 4) Purposefulness, and 5) Clarity.

### Advisory Groups

We will organize and facilitate several types of advisory groups with specific roles. These meetings will be facilitated by team members who are trusted voices in the community - **Jason Parson, Tirzah Gregory, Kim Randolph, and Emmet Pierson.**

**Elected Officials Advisory Group (EAG).** This group’s role is to bring forward priorities from the community and discuss issues they face. We will inform this group on the progress of the study at certain milestones before communicating to the public. This will allow them to be ready to respond knowledgeably to questions from constituents.

**Community Advisory Group (CAG).** This group will include neighborhood representatives, school officials, and community, business, and faith leaders whose role will be to identify issues, give feedback, advise on engagement strategies, and collaborate on the priorities for vetting alternatives. Our team has found more success engaging a CAG when they can be compensated for their time, especially the neighborhood and community representatives who would find it a hardship to take time off from work or face other participation obstacles. We propose that an allowance for stipends is included in the project budget.

**Technical Advisory Group (TAG).** This group is composed of representatives from KCMO, MoDOT, KCATA, FHWA and MARC and will be assembled regularly

to provide feedback and advise on issues in the study area, the Purpose and Need, screening criteria, alternatives, and the environmental and technical aspects.

### Audiences

Our team has developed a preliminary list of audiences that we will target as we plan our outreach activities:

**Residents.** Residents of all ages and backgrounds within the study area.

**Neighborhoods & Neighborhood Associations.** Primary neighborhoods such as Blue Hills Neighborhood Association, Tri-Blenheim, Town Fork Creek, and Marlborough East. Secondary neighborhoods, such as Foxtown East and Swope Parkway-Elmwood.

**Business Community.** Locally owned businesses along Prospect Avenue, Swope Parkway, and 63rd Street such as Harold Pender and Metro Plaza. Organizations such as Alphapointe and the Southtown Council as well as financial institutions, and business chambers.

**Schools & Educational Institutions.** Public schools such as Paseo Academy, Hogan Preparatory, Brookside Charter School, Ewing Marion Kauffman School, UMKC, as well as other charter schools, private schools, and technical schools.

**Healthcare Institutions & Public Safety.** Research Medical Center, Swope Health Service health/police/fire departments and clinics.

**Government Agencies.** MoDOT, FHWA, KCMO, MARC, KCATA, counties, and municipalities within the study area, and resource agencies.



*P+A has an aggressive, inclusive outreach plan.*

**Community.** Faith-based institutions, civic organizations, public libraries, community centers, YMCAs and YWCA.

**General.** Commuters, transit riders, public, and news media.

### Tools & Tactics

We aim to be inclusive listeners, allowing all members of the community to communicate their vision for their neighborhoods. A tailored approach is required to meet the diverse needs of the community members. Our team's plan includes the following:

**Project Brand & Identity.** Create a project brand and QR code that can be used on all materials throughout the project duration. The brand will add a recognizable identity to the project that can be used in fact sheets, postcards, and flyers and the QR code can direct community members to the project webpage and/or online surveys.

**Interactive Website.** Create a user-friendly and interactive website with information about the study, its purpose, updates, and opportunities for public engagement. The website will be the repository for communication items, video links, social media links, fact

sheets, etc., and have a simple URL and QR code to make it easy for the community to stay involved.

### Agency Coordination Meetings.

Outside of the advisory group meetings, conduct one-on-one meetings with elected officials and KCMO, MoDOT, KCATA and MARC leadership as needed to ensure that all agencies agree with the development of the study. We will enlist elected officials as active champions of the study and will provide timely information to them that can be easily shared with their constituents.

### Community Champions & Listening Sessions.

Identify trusted community leaders as champions to conduct listening sessions in the neighborhoods. These sessions would happen in various locations like the Southtown Council, neighborhood association meetings, libraries, community centers, schools and houses of worship.

Community champions would be identified early in the study and engaged often, acting as microphones to amplify the goals of the study and help keep their communities engaged. They will also help the project team identify potential conflicts or whisper campaigns against the study early, allowing the team to act quickly to dispel myths and have thoughtful responses to critical questions.



### EARLY WIN!

P+A has existing relationships with area clergy who would be ideal community champions.

### Community Meetings & Workshops.

Conduct listening sessions and facilitate workshops in affected neighborhoods at houses of worship, community centers and schools. The team will present project objectives and updates and solicit feedback.

### Storytelling & Artistic Expression.

**Sonié Joi Ruffin**, local renowned contemporary artist and founder of the African American Artists Coalition, will gather multi-generational groups together to share and document their history, experiences and culture to preserve.

**Local Media Partnerships.** Find opportunities to collaborate with local media outlets to raise awareness about the study and its community engagement efforts.

**Meeting in a Box.** Assemble and distribute meeting kits to be used by community champions, project team members and neighborhood groups to share project information and opportunities for participants to offer digital and hard copy input.

**Social Media.** Utilize social media platforms such as Facebook, Instagram, X, and Nextdoor to share updates, stories, and discussions.

**Collateral Materials.** Develop and distribute hard copies of fact sheets, fliers, and postcards to schools, libraries, and other gathering places.

**Surveys & Questionnaires.** Use online and digital surveys throughout the process. Hard copies will be distributed

at community centers, businesses, libraries, houses of worship and schools.

**School Outreach.** Attention will be given to local schools to organize educational sessions, presentations, and competitions allowing young people to contribute to creating spaces that reflect themselves and where they want to live, work, and play.



### EARLY WIN!

Our team commits to hiring a minimum of two paid high school interns who live in the study area to work with our team to assist with our engagement and planning activities.

### Community Walks & Events.

Collaborate with BikeWalkKC to bring people together to explore areas with walkability challenges and discuss solutions.

**Mobile Information Centers.** Set up visual displays in community gathering spaces, parks, transit stops and events.

**Data Management Tool (PIMA).** Our team will use HNTB’s award-winning Public Information Management Application (PIMA), which we used on the I-29/I-35/US-169 PEL. The application can be paired with a customized equity dashboard aligned with our project goals. To provide transparency, we will share monthly reports from the equity dashboard with the EAG, CAG and TAG.

These reports will visually show the input gathered and any gaps to resolve allowing us to modify our strategy to reach areas we may have missed, ensuring all voices are heard. PIMA will allow us to: Geospatially visualize stakeholder input to recognize feedback trends and make better decisions.

- Monitor status of addressing stakeholder concerns.
- Offer live application at public events as an interactive feedback tool.
- Identify gaps in engagement.

## VITALITY

### Holistic Approach

We recognize this is a unique opportunity to invest in transportation infrastructure with the purpose of reigniting community vitality. Neighborhoods thrive when they promote interaction, and energy comes from people sharing space and exchanging ideas, goods, and services. People thrive when their built and natural environments contribute to, rather than detract from, their health and well-being. Communities thrive when they have opportunities for self-expression and to share pride in their neighborhoods. Our holistic approach will include the federally funded transportation project and will identify additional opportunities to revitalize the neighborhoods and business districts in the study area.



**Justin Carney of Development Strategies** will lead our Vitality team in a holistic planning process that ensures safety, enables access to opportunity, prioritizes equity, and supports community investment along the corridor. The team will use data such as income trends, property conditions, access, tenant rates, occupancy and lease rates, among other factors, to analyze the market conditions. A market analysis will be conducted to understand possibilities from a real estate market perspective. Development Strategies specializes in developing implementable market strategies for the short- and

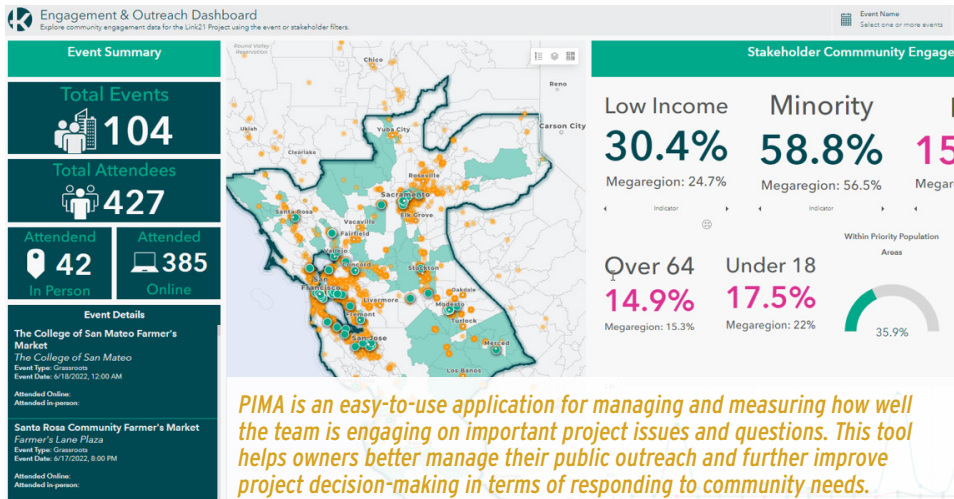
long-term. Our strategy will be to determine several “catalytic” projects, projects that can get the ball rolling by kick starting redevelopment.

To help our team truly understand the East Side, we have brought together **Emmet Pierson** of **Community Builders of KC**, **Hoxie Collective**, and **Kim Randolph** of the **Heartland Black Chamber**. Their years of experience working in the East Side will provide more specific detail to the market strategies based on their past struggles and successes. The following components will be addressed in our Community Vitality Plan, as they mutually reinforce each other to enhance livability of the neighborhoods along the corridor.

### Complete Streets

Vitality depends on people being able to move safely and comfortably through the neighborhoods. An emphasis on complete streets prioritizes access, safety, and comfort for people of all ages and abilities, through a variety of modes. It promotes physical activity and health, integrates environmental sustainability, and spurs economic development. Our team will utilize the following information:

- The quality, safety, and connectivity of existing and planned bicycle/pedestrian infrastructure.
- Current barriers and residents’ experiences traveling around study area.
- Characteristics of users, with a focus on vulnerable populations.



## Land Use & Development

Vitality depends on creating a sense of place and having the right mix of land uses. Improving transportation access creates the opportunity for more people to move throughout the community. Additionally, there is the potential for MoDOT to release land for development through the relocation of the highway. All of this can spur development. Our plan will include:

- Real estate market scan with analysis of recent development and input from local business owners and developers to understand trends impacting the corridor.
- Land use and development character assessment, to identify areas for investment.
- Assessment of the small business/development ecosystem to understand capacity, assets, and needs.
- High-level assessment of future land development opportunities on potential right-of-way recovery.
- High-level SWOT analysis of future development potential.
- Strategies for implementation and “catalytic projects.”
- Community gathering open spaces.

## Neighborhoods & Housing

Vitality depends on having safe, quality, and affordable places for people to live. Our team will identify the assets that support prosperity and the patterns of disinvestment and abandonment that can be turned into opportunities for more affordable housing by:

- Assessing demographic and economic variables to identify factors related to housing affordability.
- Creating a neighborhood conditions map showing property maintenance, vacant parcels, and housing conditions to understand preservation needs and opportunities for in-fill development.
- Developing a neighborhood stability index to measure critical factors of neighborhood health.
- Completing an affordable housing study using American Community Survey (ACS) data supported by select sales data.

## Policy

Vitality depends on alignment of vision, policy, and action. Redressing decades of disinvestment and past harm will require new policies, regulations, incentives and investments by multiple agencies and community partners. To support this, we will:

- Conduct community relationship mapping to identify key neighborhood and business organizations, community partners, and the roles they play in community revitalization.
- Identify opportunities/needs for technical assistance/capacity building.
- Perform a policy review to determine what policies and regulations might support or hinder redevelopment.
- Complete a development land opportunity assessment to identify strategic land acquisition for catalyst development sites.

## Sustainability

Vitality depends on ensuring a sustainable balance between the natural and built environment. US-71 is entirely in the Blue River Watershed, with numerous creeks and streams in its proximity, including the Town Fork Creek and Blue River. The highway is a direct source of pollutants in the neighborhoods, in the water due to increased stormwater runoff, and in the air from the more than 80,000 vehicles that travel through the corridor each day. Our team will develop solutions that reduce the contaminants and protect our waterways.

## Health Outcomes

The Health Forward Foundation of Kansas City (HFF) has identified key strategies for improving health outcomes through transformation of “place” – where we live, understanding that the places we live impact how healthy we are. Our Vitality team will address these influential social factors through our mobility and equity, pollution reduction, neighborhoods and housing, and innovative technologies strategies.

## Workforce Development

**Kim Randolph** will work with her business contacts, including contractors, to identify opportunities for training that aligns with the future projects in this corridor. Workforce development can start early with public engagement positions and continue throughout the life of the project with training in construction-related fields or business mentoring for entrepreneurs.



### EARLY WIN!

UMKC’s ERTC<sup>3</sup> program has offered to partner with our team to host free transportation equity summer camps in 2024 and 2025 with a focus on US-71. Certification of completion will be given to the students to include on resumes and applications for college or trade schools.

## Innovative Technology

Transportation technology can be leveraged to repair the divide across US-71. For example, smart mobility hubs can make connections easier to transit and other modes of transportation. HNTB has a track record of assisting local governments and agencies implement new technologies, such as: City of Columbus with Smart Columbus; San Bernadino’s Smart County Strategic Plan; HART in Tampa and MARTA in Atlanta. In North Carolina we helped define integration strategies for several hub types, demonstrating our ability to thoughtfully plan for multi-modal integration. We will consider how technology can be strategically deployed.



### EARLY WIN!

Broadband installation along the corridor early in this process would connect more residents and provide a backbone for future connected vehicle technologies that address safety. We will partner with aSTEAM Village on their Community Broadband Initiative to identify strategies to install broadband in the study area.

## Culture, Arts & Landscape Design

Creative placemaking has become a common practice in Kansas City and gained more attention when KC Art on the Block unveiled six Black Lives Matter murals across the city. It places art at the center of planning activities, leverages the creative potential in the community, fosters connections, encourages pedestrian activities, and creates places where businesses want to be. Our art integration lead, **Sonié Joi Ruffin**, will identify resources and opportunities for art and culture in our plan. She will also work with **James Frye**, HNTB's noted landscape architect whose resume focuses on equity and restorative projects to commemorate the history and culture within the community. Students from aSTEAM Village will be engaged to develop these designs with James.

## ENVIRONMENTAL

### PEL Approach

The PEL process allows information, analysis and decisions made during the planning phase, prior to NEPA, to be used or relied upon during the NEPA phase.



Under the direction of **Kip Strauss**, we will progress through four primary stages in our proven PEL process – depicted in the graphic and described below.

#### Stage 1 Project Initiation

During project initiation, we will develop a Framework and Methodology Agreement, which formalizes the scope, schedule

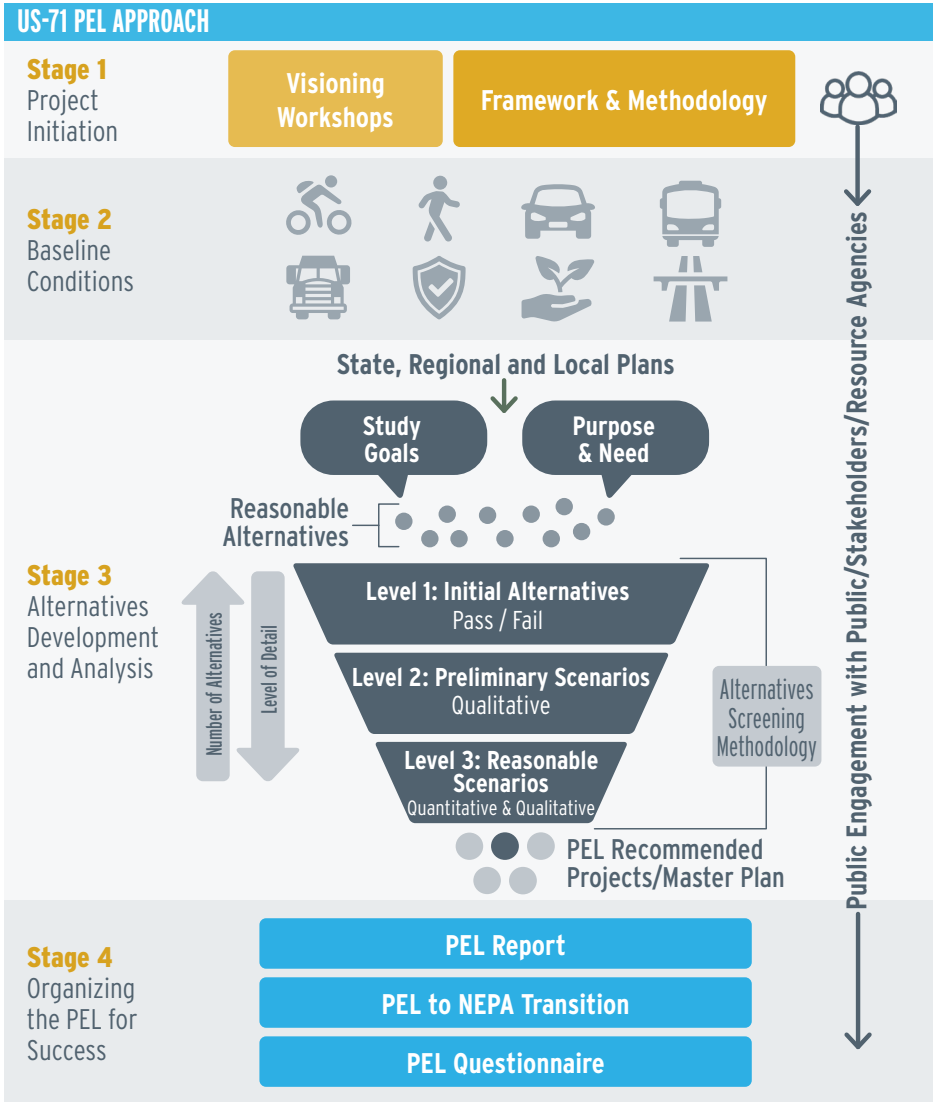
and expected outcomes for the PEL process. We will use this agreement to set expectations and boundaries for the transportation project to be developed through the PEL and cleared through the NEPA process. Our team will co-create with the study partners, stakeholders and public to establish the project vision. This effort will consist of a series of listening sessions with stakeholder groups and the public about how the corridor currently interfaces with their community or area of interest, how that could change in the future as conditions change, as well as their overarching goals and objectives.

#### Stage 2 Baseline Conditions

The baseline conditions assessment provides an existing and future no-build conditions analysis of the transportation assets in the project corridor and surrounding area. Analysis includes an assessment of previous studies, data collection, existing and future no-build conditions, and public engagement. This information will inform the Draft Purpose and Need, which will document the reason KCMO is proposing the project. Study goals and guiding principles will be created to help develop performance measures, the basis for evaluation of alternatives. Our team will ensure the goals align with MARC's Long-Range Transportation Plan goals and the City's recently completed KC Spirit Playbook.

#### Stage 3 Alternatives Development & Analysis

The study team will incorporate state, regional, and local plans into the development of reasonable alternatives.



Screening is divided into three levels:

- **Level 1.** Qualitative screening of the initial alternatives based on the purpose and need.
- **Level 2.** Qualitative screening of the preliminary scenarios to identify the primary and complementary alternatives.

- **Level 3.** Quantitative analysis with some qualitative screening of reasonable scenarios to determine the recommended alternative.

The Alternative Screening Methodology will be established first, in collaboration with stakeholders, so that each

alternative can be examined consistently, with unbiased evaluations. Each alternative, including the no-action alternative (the baseline condition with no improvements except projects already programmed within MARC's Connected KC 2050 and KCMO's Capital Improvement Plan), will be evaluated using this methodology. Results of the analysis will be documented in the Alternatives Development and Analysis Report.

Our team will present this information to the EAG, CAG and TAG and to the public to assess support and facilitate another iteration if more support is needed.

#### Stage 4 Organizing the PEL for Success

When organizing the PEL for success, the primary driver will be to develop an easy-to-read, public-friendly PEL Report. Technical appendices are attached for readers who want more detailed information on the study. We will develop a PEL to NEPA Transition Report, which details issues that were identified but not addressed during the PEL study, segments of independent utility, prioritization and phasing of segments, and NEPA classification recommendation for FHWA review to avoid delays.

#### Addressing the Consent Decree

The second phase of the project, addressing the consent decree, will be led by MoDOT. Our team will support KCMO and MoDOT in this effort by providing documentation of the preferred alternative, community impacts and letters of community support as needed.

#### NEPA Approach

As MoDOT addresses the consent decree, our team will transition to NEPA and 30% design with the goal of getting a record of decision along and establishing a budget for the transportation project and other Community Vitality Plan projects. Using what we learned from the PEL, the recommended alternative will undergo a more detailed evaluation.

The NEPA process will include documentation of environmental justice/community assessment, cultural resources, water resources, biological resources, floodplains, noise, air quality, indirect, and cumulative analyses. Technical reports will be prepared and submitted for review prior to completion of the Draft EIS. This will streamline reviews and revisions.

### ENGINEERING

#### Approach to Alternatives & 30% Design



Led by **Leonard Graham** and his assistant, **Brenton Sells**, our engineering design team will evaluate the alternatives and advance the preferred alternative to 30% design leveraging our technical experience.

#### Safety

We understand the importance of safety for the most vulnerable users – pedestrians and cyclists. Our safety engineers will collaborate to define the issues, collect necessary data, and evaluate safety solutions for all

modes. HNTB developed a Guidance for Transportation Impact Analysis in the MoDOT Engineering Policy Guide (EPG), giving us first-hand expertise in best practices. We will perform a number of safety analyses, from location-based crash assessments to predictive analysis to develop and analyze design alternatives.

We will leverage our experience with the FHWA Highway Safety Manual, including FHWA's automated tools, to evaluate safety and operational effects of highway geometrics. Additionally, we will analyze safety for design exceptions, perform cost/benefit analyses for safety improvements, and analyze the safety benefits of alternatives using FHWA's proven safety countermeasures.

Our team will consider short-term and long-term safety counter measures from the KC Vision Zero Action Plan after performing a road safety audit.

#### Traffic

The traffic approach begins with developing a thorough understanding of the existing demand and travel patterns of all transportation modes. In addition to collecting volume counts for pedestrians, bicycles, cars, and trucks, our team will utilize StreetLight Data to gather GPS data from cell phones and connected vehicles to understand origins, destinations, and routing of trips throughout the corridor.

Information from the public on traffic concerns will be used to support the

data. Our team will use MARC's regional travel demand model and Dynameq software for simulation modeling and can leverage the existing downtown Dynameq model and expand it like we recently did for the I-29/I-35/US-169 PEL study. Our models will inform us on how changes to the transportation network will impact travel patterns and congestion in the study area. If more detailed multimodal analysis is needed, our team has extensive experience with VISSIM and Synchro simulation modeling software.

#### Transit

Existing transit services in the study area will be reviewed and evaluated for improvement. Through collaboration with KCATA, our team will consider existing ridership, key activity generators and job destinations, and potential demand for new routes. Past planning efforts, including the Connecting Swope Study, Swope Area Plan, SmartMoves 3.0, and NextRail will be reviewed to understand transit network improvements that would provide residents within the study area with improved access to quality transit services and reduce barriers to travel.

#### Bike-Pedestrian Connectivity

Smart decisions about walking and biking infrastructure is also dependent upon good data. Public input, on-the-ground observation, and technical analysis all contribute to a complete understanding of walking and biking infrastructure priorities and constraints. Our team will evaluate public input,



*Our data-driven approach will utilize existing innovative data sources such as StreetLight to understand pedestrian activity using 3D heat maps of the US-71 corridor as shown above.*

latent demand, transportation equity factors, network connectivity, safety, traffic observations, level of comfort, street characteristics, accessibility, and feasibility to evaluate walking and biking infrastructure priorities and constraints. We will develop a plan to create a walking and biking network for the corridor that is safe and comfortable for all ages and abilities providing direct and continuous connections to important destinations.

### Roadway, Structures, Utilities & Drainage

Similar to the I-29/I-35/US-169 PEL, our team will perform an assessment of existing infrastructure during the PEL phase. To identify aging and substandard infrastructure within the identified project area, information will be collected

using Google Earth, MoDOT’s Automatic Road Analyzer (ARAN) Viewer, Statewide Transportation Improvement Program (STIP) projects from 2024 to 2028, Local Public Agency projects from 2024 to 2025, and MoDOT Bridge Inventory data. Deficiencies identified through the analysis may require further engineering inspection and analysis to provide the necessary PEL level assessment.

For 30% design in Phase 3, our engineering team will complete conceptual layouts, survey and geotechnical investigations, perform design calculations for new roadway alignments and cross streets, identify structure types and dimensions, develop plans for realigning of utilities and new drainage requirements for the recommended alternative and the

commitments made during the PEL phase. As the design is refined it will be important to ensure it continues to support the holistic community development arrived at during Phase 1. Public engagement will continue through this phase to communicate progress and refinements to the design and obtain feedback. The 30% plans, specifications and engineer’s estimate of cost will be completed during this phase.

### Intelligent Transportation Systems (ITS)

Our team will leverage HNTB’s combination of local experience and national expertise in ITS planning, design, implementation, and transportation systems management and operations (TSMO) to partner with KCMO and MoDOT to address safety and mobility by leveraging ITS systems in the corridor. Our team has already been working with MoDOT on ITS solutions on US-71 north and south of the study area.

### Freight

Freight mobility is important to the economy of the city as well as businesses along the US-71 corridor. The study team will use StreetLight data to determine freight origin-destination patterns and understand freight demand in the corridor. Alternatives should separate freight from vulnerable bicycle and pedestrian modes, improving freight mobility and safety.

### Grant Support

Grant opportunities are available through the Bipartisan Infrastructure Law that focus on increasing economic opportunity, social amenities, and quality of life in historically disadvantaged communities. These grants include Reconnecting Communities and Neighborhoods, Multipurpose Discretionary Grants (made up of INFRA, Mega and Rural grants), RAISE – successfully leveraged for this project, Safe Streets and Roads for All, and Thriving Communities Program.

Grant opportunities have various requirements and funding parameters, so our team will align each of the projects in the Community Vitality Plan with the appropriate opportunity. HNTB recently assisted the Michigan DOT in securing a \$104.6M federal grant for the I-375 Reconnecting Communities Project. HNTB can also call upon our national governmental relations resources, like HNTB’s Charles Small, formerly of the USDOT, to find ways to leverage the City’s partnership with the Build America Bureau.




### Grant Success

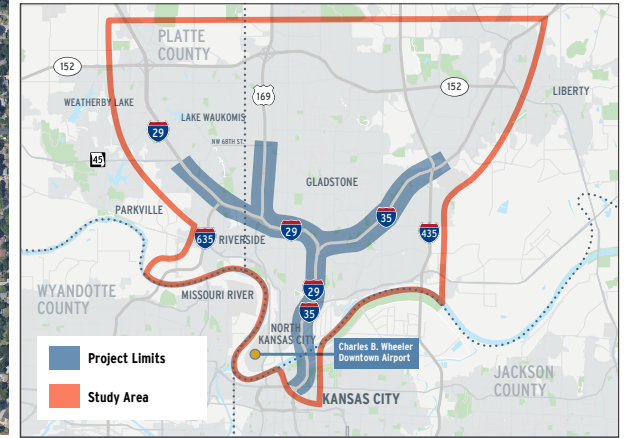
HNTB has helped clients secure more than \$6.7B in funding over 100 successful grant applications since 2009. These include: TIGER, BUILD, RAISE, FASTLANE, INFRA, MPDG, CRISI, PTC, FSP, Bridge, FTA CIG and non-CIG.

## QUALIFICATIONS

# CAPABILITIES & PAST PERFORMANCE

Over the next several pages keep an eye out for the icons shown on the right. Each one represents an RFP-required component of our qualifications and relevant projects.

-  Demonstrates Technical Capabilities
-  Project Delivered On-time
-  Reference Project  
(A project constructed or implemented as a result of planning studies)



## I-29, I-35, US-169 PEL STUDY

Kansas City, Missouri

HNTB has a history of working with KCMO, MoDOT, and MARC to deliver well thought out, technically sound, and community supported planning studies, including MoDOT's first PEL in the Kansas City metro.

The project utilized a 2021 Build Planning Grant to conduct a PEL study of the I-29, I-35 and US-169 corridors that connect to the central business district. The PEL documented the existing traffic, safety, multimodal, environmental, community and engineering conditions. The purpose of the project was to identify short-term and long-term solutions to improve this aging infrastructure to better serve people and goods movement in the study area.

HNTB led this PEL study for the 35 miles of urban corridor which included extensive public, stakeholder and resource agency involvement to develop

a vision, study goals and a purpose and need. The PEL also included a multi-level alternatives development and screening process, resulting in the identification of recommended scenarios to be carried forward to NEPA, all in a 14-month period.

HNTB developed a robust and multifaceted outreach process that actively engaged the communities in the study area as well as FHWA, MARC and KCMO. HNTB used innovative analysis and documentation techniques to facilitate project understanding, create reader-friendly documents and execute a streamlined planning process.

**“The strengths of this planning study include a comprehensive investigation and identification of the transportation problems in the study area, as well as the strategies and reasonable alternatives for improvements. In addition, the public involvement and agency coordination process undertaken for the study was valuable.”**

**LAUREN PAULWELL,**  
FHWA ACTING TEAM LEADER  
I-29/I-35/US-169 PEL FHWA APPROVAL  
LETTER, SEPTEMBER 27, 2023

### Firm:

HNTB

### Client:

Missouri DOT (City of Kansas City and MARC as key partners)

### Cost:

\$1.4M (study)

### Schedule:

April 2022 - October 2023

### Personnel:

Kip Strauss, PM  
April English, Env. Lead  
John Fitzpatrick, Dep. PM  
Joe Blasi, Traffic & Safety Lead  
Jennifer Halstead, PEL Advisor

### Client Point of Contact:

Juan Yin, PE, KC District  
Planning Manager  
juan.yin@modot.mo.gov  
(816) 607-2216





## I-375 RECONNECTING COMMUNITIES PROJECT

### Detroit, Michigan

**HNTB is helping MDOT (and the City of Detroit as a key partner) with a trailblazing project to redefine the fabric of the city and set a powerful precedent with emphasis on equity, inclusion and acknowledging past harms.**

Similar to the US-71 construction in Kansas City, I-75 and I-375 in Detroit removed a vibrant city street that had a lively row of Black-owned businesses and neighborhoods. In addition to the loss of property in the 1950s, residents also lost connectivity, accessibility, and vital gathering places.

As the owner's representative for MDOT, HNTB is responding to an urgent need to modernize the roadway through an equitable and complete streets approach. HNTB's approach to the I-375 reconnection relied upon extensive community involvement and its sensitivity to the full social and historical context of the area. HNTB wrote the successful grant on behalf of MDOT that resulted in a \$104.6M award in federal funding in 2022. The

I-375 modernization project gives the city a chance to reclaim 31 acres of Detroit's Central Business District. Converting I-375 to an at-grade boulevard also offers a powerful opportunity to unite people. Key mobility improvements such as the addition of a two-way cycle track, enhanced crosswalks with countdown pedestrian signals, pedestrian refuge islands at signalized intersections and wider sidewalks will remove physical barriers and increase non-motorized travel options.

The project will also create brand new spaces that can be used to amplify the stories and experiences of the community that was once uprooted by the freeway's construction. The modernization project is intended to result in the creation of new affordable housing, a community

foundation and other establishments that provide wide-reaching public benefit.

HNTB, in collaboration with MDOT, the City of Detroit, and the community are finalizing a framework plan that articulates community aspirations for the new boulevard corridor addressing future land use and development character, integrated stormwater management strategies, neighborhood multimodal connections, and complete streets and urban design features. Services also included environmental planning, alternative analysis and NEPA documentation through an EA. The project received its FONSI in the spring of 2023 and it is currently in the design phase with construction planned to start in 2025 and completion by 2027.

**Firm:**

HNTB

**Client:**

Michigan DOT (City of Detroit as a key partner)

**Cost:**

\$360M

**Schedule:**

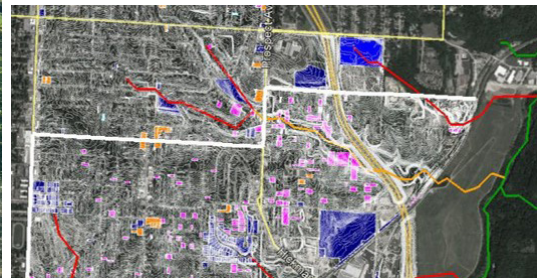
2018 - present

**Personnel:**

Regine Beauboeuf, Equity Lead

**Client Point of Contact:**

Jon Loree, PM  
loreej@michigan.gov  
(313) 573-0690



## MARLBOROUGH NEIGHBORHOOD PROJECTS

Kansas City, Missouri

For more than a decade, Christina Hoxie has worked with leadership in the Marlborough Neighborhood, found within the proposed US-71 study area, on four separate projects, including the Marlborough Catalyst Plan, Marlborough Vacant Lot Development Strategy, Marlborough Healthy Housing, and Marlborough Park Improvement Plan.

The Catalyst Plan (2012) provided an actionable framework of strategies in the neighborhoods' priority project areas of organizational capacity building, revitalizing the commercial district, redeveloping a community hub of green workforce development at a repurposed school site, and integrated green infrastructure projects.

Marlborough Community Coalition (MCC) later partnered with Hoxie Collective to build upon the implementation of the Catalyst Plan through the development of a vacant lot strategy. This strategy studied land bank and other vacant properties for development potential and ecological sensitivity. The outcome of this study was the identification of four preliminary focus

areas that hold strategic opportunities to build upon nearby investment for housing and commercial infill development and identification of land that holds great potential for environmental restoration and habitat connection.

In 2021, Hoxie Collective engaged in the Marlborough Healthy Housing that focused on housing resource development and engagement for residents in the area adjacent to the new Marlborough Green Walk, a new two mile sidewalk trail. Outcomes included a survey of concerns from residents, and actionable steps forward for MCC to take to address those concerns. This project was also the launch of the Marlborough Block Ambassadors program, which engages residents as

trusted leaders of their block to help share information between a greater number of people and the Coalition.

Most recently MCC and the KCMO Parks Department contracted Hoxie Collective's team for the Marlborough Park Improvement Plan (2022-2023), which included a master plan for the park updates, an environmental conservation plan, and an Operation and Maintenance Plan. This engagement process included community design workshops, hands-on work in the park, and collaborating with community liaisons to collect additional resident feedback. This plan is now ready for adoption by the Board of Park Commissioners and has funding and partners dedicated to its implementation.

**Firm:**  
Hoxie Collective

**Client:**  
Marlborough Community Coalition

**Cost:**  
\$195K (studies)

**Schedule:**  
2012 - 2023

**Personnel:**  
Christina Hoxie, PM  
Thomas Morefield, Planning  
Jason Parson, PI

**Client Point of Contact:**  
Diane Hershberger,  
Executive Director  
(816) 304-2517  
diane@wearemarlborough.org



## CONNECTING SWOPE STUDY

Kansas City, Missouri

P+A conducted community outreach and communications for the Connecting Swope Study to obtain community feedback regarding connection barriers and safety improvements for multimodal users including bicyclists, pedestrians and those who travel by motor vehicle along the highly-traveled US-71 Highway in Kansas City, Missouri.

P+A conducted public engagement in disadvantaged communities along the US-71 corridor that required extra sensitivity and understanding of historical background. To overcome the reluctance of residents to engage, P+A leveraged relationships established as aides to 5th District Council members to bridge the gap fostering trust and openness during listening sessions, stakeholder and public meetings.

**Firm:**

P+A

**Client:**

KCATA

**Cost:**

\$60K (study)

**Schedule:**

2017 - 2018

**Personnel:**

Jason Parson, PI Lead  
Schylon Kubic, Outreach Lead

**Client Point of Contact:**

Whitney Morgan  
wmorgan@kcata.org  
(816) 346-0227



## FUTURE 64 – THE I-64 PEL STUDY

St. Louis, Missouri

MoDOT is working with a broad team of community partners and consultants to study the I-64 corridor in St. Louis' Midtown. The study will look at the potential impact future projects will have on the environment, the community, and connectivity for this essential route for homes, schools, and businesses.

Development Strategies is providing community focus to every phase of the PEL process, and conceived and created the community assessment baseline, a graphics-rich existing conditions report that provided the demographic, neighborhood, market, and economic snapshot. This gave MoDOT, the community, and the consultant team valuable context that helped inform the purpose and need and broader study goals. They are also providing an assessment of the emerging alternatives.

**Firm:**

Development Strategies

**Client:**

MoDOT

**Cost:**

\$80K (fee)

**Schedule:**

2022 - Present

**Personnel:**

Justin Carney, Planning Lead

**Client Point of Contact:**

Shaun Tooley, AICP,  
Project PM  
(888) 275-6636



## I-30 CROSSING PEL

Little Rock, Arkansas

HNTB led this PEL and NEPA study, which included updating past planning efforts to develop a corridor vision, study goals and purpose and need. The PEL also included an alternatives development and screening process, resulting in the identification of a recommended alternative to be carried forward to NEPA.

HNTB led a robust and multifaceted outreach process that actively engaged the densely populated environmental justice project area as well as FHWA, two cities, the county, and the MPO.

Construction on the project began in 2020 and is estimated for completion in mid-2025. The project is being constructed in phases, with the new bridge over the Arkansas River having opened in September 2022.

**Firm:**

HNTB

**Client:**

ArDOT

**Cost:**

\$1.32B

**Schedule:**

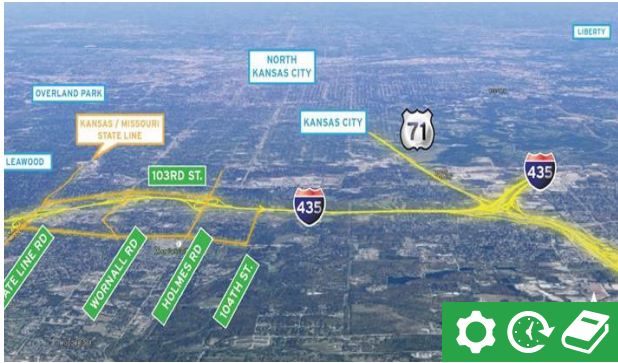
2014 - 2015

**Personnel:**

Kip Strauss, Transportation Planning Lead  
April English, Env. Lead  
Joe Blasi, Traffic Analysis  
Jennifer Halstead, PM

**Client Point of Contact:**

Keli Wylie, Assistant Chief Engineer  
(501) 569-4920



## I-435 SOUTH CORRIDOR CONCEPTUAL DESIGN & OWNER'S REPRESENTATIVE

### Kansas City, Missouri

As MoDOT prepared to replace the aging I-435 mainline bridges over Wornall and Holmes roads, they saw an opportunity to address mainline and interchange operational and safety issues along the 3-mile corridor between State Line Road and the Three Trails Crossing Interchanges. HNTB developed a VISSIM model of the corridor and performed a comprehensive safety analysis. Based on the findings, several options were considered to address the highest priority issues. Ultimately, a combination of interchange modifications and an additional lane to the mainline addressed the most significant traffic issues. HNTB went on to serve as the owner's representative for the I-435 design build project that constructed the recommended alternative.

**Firm:**  
HNTB

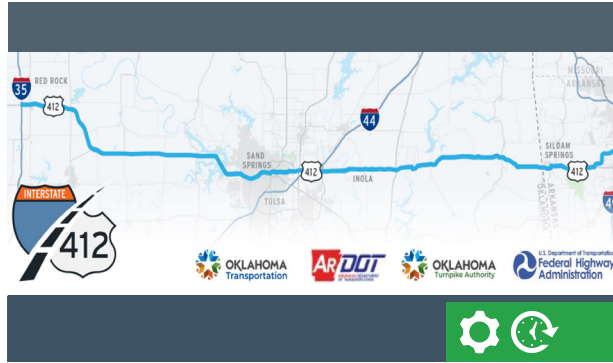
**Client:**  
MoDOT

**Cost:**  
\$75M

**Schedule:**  
2015-2020

**Personnel:**  
Tirzah Gregory, Bridge Lead  
Kip Strauss, Traffic. Lead  
Joe Blasi, Traffic.  
Jim Kinder, Road Lead and PM  
Kevin Wallace, Principal

**Client Point of Contact:**  
Jeff Hardy, Assistant District Engineer, (816) 607-2282



## US 412 PEL

### Oklahoma and Arkansas

Kip Strauss is the Project Manager for this PEL between I-35 in Oklahoma and I-49 in Arkansas. The PEL will develop a master plan of the corridor improvements. It included engagement activities with disadvantaged communities such as Native Americans and Mennonite Amish. Getting information and data from these communities that often do not have access to technology was critically important. The priority issues to resolve along the corridor are the existing at-grade intersections, especially east of Tulsa. The team also completed a preliminary engineering study to evaluate a variety of alternatives with impacts, costs and traffic operations to develop alternatives and meet FHWA requirements,

**Firm:**  
HNTB

**Client:**  
Oklahoma DOT

**Cost:**  
\$2.7M

**Schedule:**  
2022 - 2024

**Personnel:**  
Kip Strauss, PM  
April English, Env. Lead  
Joe Blasi, Traffic Lead  
Sahima Nazneen, Safety  
Corey Fischer, PI  
Jennifer Halstead, PEL

**Client Point of Contact:**  
Charles Sims, Manager  
(405) 245-5686



## SMART COLUMBUS

### Columbus, Ohio

The Smart Columbus program is estimated to have inspired \$298M regional economic activity resulting in 3,900 full and part-time jobs to date. HNTB led the development of two winning grants – \$40M from USDOT and \$10M from Paul G. Allen Family Foundation. The city used the grant funds to leverage aligned investment from more than 100 regional partners to create a movement toward a more sustainable and connected future.

The program has resulted in the purchase of 3,458 EVs, installation of 914 charging stations and education of 18.63 million people. Additional work involved the development and implementation of multi-unit dwelling and transportation network company and taxi incentive programs. The program allowed Columbus to achieve one of the largest regional greenhouse gas (GHG) reductions at 2.73%.

**Firm:**  
HNTB

**Client:**  
City of Columbus

**Cost:**  
\$14M

**Schedule:**  
2016 - 2020

**Personnel:**  
Katie Zehnder, PM

**Client Point of Contact:**  
Ryan Bollo, PE, Senior PM  
(614) 645-3946  
rjbollo@columbus.gov



## UMKC BRUSH CREEK PEDESTRIAN BRIDGE

Kansas City, Missouri

HNTB led the development of alternative concepts for a pedestrian bridge over Brush Creek. The project included working with UMKC to engage students in urban planning and architecture design courses to study the project area to understand site conditions and to develop concepts for a pedestrian bridge just off of their campus. HNTB used the ideas the students developed to advance a bridge concept and cost estimate for the client. HNTB will advance the final concept through environmental planning, preliminary design and final design once it is approved by the client and KCMO Parks and Recreation.

**Firm:**

HNTB

**Client:**

The William T. Kemper Foundation, UMKC

**Cost:**

\$5M

**Schedule:**

2022 - Present

**Personnel:**

Tirzah Gregory, PM

**Client Point of Contact:**

Charlotte Kemper Black, Director  
(816) 234-2062



## KCI SINGLE TERMINAL

Kansas City, Missouri

The \$1.5B KCI Single Terminal replaced the existing three-terminal layout and sets a new standard for convenience, inclusivity, and innovation. P+A was involved from the time of the vote, through regional stakeholder engagement, throughout construction. P+A managed government relations, coordinated strategic communications, advised on workforce development and pre-apprenticeship programs, and coordinated and facilitated community design workshops for regional stakeholders. T&B managed all landside civil design, including roadways, surface parking, utilities, stormwater management, mass grading, and phasing as well as temporary traffic control. Leigh & O’Kane served as the bridge design lead, and HNTB served on the owner’s representative team.

**Firm:**

P+A, T&B, HNTB, Leigh & O’Kane

**Client:**

KCMO

**Cost:**

\$1.5B

**Schedule:**

2019 - 2023

**Personnel:**

Jason Parson, PI Lead  
Schylon Kubic, Outreach Lead  
Leonard Graham, Landside Civil  
Amanda Bush, Bridge Lead  
Tirzah Gregory, Technical Expert

**Client Point of Contact:**

Justin Meyer, Acting Director  
(816) 243-3107



## KCMO TRANSIT-ORIENTED DEVELOPMENT (TOD) POLICY

Kansas City, Missouri

Thomas Morefield and Christina Hoxie played central roles in drafting KCMO’s TOD Policy. With the success of the Downtown Streetcar and planning for new high service bus routes, development is beginning to accelerate in the city’s transit corridors. The policy provides a comprehensive set of recommendations based on best practices from peer and aspirational cities. It organizes these best practices into recommendations related to connectivity, density, development, and design, relates those recommendations to other citywide strategies, and assigns city departments and non-city agencies to become champions that implement each recommendation.

**Firm:**

Hoxie Collective

**Client:**

KCMO

**Cost:**

\$40K

**Schedule:**

2014 - 2015

**Personnel:**

Christina Hoxie, Planning  
Thomas Morefield, Planning

**Client Point of Contact:**

Kyle Elliott, AICP  
kyle.elliott@kcmo.org  
(816) 513-2802

## QUALIFICATIONS

# TEAM COMPOSITION (INCLUDING WORKLOAD/COMMITMENTS, DIVERSITY & INCLUSION)

As we have discussed the US-71 Reconnecting Neighborhoods project with City Council members, city staff, and key stakeholders, it is clear that everyone involved sees this as a legacy project, an opportunity to repair some of the harm that was done with the original construction of US-71. It is no different with our team. Many of our team members still live and work in the US-71 corridor, and several had family members or were themselves impacted by the construction. For them, this is very personal.

For the HNTB/P+A JV team, representation of our community begins with our leadership – starting with our joint venture partnership – and extends to all levels of our team.

### Management Team

#### Tirzah Gregory, Project Manager.

Tirzah was the first woman of color to lead the bridge practice in Kansas City for HNTB, and she is known in the community for her servant-leader approach to business and civic activities and brings nearly 30 years of design and management experience.

#### Jason Parson, Deputy Project Manager.

A veteran and minority business owner (MBE/DBE certified), Jason will lead the community engagement and vitality activities, which include public engagement, stakeholder collaboration and community revitalization planning. His colleague **Schylon Kubic** will be our **Engagement Task Lead**, directing coordination efforts with stakeholders and community members.

**Justin Carney, Vitality Task Lead, of Development Strategies** will lead tasks related to developing a holistic Community Vitality Plan, with implementable market strategies to bring about change in the short- and long-term.

**Kip Strauss, Environmental Planning Lead.** Kip brings experience in PEL and planning studies around the metro area and nationally, and **April English**, PEL/NEPA expert, brings national experience in these areas. They understand these processes and will keep our team on track to meet all of the federal requirements to ultimately receive first, FHWA PEL approval and then a NEPA a record of decision.

**Leonard Graham, Engineering Task Lead.** A locally respected owner of a minority-owned engineering firm (MBE/DBE certified), Leonard will lead the advancement of alternatives from the PEL stage through 30% design. He has been involved for decades in projects in the metro, and brings personal experience with the neighborhoods having lived there for many years.

**Mitchell Silver, Strategic Advisor.** An award-winning planner, former parks commissioner for New York City and the past president of the APA, Mitchell will advise our team on messaging and public engagement strategies that will resonate with the traumatized community.

**Regine Beauboeuf, Equity Advisor.** HNTB's director of Infrastructure and Mobility Equity, Regine will help our team find opportunities to address equity issues and Justice40 considerations, as she did with Detroit's I-375 project and the Gordie Howe Bridge.

The management team includes these individuals because of their professional expertise and the personal perspectives they bring to the table. Tirzah will hold regularly scheduled collaboration meetings with the management team throughout the three phases to share updates and leverage the collective insights. The management team will participate together in community engagement activities, represent the team at EAG, CAG and TAG and neighborhood meetings, and work collaboratively.

### Other Team Members

**Christina Hoxie, Hoxie Collective, Sustainability/Complete Streets.** Owner of a community-based planning practice (WBE certified) that works in the heart of the 3rd and 5th Districts, Christina will collaborate with Justin on the Community Vitality Plan and help advance and analyze alternatives during the PEL and NEPA phases.

**Kim Randolph, Workforce Development Lead, CEO of the Heartland Black Chamber.** Kim will amplify the voices of minority-owned businesses in the master planning activities and create plans for workforce development for residents of this community.

**Emmet Pierson, Neighborhood/Housing Lead, Community Builders of Kansas City.** As the president/CEO of a minority-led not-for-profit focused on intentional development in the urban core, Emmet will advise the study partners on ways to create more opportunities for healthy business developments and quality affordable housing along the corridor.

**Mustardseed Cultural and Environmental Services,** an African American woman-owned firm (MBE/DBE certified) located in the 5th District, that will work with our environmental planning team to advance the PEL and NEPA processes.

**Leigh & O'Kane,** a woman-owned business (WBE/DBE certified) that will provide structural design support for alternatives development during the PEL and NEPA phases.

### Beyond our Team

Diversity and inclusion extends far beyond the composition of our team. Our co-creation process will ensure the inclusion of all voices, and our public engagement plan will deploy strategies to meet the residents and stakeholders in the study area where they are.

## TEAM COMPOSITION

PARTNER	ROLE	SHARE*	MRCC DBE	MINORITY-LED
HNTB	Project Mgmt.; PEL/ Environmental/NEPA; Equity/Environmental Justice; Innovative Technology; Grant Support; Technical Analysis: Traffic, Safety, Transit, Roadway, ITS	49%		
P+A	Project Mgmt.; Community Engagement & Vitality; Outreach; Liaison Coordination	15%		
T&B	Technical Evaluations & Analysis: Transit, Roadway, Drainage, Utilities	9%		
Mustardseed	NEPA; Historic Preservation; Cultural Resources	2%		
Leigh & O'Kane	Structural	2%		
Hoxie Collective	Complete Streets; Neighborhoods & Housing; Bike/Pedestrian Connectivity	5%		
McAdams	Equitable Engagement Strategy	2%		
INC U LLC	Business Coordination & Workforce Development	2%		
CBKC	Land Use & Business Development; Neighborhoods & Housing	3%		
Dev. Strategies	Vitality, Land Use & Business Development; Neighborhoods & Housing; Policy	10%		
Sonié Joi Ruffin	Arts Integration	1%		

## KEY STAFF ROLES, WORKLOADS & COMMITMENTS

PARTNER	KEY STAFF	ROLE	WORKLOAD/ AVAILABILITY %
HNTB	<b>Tirzah Gregory, PE</b>	Project Manager	40/60
	<b>Kip Strauss, AICP</b>	Environmental Planning Lead	50/50
	<b>Regine Beauboeuf, PE</b>	Strategic Advisor: Equity	85/15
	<b>April English</b>	PEL/NEPA	50/50
P+A	<b>Jason Parson</b>	Deputy PM: Community Engagement & Vitality, Elected Officials Liaison	50/50
	<b>Schylon Kubic</b>	Engagement Lead	25/75
T&B	<b>Leonard Graham, PE</b>	Technical Lead	25/75
Dev. Strategies	<b>Justin Carney</b>	Vitality Lead, Neighborhoods & Housing, Policy	60/40
Hoxie	<b>Christina Hoxie, AICP</b>	Complete Streets, Neighborhoods & Housing, Sustainability	40/60
INC-U	<b>Kim Randolph</b>	Workforce Development	80/20
CBKC	<b>Emmet Pierson, Jr.</b>	Land Use & Business Development, Neighborhoods & Housing	80/20
McAdams	<b>Mitchell Silver, FAICP</b>	Strategic Advisor: Engagement	60/40

### Diverse Perspectives

Our team is heavily represented by women, minorities and disadvantaged business enterprise employees because they bring diverse perspectives that will lead to better solutions for this project. Currently we have **51% women, 32% minority, 20% both women and minority and 37% DBE** employees on our organization chart. We will track our women and minority participation to ensure that we achieve high rates of participation throughout the project lifecycle.

*\*Estimates are based on the anticipated scope for Phase 1 and may change based on the actual scope of services negotiated.*

### Commitment

Because of the historic nature of the project, the legacy that it will leave and the opportunity to repair some of the harms inflicted on the communities, **our team is committed to this project being their number one priority** if selected. Our team members are ready and available to begin work. As shown by the following table, our team has the capacity to deliver this project on the city's schedule. Availabilities shown represent an average over the life of the project and demonstrate there is more than enough capacity to lead the team and deliver this project.

## QUALIFICATIONS

# ACKNOWLEDGEMENTS, STATEMENTS & PROCEDURES

### Firm Registration Status & Professional Standing

HNTB and P+A's registrations are current with the Office of the Missouri Secretary of State, with a status of Good Standing. HNTB and P+A are not aware of any pending controversies.

### Financial Stability

HNTB and P+A operate on a sound fiscal basis, as reflected by routine independent audits and licensed certified public accountants. Each of our firms has a long history working in and with the City of Kansas City, Missouri and is willing to provide our financial reports upon request.

### Conflict of Interest

HNTB/P+A and our partners are not aware of any potential conflict of interest that could influence our ability to impartially carry out the work, and will notify KCMO should a potential conflict arise.

### Risk Management

Our team's approach to risk management begins early in the project development process. When a project is first identified, our team begins to assess the risks that could impact the ability to successfully deliver a project. These could include technical, schedule, political, inclusion and equity, and budget risks. This helps us determine the team we assemble to deliver the project, who is in the best position to manage or mitigate potential

risks leading to successful delivery. As potential risks and opportunities are identified, they are recorded in a risk register, potential mitigation strategies and actions are identified, and the register is updated.

Once selected for a project, our team develops a full Risk Management Plan (RMP) that is incorporated into our overall Project Management Plan. The RMP guides the entire team on the management, avoidance, reduction, transfer, or acceptance of a particular risk. As part of the RMP, potential triggers are identified for each risk, and mitigations strategies developed. The project team revisits the risk register during monthly project reviews. Risks are continually assessed and reviewed with the owner to see if any potential triggers have occurred, mitigation strategies need to be adjusted, or if a potential risk can be retired.



### Quality Assurance Procedures

As a part of our culture and commitment to quality, HNTB takes a proactive approach to the management of quality on our projects. The HNTB Quality Management System (QMS), which is compliant with ISO 9001, serves to define and document our commitments regarding quality, which is then supported by detailed procedures and forms that, upon completion, become the records providing objective evidence of compliance. Each project is assigned a Project Quality Manager (PQM) to provide oversight of the execution of the QMS and routinely report on compliance. For this project HNTB's Office Quality Manager Matt Walsh has been assigned the PQM.

The PQM develops a Project Quality Plan (PQP) that incorporates HNTB's QMS requirements, client specific requirements, and our subconsultants' quality plans. The PQM then trains the team on the requirements of the PQP. As part of the PQP, a Client Deliverable Quality Matrix is developed that identifies each of the deliverables associated with the project and documents the appropriate quality check and review activities to be applied to each deliverable at each stage of the project.

At a minimum, all client deliverables receive independent detailed discipline quality control checks, interdisciplinary review and visual checks, however, additional focused reviews may be required depending on deliverable complexity and risk. All deliverables

undergo an independent quality assurance review prior to submittal to ensure that all quality check and review activities have occurred and are appropriately documented.

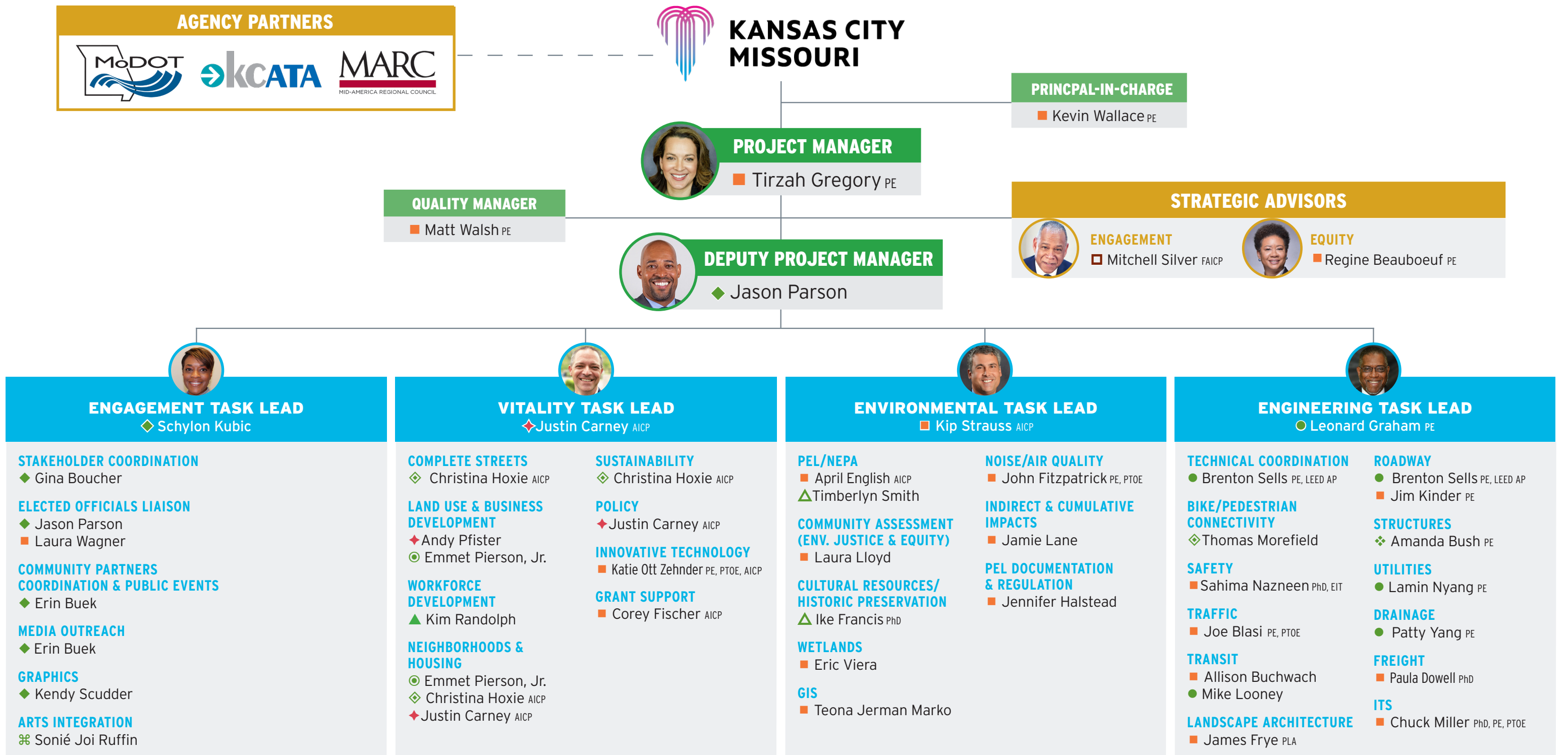
### Ensuring Federal Grant Funding Compliance

HNTB and P+A are accustomed to successfully safeguarding federal funding for our clients by monitoring all project activities to make sure project team members and processes adhere to all appropriate laws, regulations, and requirements. Through our project-specific Project Management Plan and ongoing monitoring, our team members manage projects in such a manner that they are audit-ready, with thorough documentation and staff who are trained on the grant requirements.

Our team routinely monitors funding compliance on a wide range of projects, including managing full grant compliance for the Turner Diagonal project for the client partner team of Kansas Turnpike Authority, KDOT and Unified Government of Wyandotte County; the I-29/I-35/US-169 PEL with MoDOT and KCMO that utilized a 2021 Build Planning Grant; and the US-412 PEL for the Oklahoma and Arkansas DOTs that leveraged funding from the Infrastructure Investment and Jobs Act (IIJA) legislation.



# QUALIFICATIONS OF PERSONNEL ASSIGNED



**FIRM LEGEND**

- HNTB Corporation
- ◆ Parson + Associates, LLC\*\*
- Taliaferro & Browne, Inc.\*\*

- ⊙ Community Builders of KC
- ▲ INC-U LLC
- △ Mustard Seed\*

- ◆ Leigh & O'Kane\*
- ◆ Hoxie Collective\*
- ⌘ SJ Ruffin

- McAdams
- ◆ Development Strategies

- \* WBE
- \*\* MBE



## TIRZAH GREGORY PE

Project Manager

Tirzah is a local project manager who is genuinely committed to serving the Kansas City community. She leads and listens with empathy and an open mind. She also has the management skills and technical know-how to deliver results and solutions that will repair, reinvigorate and reconnect the neighborhoods that were divided by US-71. She has worked in Kansas City for HNTB since 1994, and has served as the bridge group director since 2016. In fact, one of her first assignments as a young engineer was to the check calculations and lay out the retaining walls for the court-mandated final design of Bruce R. Watkins Drive before it went to construction. This is one reason why she is passionate about the potential to serve as your project manager and devote her energy to healing the wounds from this highway project.

**Firm:**  
HNTB

**Education:**  
Master of Civil Engineering, University of Kansas; BS, Civil Engineering, Washington University in St. Louis

**Professional Registration:**  
PE - Missouri, Nebraska

### AWARDS/RECOGNITION

- COMTO Women Who Move the Nation - 2023
- aSTEAM Village Avant Garde Gala Honorary Co-Chair - 2021 and 2023
- Kansas City Business Journal Women Who Mean Business - 2022
- aSTEAM Village Professional Mentor of the Year - 2021
- Kansas City Business Journal Twenty to Know in Engineering - 2021
- Kansas City Tomorrow Graduate - 2017
- Kansas City Business Journal NexGen Leader - 2017

### COMMITMENT TO COMMUNITY

Tirzah's commitment to community service and civic engagement will be key to bringing study area residents and stakeholders to the table and to developing solutions without bias. She is an active leader on the Civic Council's **Kansas City Tomorrow Alumni Association (KCTAA)** board, previously serving as the co-chair for the philanthropic committee, and the **Ronald McDonald House Kansas City** board where she also serves on the facilities committee.

In 2024, she will join the board at **aSTEAM Village (HUD EnVision Center)**, an organization dedicated to engaging K-12 students from under-represented communities in STEAM education. Tirzah participates each year in Mentoring Monday for the KCBJ, where she offers leadership advice to younger women across the metro.

As the daughter of two teachers, Tirzah understands that education is the doorway to opportunities. She led the KCTAA's philanthropic project for aSTEAM Village in 2020, and organized volunteers to help the organization assess the condition of their facility, develop concepts for future



*Tirzah was Honorary Co-Chair for aSTEAM Village's Avant Garde Gala in 2023 and 2021.*

capital improvements and create goals for fundraising. She also has been engaged with the program in a search for a new location as an alternative to renovations.

Tirzah is actively engaged in promoting STEM in underserved and underrepresented communities in other ways. She was a founding member of the **WTS Kansas City** chapter whose mission is to develop and help advance women in leadership roles within the transportation community.

During her tenure as chapter president, she created programs that focused on diversity, inclusion, and anti-racism. She is also connected with **COMTO (Conference of Minority Transportation Officials)** Kansas City chapter. She is also currently working with UMKC students and The William T. Kemper Foundation to develop design

concepts for a **pedestrian bridge that will be constructed over Brush Creek**, just off their campus.

### TECHNICAL ACUMEN

During her career, Tirzah has managed, designed and detailed a variety of highway, railroad, movable, and pedestrian bridges. She has led projects that are community-driven, such as the **Riverfront Drive Pedestrian Connector** in Omaha, Nebraska and the **Path 22 Pedestrian Bridge** over the Snake River in Jackson, Wyoming.

She has also served in lead roles on many projects that engaged a variety of disciplines and stakeholders. Her engineering background and experience on **dozens of MoDOT and KCMO projects** as well as with other clients, gives her the understanding of processes and best practices for the design and engineering approach to analyzing technical solutions and alternatives.

### MINDFUL MANAGEMENT

Tirzah has grown her bridge group from 55 to nearly 90 people in the past 6 years. She has done this through a daily practice of listening, problem-solving, empathy, collaboration, conflict resolution and strategic planning. This informs her

approach to overseeing projects, developing staffing plans, implementing project delivery and quality plans, and ensuring on-time and on-budget delivery.

For the **US-71 Reconnecting Communities** project, Tirzah will lead a process that is intentional in its approach to creating solutions with the community most affected by its outcomes. With this in mind, her first management task has consisted of assembling the right team – a team who can adeptly handle the responsibilities and leverage the opportunities that this project represents.

## TIRZAH'S SELECTED LOCAL PROJECT EXPERIENCE



- KCI Terminal Owner's Representative** | Technical Expert
- Lexington Bridge Repairs** | Technical Expert
- Structural On-Call** | Project Manager
- Troost Avenue North Pedestrian Bridge** | Bridge Lead
- Troost Avenue over Brush Creek** | Bridge Lead
- Biennial Bridge Inspections** | Inspector
- MLK Jr. Park Pedestrian Bridge** | Pro-bono Bridge Expert



- I-435 South Corridor Conceptual Design** | Bridge Lead
- Buck O'Neil Design-Build** | Diversity Assurance Manager
- Three Trails Crossing** | Technical Expert
- I-70 Overpass Bridges** | Project Principal
- US 24 over Delaware Street** | Project Principal



## “ FOR US, IT'S PERSONAL...”

*I grew up in a highly segregated town, and I know what it is like to live in a disenfranchised community with decades of redlining and disinvestment. When I started my career, I moved to Kansas City and my first engineering project was laying out the retaining walls for US-71. I didn't know at the time the profound history behind the project and the connection I would feel later to that community.*

*Almost 30 years later, I am a woman of color with a “seat at the table,” and I now call Kansas City home. I feel a personal responsibility to this community and to my ancestors to revisit this corridor and pour my energy into a project that will acknowledge the past harms and work to repair them. This is a legacy project for me.*





## JASON PARSON

Deputy Project Manager: Community Engagement & Vitality

Jason is a well-respected member and leader of the Kansas City community. He will work with Tirzah to develop and implement a strategy for public engagement and communication that will be tailored to the needs of this community and the stakeholders with a focus on healing past harms, discovering what right looks like, and developing a vision for this corridor through feedback from all demographics, information from data, and advice from trusted community leaders. Jason will ensure that what is heard from the public and the stakeholders informs the Community Vitality Plan.

### Firm:

Parson + Associates

### Education:

BA, Sociology, University of Missouri-Kansas City

Jason is president and CEO of P+A, which he established in 2007. He leads a team with deep roots, unmatched knowledge, and critical connections with the Kansas City community. Jason has led regional and national initiatives related to public safety and green-collar jobs, youth career and life-skills training, as well as major transportation, capital improvement and water-quality projects. Jason has a keen understanding of governmental processes and has extensive experience in successful message development and management of public campaign strategies.

His firm is an integral part of some of the largest, high-profile projects in Kansas City, including the construction of the Leon Mercer Jordan Public Safety Campus and Crime Lab, KC Streetcar Starterline, and the New Single Terminal at KCI. Recently, he exercised his knowledge and experience by serving the City of Kansas City, Missouri, as a member of the Tax Increment Financing (TIF) Commission.

Jason was part of the team that developed 2000 Vine, an abandoned, city-owned building in Kansas City's historic 18th & Vine Jazz District. The team transformed the neglected historic space into a vibrant event venue, office space and brewery.

Working with underprivileged youth programs, employers, educators, community groups and nonprofit organizations, Jason and P+A have developed a reputation for excellence in the implementation of critical programs in the urban core. Jason managed the Youth Community Organizer Initiative in conjunction with the American Recovery and Reinvestment Act (ARRA) to introduce youth to careers in the environment, public service, renewable energy and green collar jobs.

A veteran of Operation Iraqi Freedom, Jason served in the U.S. Air Force on behalf of his country and imbued valuable life lessons and management best practices that he utilizes daily in his roles as entrepreneur, community activist, and sponsor of youth empowerment. Jason is the founder of Project MRE, a non-profit organization that provides meals to veterans in need. His specific, relevant project experience includes:

### KCI Single Terminal, Kansas City, Missouri

P+A was involved at all stages of Kansas City's largest infrastructure project in over 50 years. Jason led engagement with regional stakeholders to determine the needs and desires of citizens in

both Missouri and Kansas. He managed government relations and joint venture teams and coordinated strategic communications at critical stages. He also advised on workforce development and pre-apprenticeship programs

### KC Water Green Infrastructure, Kansas City, Missouri

P+A has been involved with the City of Kansas City's Green Infrastructure/Overflow Control Program for KC Water since the first pilot project in 2007, located on 100 acres in the Middle Blue River Basin in the Marlborough Community, a traditionally underserved and neglected area. Jason led the P+A team in designing and implementing public engagement and communications strategies to achieve community acceptance for the program projects, including:

- Target Green Middle Blue River Basin pilot project
- Green infrastructure projects - 81st & Troost, Arleta Park and Rachel Morado Park
- Smart Sewer locations
- Keep Out the Rain program
- Green infrastructure solutions - Daniel Morgan Boone Park



### COMMUNITY SERVICE & AFFILIATIONS

- Board Member, Bridging the Gap
- Board Member, Downtown Council of Kansas City
- Board Member, American Jazz Museum
- Board Member, Kansas City Pet Project
- Past Board Member, Urban Rangers Past Board Member, AIA-KC
- Member, Rotary Club of the Plaza

### **Dr. Martin Luther King, Jr. Square Park /15 and the Mahomies Playground, Kansas City, Missouri**

Jason led a thorough public engagement process in a limited period of time for a project that received regional and national attention. The 15 and the Mahomies Foundation donated \$1M toward a playground that was designed following a series of community engagement meetings with the intention of celebrating Dr. Martin Luther King, Jr. and creating a place that is inclusive and accessible for children of all abilities.

Jason coordinated and facilitated online community engagement meetings with over 100 participants at each event to obtain feedback regarding the construction of the playground located within the Martin Luther King, Jr. Square Park just south of Brush Creek at Martin Luther King Jr. Blvd. and Woodland Avenue.

### **Brush Creek Cultural Heritage Corridor Trail, Kansas City, Missouri**

Jason is leading the community engagement for this project, which is envisioned to be a series of interconnected nodes that tell the story of the Civil Rights Journey both nationally and at the local level. Jason has assisted in the development and facilitation of a steering committee and five subcommittees. He is overseeing the community engagement to develop individual, national and local themes for up to 14 key events focusing on Civil Rights and social injustices.

### **East KCPD Patrol Station & Crime Lab, Kansas City, Missouri**

P+A managed communications for the City of Kansas City, Missouri from site selection through ribbon cutting of this high-profile, \$60M project in the City's urban core. Jason oversaw a successful engagement process that achieved community acceptance for a controversial project that required acquisition and condemnation of residential and commercial properties. He led the collaboration with prime contractors, subcontractors, KCMO, Missouri departments, divisions, and offices as well as other community partners to understand and accommodate gaps, challenges, needs, resources, and opportunities for the surrounding community. This included developing a local workforce for the project by conducting workforce development and recruitment activities and assisting local companies in becoming certified to work for KCMO.



## **“ FOR US, IT'S PERSONAL...**

*As a lifelong Kansas Citian, I love this city, and this project is personal to me because not only are we engaging community stakeholders - I am engaging my neighbors. Over the years, we have faced skepticism throughout the public engagement process due to many years of frustration, decimated neighborhoods, and broken promises.*

*As someone who lives within the US-71 Highway Corridor I understand and experience the same frustrations that others in the community experience. This familiarity with neighborhoods and community members will help build upon an existing foundation of trust to champion the project from start to finish.*





## KIP STRAUSS AICP

Environmental Lead

Kip recently completed the successful I-29/I-35/US 169 PEL study for MoDOT and KCMO, bringing together a range of neighborhood interests. He is leading another PEL in Oklahoma and was integral to Arkansas’s first-ever PEL which received FHWA accolades. His role will be to develop and implement the PEL and NEPA processes for the US-71 corridor that is co-created with the community engagement and compliant with federal procedures. A successful PEL will inform the consent decree phase and set up the project for a smooth and efficient NEPA evaluation to ultimately deliver a win/win master plan for the local neighborhoods and the region.

Kip is a project director in HNTB’s transportation planning and policy group in Kansas City, bringing over 30 years of transportation planning experience. He has extensive experience working on and managing transportation planning and traffic engineering projects, including multimodal transportation studies, highway and arterial corridor studies, environmental studies, traffic impact evaluations, travel demand modeling studies, toll traffic and revenue studies and transportation master plans. He also is a leader in planning for emerging technology solutions for clients.

### I-29, I-35, US-169 PEL Study, Kansas City, Missouri

Project manager for a study that utilized a 2021 Build Planning Grant to conduct a PEL study of the I-29, I-35 and US-169 corridors in Kansas City’s urban area, which connects to the central business district (CBD). The purpose of the project was to identify short-term and long-term solutions to improve this aging infrastructure to better serve people and goods movement in the study area. HNTB led this PEL study for 35 miles of urban corridor, which included extensive public, stakeholder and resource agency involvement to develop a vision, study goals and a purpose and

need. The PEL documented the existing traffic, safety, multimodal, environmental, community and engineering conditions. The PEL also included a multi-level alternatives development and screening process, resulting in the identification of recommended scenarios to be carried forward to NEPA, all in a 14-month period.

### US 412 PEL Study, Oklahoma and Arkansas

Project manager for the US-412 PEL to develop a master plan for the 190-mile the corridor. The PEL included engagement activities with disadvantaged communities such as Native Americans and Mennonite Amish. The PEL includes an understanding of existing and future no-build condition, development, analysis and screening of alternatives and identification of a preferred alternative.

### I-30 Environmental Assessment, Little Rock, Arkansas

Transportation planning task lead for HNTB for the \$650M AHTD I-30 NEPA EA. Responsible for all transportation planning activities. Supported an extensive EA, stakeholder engagement process as well as the development of an interstate justification report for the 6.7-mile corridor.

### I-30 Crossing PEL, Little Rock, Arkansas

Transportation planning task lead for the \$650M ArDOT I-30 PEL improvement. He was responsible for all transportation planning activities, including traffic and safety. He supported an extensive stakeholder engagement process as well as the development and screening of more than 40 recurring and non-recurring improvement alternatives.

### South Bay to Sorrento (SB2S) Comprehensive Multimodal Corridor Plan, San Diego, California

The SB2S Corridor is one of the most congested and heavily used multimodal corridors in San Diego County. During the weekday peak periods, over 40% of trips in the region have origins or destinations within the corridor, and the corridor is also critical for freight movement. The corridor extends through diverse communities, employment centers and recreational areas. HNTB is leading the corridor study and Kip is leading the transportation solution strategies task.

**Firm:**  
HNTB

**Education:**

MBA, Rockhurst University  
MS, Civil Engineering and  
MS, Urban Planning, Georgia  
Institute of Technology  
BA, Human Resources  
Management, University of  
Kansas

**Professional Registration:**  
AICP



#### AFFILIATIONS & RECOGNITION

- American Planning Association (APA), Kansas Chapter, member
- Institute of Transportation Engineers, MOVITE Section, member
- COMTO KC 2023 Inaugural Men of Distinction Award Recipient

### **I-435 South Corridor Conceptual Design & Owners Representative, Kansas City, Missouri**

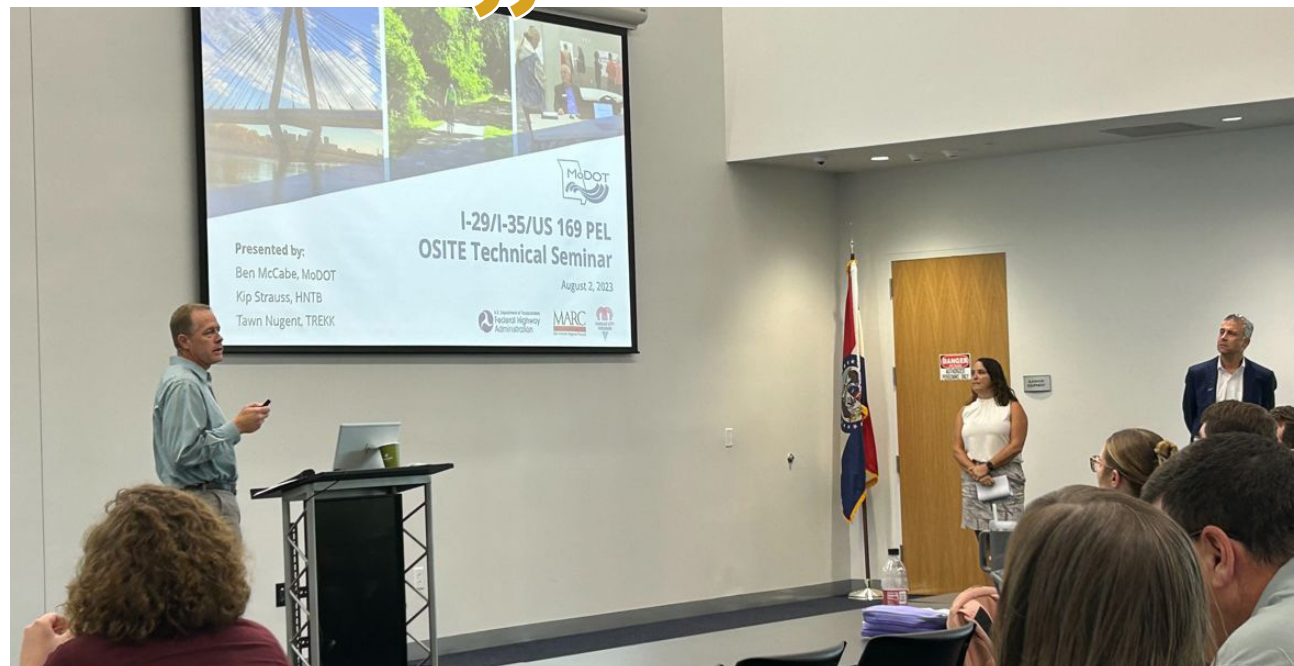
Transportation lead for the MoDOT I-435 concept study from State Line Road to Three-Trails Memorial Crossing. The concept study explored I-435 mainline improvements, interchange improvements at State Line Road, Wornall Road and Holmes Road as well as arterial cross street improvements. The concept study analyzed multimodal solutions during recurring and non-recurring periods in this highly congested corridor. Kip used cellular data to better understand origin and destination travel characteristics.

### **Move Rolla TDD Program Management & Design Services, Rolla, Missouri**

Program manager for the \$35M transportation development district (TDD) program that improved the community's quality of life and economic conditions through key investments in multimodal transportation focused on Rolla's most vulnerable community the Missouri University of Science and Technology's bicycle and pedestrian students, faculty and staff. Work has included the Rolla West Master Plan, Move Rolla Transportation Strategy and Transit Feasibility Study, which demonstrated a focused commitment to advancing the city's economy, safety and mobility. Finally, Kip led the implementation of the \$35M Rolla Transportation Development District (TDD) improvements throughout the City.

## **“FOR US, IT'S PERSONAL...”**

*Having grown up in Kansas City, I have witnessed the city's growth for over five decades and the evolution of the US-71 corridor first-hand. As a planner by profession, it is in my DNA to look for an equitable transportation solution that is a win for all parties involved. I am excited to work on this project and be part of the change that is nationally recognized as a best practice on how you repair past harms. Having recently led the successful I-29, I-35, US-169 PEL for MoDOT, I have demonstrated to MoDOT and KCMO that I can lead a successful PEL process.*



*Kip Strauss, HNTB, Ben McCabe, MoDOT, and Tawn Nugent, TREKK presented the I-29/I-35/US-169 PEL to the Institute of Transportation Engineers (August 2023).*



## “ FOR US, IT'S PERSONAL... ”

*As past president of the APA, I advocated for decades that the planning profession embrace diversity, equity, inclusion and social justice – before the term “DEI” became an acronym and mainstreamed. Today, these values are now core to the mission of APA and its ethical principles. More importantly, “diversity, equity and inclusion” is not something you do, but it is who you are. I will bring my lifelong commitment of these values to the US-71 Corridor Study to not only co-create strategies to restore the urban fabric of a thriving community demolished by a highway, but to also help a community heal from the scars of urban renewal and generational harm.*

### Firm:

McAdams

### Education:

Bachelor of Architecture, Pratt Institute; Master of Urban Planning, Hunter College

### Professional Registration:

AICP

## MITCHELL SILVER FAICP

Strategic Advisor: Engagement

**Known as a passionate communicator, creative thinker, problem-solver and visionary leader, Mitchell has spearheaded many cutting-edge trends, innovative solutions and visionary plans. Mitchell is one of the nation’s most celebrated urban thinkers. He was selected to Planetizen’s list of the 100 Most Influential Urbanists in the world. In addition, he has been honored as one of the top 100 City Innovators in the World by UBM Future Cities and the Urban Times named him one of the top international thought leaders of the built environment.**

Mitchell is an award-winning planner with over 38 years of experience and is internationally recognized for his leadership in the urban planning profession; parks and public space planning; and contributions to contemporary planning issues. He provides advisory services in urban planning, placemaking, parks and public space planning with an emphasis on diversity, equity and inclusion.

Prior to joining McAdams, Mitchell served as parks commissioner of the New York City Department of Parks and Recreation. In that role, he oversaw the management, planning and operations of nearly 30,000 acres of parkland, which includes parks, playgrounds, beaches, marinas, recreation centers, wilderness areas and other assets. Prior to returning to his native New York City as parks commissioner, he served

as the chief planning and development officer and planning director for the City of Raleigh. As planning director in Raleigh, he led the comprehensive plan update process and a rewriting of the development code to create a vibrant 21st Century city.

### APA Learning Lab. “Repairing Past Harm: Do Planners Have a Role?”

Mitchell has taught and mediated discussions among APA membership on how planners can promote the APA principle focused on equity. The course instructs planners on how to leverage their unique responsibility in eliminating historic patterns of inequity and in mitigating the impacts in existing plans that result in discrimination, displacement or environmental justice.

### Southeast Area Plan, Denton, Texas

Mitchell is the project advisor; strategy and vision; equity and strategy lead for this project. McAdams is part of a team working with residents and stakeholders to identify areas that are important for preserving the cultural character of the Southeast Denton neighborhoods; address the development pressures; identify areas where change can occur; and to suggest ideas for future improvements.

### Greensboro Community Conversations, Greensboro, North Carolina

Mitchell is the project manager and principal in charge for this project to undertake a series of community conversations to identify recommendations and immediate actions to foster a better working relationship with residents of Southeast Greensboro.

### COMMUNITY SERVICE & AFFILIATIONS

- American Planning Association (Past President, Secretary/Treasurer, Board of Directors)
- AICP Immediate Past President, Fellow + Member
- American Society of Landscape Architects, Honorary Member (Hon. ASLA)
- Congress for New Urbanism, Board Member
- City Parks Alliance, Co-chair





## “ FOR US, IT'S PERSONAL... ”

*As my responsibilities, credibility, and influence have increased in the industry, I routinely use my voice and my presence to ensure that projects reflect the needs of the absent and voiceless. I bring the same sense of duty, responsibility, collaboration, and enthusiasm to supporting the local Kansas City team in delivering a wholesome transportation project that promotes accessibility, mobility, and opportunity for all, especially those who most need it. This is a time of opportunities that require us to be ready, courageous, intentional, and bold in the methods we use to bring everyone to the table when solving for the ills created in our past. I am ready!*

**Firm:**  
HNTB

**Education:**  
MBA, Davenport University;  
BS, Civil Engineering, National  
University of Haiti

**Professional Registration:**  
PE: Michigan

### REGINE BEAUBOEUF PE Strategic Advisor - Equity/Justice40

**Regine will serve as an advisor in developing approaches to addressing equity and Justice40 considerations in accordance with federal priorities. She was recognized as one of the Women Who Move the Nation in 2020 by The Conference of Minority Transportation Officials for her decades of leadership, service, and dedication to the transportation industry. She will bring her experience serving in similar roles from the City of Indianapolis, and the Ohio and Michigan DOTs.**

Regine is HNTB's director of Infrastructure and Mobility Equity, responsible for supporting policy makers, community leaders, and the firm's clients and teams to address equity considerations in infrastructure planning, design and construction. She brings 39 years of regional transportation and infrastructure experience specializing in the management of large, complex transportation projects and programs. Prior to her experience in the private sector, Regine was MDOT's supervising engineer for the Project Development Section, responsible for the development and delivery of all capacity improvements and new road projects for the State of Michigan.

Michigan Governor Gretchen Whitmer recently appointed Regine to the bipartisan Growing Michigan Together Council. The 28-member Council was established to

help develop a statewide strategy for attracting and retaining talent, improving education and updating and modernizing transportation and water infrastructure to continue Michigan's economic momentum.

#### **MDOT I-375 Reconnecting Communities, Detroit, Michigan**

Equity lead for the project where the freeway is being recommissioned as a local multi-modal artery linking the communities it once divided. The I-375 project was awarded a \$104M federal grant in part due to robust equity work. Her role includes working with project leadership to implement the equity measures envisioned by MDOT, the City of Detroit, project stakeholders, and the community. This includes small business engagement and facilitating the process for the identification, and incorporation of the equity community enhancements benefits.

She is developing a detailed framework for identifying potential DBE firms to ready them, through training, partnering, and administrative support, to participate in a federally funded project.

#### **ProPEL Study, Indianapolis, Indiana**

Equity lead providing equity and engagement best practices for urban transportation programs from across the U.S. Responsible for developing an Equity Plan that provides guidelines for integrating a robust equity program across all disciplines, resulting in outcomes that enhance the project's proposed improvements for the users and disadvantaged communities. Leads the ProPEL Equity Committee composed of neighborhood leaders, local business DEI officers, and organizations.

 **AFFILIATIONS & RECOGNITION**

- Growing Together Council, Places and Infrastructure Workgroup Co-chair
- Conference of Minority Transportation Officials (COMTO), Michigan Chapter President
- Michigan Women Forward, Vice Chair of the Board of Trustees
- Central Michigan University, Board Member



## “ FOR US, IT'S PERSONAL... ”

*Having worked on numerous community impact analyses in urbanized areas, I have seen firsthand the generational impacts highway projects have had on dividing once tight-knit communities. I take immense pride in working to address such historical inequities through my environmental work, and strive to ensure that such negative impacts are not repeated and that communities can grow and thrive surrounded by a safe and accommodating transportation network.*

**Firm:**  
HNTB

**Education:**  
MS, Biology, University of North Texas; Geographic Information Systems (GIS) Certification, University of North Texas; BA, Biology, Austin College

**Certifications:**  
ESRI ArcIMS 9 Certificate  
ESRI Geodatabase Certificate

### APRIL ENGLISH PEL/NEPA

**Working closely with Kip, April has served as the environmental lead on several PELs, including the recently completed I-29/I-35/US 169 PEL for MoDOT. She also has extensive experience managing and preparing environmental analyses that form the baseline for PEL alternatives analyses. In addition, April has 16 years of NEPA experience, writing and managing the preparation of environmental documents , overseeing environmental staff and subconsultants, scheduling, and budgeting.**

April is a PEL and NEPA specialist. She has experience in supervising and performing a full range of planning and environmental assignments, including community impact analyses, quality reviews for regulatory sufficiency and document readability, and extensive agency and public involvement activities. She has supervised and prepared numerous NEPA studies including EISs, Supplemental EISs, EAs, Categorical Exclusions (CEs) and Re-Evaluations (REs). In addition, April has been the environmental task lead multiple PEL studies and is currently working with the Indiana Department of Transportation on a PEL guidebook.

**I-30 Crossing PEL, Little Rock, Arkansas**  
Environmental deputy project manager on a PEL study for improvements to I-30 from I-40 to I-530 in Little Rock and North Little Rock, including replacement of the highly traveled Arkansas River Bridge. The PEL process included three levels of screening from a Universe of Alternatives to the PEL recommendations to be carried forward for evaluation in the subsequent NEPA phase.

April was involved with the scoping process, including facilitating the community discussion/visioning process and collaborating with and presenting at meetings of the technical oversight committee, technical work group (including community groups, stakeholders and elected officials), and the metropolitan planning organization for central Arkansas.

Work also included the evaluation of environmental impacts (natural, physical and human) and preparation of numerous PEL documentation reports such as the PEL framework and methodology, purpose and need technical report, environmental constraints report, alternative screening reports, public involvement reports and PEL Questionnaire for FHWA review. The PEL study, having an aggressive one-year schedule, was completed on time, within budget and with accolades from the client. April also served as a member of the Program Management Team overseeing the subsequent NEPA phase of project development.

### **I-29, I-35, US-169 PEL Study, Kansas City, Missouri**

Environmental task lead and PEL specialist on a PEL study for improvements to the I-29, I-35, and US-169 corridors in Kansas City, Missouri. MoDOT desired to develop both short-term and long-term alternatives and proposed actions for improving existing safety, reducing congestion, improving operational performance, addressing asset management, and positioning for future transportation needs along I-29, I-35, and US-169.

The PEL process included an extensive environmental, engineering, traffic and safety existing conditions analysis for this heavily urbanized area, as well as multiple public and stakeholder engagement opportunities. The PEL study included the preparation of numerous reports, including baseline conditions/ purpose and need, alternative screening reports, PEL to NEPA transition report, PEL Questionnaire, and overall PEL Report. April's work consisted of preparation of the PEL reports, leading the environmental effort, presenting at public/stakeholder engagement meetings, and serving as a PEL expert.



*April is familiar with the federal processes for PELs and NEPA.*

### **US-412 PEL, Oklahoma and Arkansas**

Environmental task lead and PEL specialist on a PEL study for improvements to the US-412 corridor, spanning approximately 190 miles from I-35 in Noble County, Oklahoma to I-49 in Benton County, Arkansas. The purpose of the PEL study is to comply with Congressionally mandated legislation to convert US-412 to an interstate, address safety, improve mobility, and enhance system linkage by connecting rural and urban communities, national airports and inland ports, and freight supply chains. April's work has consisted of numerous public engagement activities and stakeholder one-on-one interviews; an extensive environmental, traffic, safety, and engineering baseline conditions analysis; and a purpose and need report. An alternatives analysis and screening is being performed and will be documented in a report along with a PEL to NEPA transition report, PEL Questionnaire, and overall PEL Report. Serving as a PEL expert, environmental task lead, and report writer for this PEL, to be completed in early 2024.

### **I-49 EIS Re-evaluation, Sebastian & Crawford Counties, Arkansas**

Senior environmental planner for the design of 13.7 miles of I-49. The schematic design included completion of the direct connect interchange at I-40, three local service interchanges and four grade separation bridges including a bridge over the UPRR. April managed all environmental work on the project, including scheduling, budget, and environmental analyses. She was the primary environmental coordinator with ArDOT and completed multiple analyses, such as two individual Section 4(f) analyses, an indirect impacts analysis, and cumulative impacts analysis.

### **SH 225 PEL Study, Harris County, Texas**

Environmental task lead on a PEL study for improvements to SH 225 and I-610 in Houston. SH 225 and I-610 are considered heavy freight corridors. SH 225 is a route used by the Port of Houston to carry goods to Texas and the U.S. as a whole. The corridor is a critical component to the economic success of the city, state and country. The SH 225 PEL process includes detailed roadway, environmental, traffic, and safety analyses of the corridor, with multiple levels of alternatives screening. Public, agency and stakeholder involvement are an integral part of the SH 225 PEL process.



## “ FOR US, IT'S PERSONAL... ”

*I'm excited about the opportunity to rethink how investments in transportation can be used to ignite community vitality. Historically, roadways like US-71 have had direct and far-reaching consequences for communities. I look forward to being a part of helping residents and business owners reimagine their relationship with the corridor, and to think boldly about how the corridor can become an asset for community prosperity.*

**Firm:**  
Development Strategies

**Education:**  
Master of Urban & Regional Planning, University of Iowa; BA, US History, Clarke University

**Professional Registration:**  
AICP

### JUSTIN CARNEY AICP

Vitality Task Lead

Through years of strategic planning, Justin has developed a deep understanding of the complex interplay of issues facing communities, and brings a multi-faceted approach to creating workable solutions. He has broad experience in overseeing neighborhood, housing, land use, and transportation strategies, and has cultivated a role as a valued policy advisor on a variety of regionally-significant plans and initiatives.

Prior to joining Development Strategies, Justin served as Director of Planning for St. Louis County, overseeing the Affordable Housing Trust Fund Taskforce and selection of the County's Opportunity Zones. His experience informs a strong understanding of public sector needs, implementation capability, and the collaboration needed for effective implementation.

#### **Downtown & Surrounding Neighborhoods Housing Study & Strategy, Tulsa, Oklahoma**

Justin provided stakeholder and community engagement, intergovernmental coordination on this project to assess current market conditions, focusing on Tulsa's Downtown and surrounding neighborhoods He looked at how conditions are changing, and what policies are needed to ensure that housing investments align with the community's vision and priorities.

The study defined specific housing needs and a strategic framework to meet those needs over the next 10 years in an equitable way.

#### **Omaha-Council Bluffs Regional Housing Strategy, Nebraska and Iowa**

Justin provided engagement and coordination on this philanthropic-funded study to conduct a housing needs assessment for the region. Development Strategies built a report that quantified future housing and affordable housing needs for the region; expanded philanthropy's collective understanding of the region's housing needs; identified specific initiatives through which philanthropic organizations can improve housing affordability in the region; and created in-depth case studies of precedents.

#### **Charleston County Housing Strategy, Charleston County, South Carolina**

Justin provided engagement and intergovernmental coordination on this study to assess housing needs at various affordability levels and create a multi-faceted strategy for the development and preservation of affordable housing. Key goals included the identification of key nodal areas for redevelopment along a planned Bus Rapid Transit corridor.

### ADDITIONAL RELEVANT EXPERIENCE

- I-64 PEL Study, St. Louis, Missouri
- Developer RFQ/RFP Services, Wyandotte County, Kansas City, Kansas
- Bevo Great Streets Plan, St. Louis, Missouri

**AWARDS & RECOGNITION**

- SLMS APA Award for Outstanding Plan Making for Imagining Tomorrow for St. Louis County, 2013 Strategic Plan, 2014
- USGBC St. Louis Chapter Growing Green Award for St. Louis County's Energy Efficiency and Conservation Strategy, 2010



## LEONARD GRAHAM PE

Engineering Lead

A visionary with a passion for rejuvenating urban areas, Leonard has played an integral role in successfully orchestrating the redesign and construction of some of Kansas City’s most recognizable renewal projects, including extensive improvements to the Beacon Hill Neighborhood, Riverfront, Mt. Cleveland Initiative, and Historic 18th & Vine District. Leonard believes that striking a harmonious balance between preserving historical and cultural heritage while integrating modern components is how cities can successfully make urban cores more accessible, efficient, and environmentally friendly.

**Firm:**

Taliaferro & Browne

**Education:**

MS, Civil Engineering, University of Missouri;

BS, Civil Engineering, University of Missouri; BA, Liberal Arts, University of Missouri-Kansas City

**Professional Registration:**

PE: Missouri, Kansas

Leonard is the president of T&B with more than 50 years of experience in project management, urban core revitalization and civil engineering. Despite his managerial status, he is a working engineer with day-to-day involvement in numerous projects. He is skilled in project management, quality assurance, and civil engineering design including site development for residential and commercial projects, wastewater and stormwater engineering, roadway design, and transportation planning and design.

**75th & Prospect TOD, Kansas City, Missouri**

This project was undertaken in association with the KCATA Prospect MAX BRT line on Prospect Avenue which includes a “mobility hub” on 75th and Prospect adjacent to Alhampointe. To enhance the positive impact of the transit investment and maximize the benefits to the community, the TOD plan was created to focus on the terminus area including the property owned by Alhampointe.

Responsibilities included a transit station area profile, prioritized development opportunities within the study area, an area retail and commercial market study matching demographics to unmet

market demand, recommendations on long-term station area development concepts and identification of potential TOD opportunities.

**Mt. Cleveland Initiative, Kansas City, Missouri**

Leonard has served as the principal civil engineer for this 70-acre, \$100M redevelopment project south of and adjacent to Brush Creek. Prior to development the area had been home to a scattered assortment of junk yards, service stations, drive-in restaurants, and second-hand shops and subject to frequent flooding. T&B participated in the preliminary planning and provided all civil engineering design for the entire project including working with the U.S. Army Corps of Engineers in eliminating flood hazard from Brush Creek.

**FOCUS Plan, Kansas City, Missouri**

Leonard served as the FOCUS Steering Committee co-chair, along with the late Father Thomas Savage, former resident of Rockhurst University, then Rockhurst College. The team guided the FOCUS process through Phase I, which developed the 14 comprehensive Principles for Policy and then into Phase II, which developed

the seven component plans. Portions of the FOCUS plan suggested revisions in the zoning ordinances and building codes to better allow redevelopment of the central city and reuse underutilized buildings in the urban core.

**Troost & Emanuel Cleaver II Boulevard Redevelopment and Implementation Plan, Kansas City, Missouri**

Leonard led T&B’s involvement in a plan provided a realistic, yet visionary and catalytic redevelopment plan for an important part of the urban center. This project was part of the Creating Sustainable Places Initiative, sponsored by MARC and funded by a grant from the U.S. Department of Housing and Urban Development. The preliminary plan was developed through an intensive three-day charrette, during which the consultant team worked closely with the advisory committee, key stakeholders, the community, and LCRA/KCMO staff to articulate a vision for the area. They then developed and reviewed development concepts for the four target sites identified by the LCRA. Based on the review, final plan recommendations were developed, and an implementation strategy was formulated.

## “ FOR US, IT'S PERSONAL...

*I grew up near 59th & Swope Parkway a few blocks east of US -71, graduating from Southeast High School in 1967. I remember the discussion of an attempt to create a “Ward Parkway” type environment. This was later modified to a concept of “less than a freeway, and more than a parkway.” What eventually was constructed turned out to be very different from Ward Parkway. Too fast, too wide and too divisive. The roadway is wide, fast and foreboding. Perhaps we’ll have an opportunity to re-do things to allow the neighborhoods on either side of US-71 to grow together again.*



### **Troost Corridor Redevelopment Plan, Kansas City, Missouri**

As part of MARC’s Creating Sustainable Places Corridor Initiative, Mr. Graham led T&B’s joint venture involvement in this plan, which introduced new concepts or sustainable redevelopment that would serve as a catalyst for more investment opportunities, transportation options, and economic development at two key intersections. The plan also integrated Troost MAX transit initiatives that would strengthen opportunities for development and positively change the corridor’s existing conditions.

### **KCI Single Terminal, Kansas City, Missouri**

Leonard was pivotal in positioning T&B to lead all the landside civil design responsibilities as the civil engineer of record for the \$1.5B program that set a new standard for convenience, inclusivity, and innovation. As the prime consultant, T&B managed all landside civil design responsibilities for the project and managed eight minority and women-owned design consultants. Specifically, T&B provided project management, permanent roadways including roundabouts and bridges, surface parking, utility design and relocation, stormwater management, mass grading, and phasing. During the preliminary design phase, T&B also designed temporary roadway connections and temporary traffic control required to construct the new terminal while keeping Terminals B and C open and operating with over 20,000 vehicles arriving and departing daily.

### **Beacon Hill Urban Renewal, Kansas City, Missouri**

Leonard leads all of T&B’s involvement in redeveloping the Beacon Hill neighborhood, which is one of the largest new urbanism projects undertaken by KCMO. Beacon Hill includes over 100 acres of new modern infrastructure, attractive public improvements, significant new residential housing, and small commercial retail buildings. Projects completed under Leonard’s leadership include Beacon Hill Townhomes, UMKC Student Housing, Beacon Hill Northwest Quadrant, Beacon Hill Southwest Quadrant, Beacon Park Townhomes, Troost Avenue Streetscape, Marcato Apartments, and 2501 Beacon Hill Luxury Apartments.



## SCHYLON KUBIC

Engagement Lead

Schylon has been responsible for leading communications and outreach activities for various public transportation and infrastructure projects in the region. After amassing decades of work in the private, public and non-profit sectors, she applies that experience and passion for community engagement to every project she's involved in at P+A. Schylon will combine engagement opportunities with other projects in the US-71 and Martin Luther King, Jr. Boulevard corridors making it easier and convenient for area residents to stay connected and informed on all projects.

**Firm:**

Parson + Associates

**Education:**

BS, Political Science, University of Missouri - Columbia

Schylon's previous experience includes seven years serving as a Legislative Aide to 5th District Councilman Terry Riley, in Kansas City, Missouri. In this role, she utilized her experience in organizational management to work with the community, neighborhoods, and internal government offices to address the needs of the City at large. Schylon fielded and responded to citizen inquiries, reviewed, and briefed the councilman on major City infrastructure projects and development opportunities for the district.

Additionally, Schylon attended various engagements and meetings, cultivating relationships with neighborhood leaders, out-of- town government officials, and private sector representatives doing business with the City. She is a problem-solver with the ability to relate to people from all walks of life. Before joining P+A in 2017, Schylon served as director of operations for the Women's Foundation, responsible for managing operations including donations and donor relations activities for the Girls Leadership Program. She also served as the executive assistant to Kansas City's Director of Public Works.

**KCI Single Terminal, Kansas City, Missouri**

Schylon coordinated and facilitated community design workshops for regional stakeholders and area residents from diverse communities for KCMO's largest infrastructure project in 50 years.

She assisted with the project's Strategic Partnership Program and created new ways to update the KC metro area about construction progress and community interest stories to spotlight the local workforce. She managed the coordination, production, editing and printing of a project end community magazine in the three-month timeframe.

**KCATA Swope Connectivity Study, Kansas City, Missouri**

Schylon has led engagement on this study to obtain community feedback regarding connection barriers and safety improvements for multimodal users including bicyclists, pedestrians and those who travel by motor vehicle along the highly traveled US-71.

She has conducted public engagement in disadvantaged communities along the US-71 corridor that required extra sensitivity and understanding of historical background.

To overcome the reluctance of residents to engage, she leveraged relationships established during her time serving as aides to 5th District Council members. This helped to bridge the gap, foster trust and openness during listening sessions, stakeholder and public meetings.

Schylon conducted one-on-one interviews with key community stakeholders and transit riders who frequent the corridor to better understand the wants and needs for multimodal users. She conducted digital and in-person engagement with area stakeholders in the US-71 Highway and Prospect Ave corridors.

She coordinated and facilitated discussions focused on improving connections for residents and area stakeholders during stakeholder advisory sessions and public meetings. She crafted project messaging and communication tools that emphasized reconnecting neighborhoods and communities along the corridor.



**AFFILIATIONS & CREDENTIALS**

- Occupational Safety and Health Administration (OSHA) Certified
- Associated Finance and Insurance Professionals Certification

## “ FOR US, IT'S PERSONAL...”

*I grew up visiting family along the I-49/US-71 highway corridor and remember hearing about and witnessing first-hand the unintended impacts of 'the highway.' That's why it's important to me to be a part of this team that is committed to listening to the needs of the community to spur the long overdue revitalization and improvements in the corridor.*



### **KC Parks MLK, Jr. Park Pedestrian Bridge, Kansas City, Missouri**

P+A is providing communications and outreach services for the federally funded Martin Luther King, Jr. Pedestrian Bridge, to be located across Brush Creek. The bridge will connect community members to the new Dr. Martin Luther King, Jr./ 15 and the Mahomies Playground located at Dr. Martin Luther King, Jr. Drive and Woodland Avenue in Kansas City, Missouri. Schylon is leading community engagement activities to obtain feedback regarding the location, placement and amenities around the Bridge.

### **Dr. Martin Luther King, Jr. Pedestrian Facilities PSP Study, Kansas City, Missouri**

KCMO and the Mid-America Regional Council, conducted a Planning Sustainable Places Study of pedestrian facilities along the newly named Dr. Martin Luther King, Jr. Boulevard corridor. The goal of the study was to consider pedestrian improvements and improved connections for those traveling along the project corridor.

Schylon applied fresh approaches to keeping the community informed and engaged, including the willingness to meet people where they live, work and play. Schylon and the P+A team teamed up with area events to conduct door-to-door and pop-up engagement and interact with diverse community members.





## “ FOR US, IT'S PERSONAL... ”

*As a native Kansas Citian, I grew up near 55th and Prospect, and I am currently living near 53rd and Prospect, I have a special interest in how we approach the next phase of US-71.*

*I am excited about working on this project with this team, as we are aware of the importance of inclusion. Allowing the community to the table with their needs and desires will only enhance the positive outcome of this project. This will give the community a sense of ownership and go a long way towards rebuilding and restoring a torn community. When we work together and are inclusive, the issues of blight, unemployment, health, education, and crime can be positively addressed.*

**Firm:**  
INC U LLC

**Education:**

BA, Business Administration Entrepreneurship, University of Missouri - Kansas City; Associates of Liberal Arts, University of Phoenix

### KIM RANDOLPH

Business & Workforce Development

**As CEO of the Heartland Black Chamber of Commerce, Ms. Randolph will serve as a liaison with the business community. She will also advise on workforce development opportunities, leveraging her experience on state and federal M/W/DBE and small business programs.**

Ms. Randolph has over 15 years of experience on large and small urban improvement programs. She is the owner of INC U LLC and JV Partner of KWAMEkc, specializing in business and workforce development, D/M/WBE certification, goal compliance; construction and program management. She has experience working in program and project management, community outreach project consulting and project training. Her wide range of industries includes for-profit and non-profit, federal, state, and local government agencies and municipalities. She coordinates and writes diversity and inclusion plans.

Kim does an excellent job of establishing and leading community and stakeholder engagement town halls and meeting. She helps with maintaining consistent engagement throughout the projects.

#### Center School District 2019 Bond Program, Kansas City, MO

Kim served as the Community Outreach Liaison for the Center School District bond program, responsible for maintaining communication and progress reporting to both the school district and neighborhoods. In April 2019, voters in the Center School District overwhelmingly approved a \$48M bond.

#### State of Missouri Office of Equal Opportunity, Statewide, Missouri

As onsite inspector, Kim coordinated, visited, and analyzed M/WBE applicants seeking status certification for the State of Missouri. Provided an overview of the Office of Equal Opportunity's process and procedure in gathering and analyzing applicant firm(s)' for certification as a Minority-Owned Business Enterprise (MBE) and/or Woman-Owned (WBE) Business Enterprise.

#### US DOT, Office of Small Business Utilization Central Field Office

As Project Management Consultant, Kim led the marketing and coordinating of the Bonding Education Workshops, assisted in gathering of stakeholders, and assisted SBTRC recruit and register qualified contractors to participate in the Bonding Education Program workshop series. Kim also helped the SBTRC conduct the BEP program workshops, followed up with SBTRC per each application, supported in the Bond Application Process, provided technical services and participated in community engagement activities. Kim played a role in stakeholder meetings, industry related meetings and events that are perceived to enhance and perpetuate the SBTRC Bonding Education Program (BEP).



#### AFFILIATIONS

- Heartland Black Chamber of Commerce, CEO



## “ FOR US, IT'S PERSONAL... ”

*My work with KCMO neighborhoods in the third and fifth council districts has deeply informed my understanding of the impact of US-71. This highway changed land use patterns, disrupted existing neighborhood connections, including safe access to schools, jobs, community services, and groceries, and removed hundreds of family homes. I am passionate about finding equitable community-driven comprehensive solutions to heal the harms and achieve a new level of community vitality. Redefining US-71 can mark a turning point in Kansas City for racial justice and investing in the long-standing, proud, and brilliant communities that have been underestimated and underserved for too long. I hope to be a part of bringing communities together to consider and choose the solutions that fit them best for the future.*

**Firm:**  
Hoxie Collective

**Education:**  
Masters of Urban Planning, University of Kansas; MArch, University of Kansas; BA, Interior Architecture, University of Houston

**Professional Registration:**  
AICP

### CHRISTINA HOXIE AICP

Complete Streets, Neighborhoods & Housing, Sustainability

Christina Hoxie started Hoxie Collective in 2017. She has been practicing urban and regional planning in the greater Kansas City area since 2008 with prior tenures working as an architectural designer in Chicago and Houston. With over 25 years of diverse professional experience in architecture and planning Christina coalesces interdisciplinary teams and works closely with the people of each unique community to build upon their assets, strategize transformational solutions, and plan for their shared vision.

#### **Kessler Park Improvement Plan, Kansas City, Missouri**

Project manager for Master Plan, Conservation Plan and Operation and Maintenance Plan. Engagement of the nine neighborhoods and dozens of user groups, stakeholders, and conservation agencies in multiple languages made a complex and rich planning and design process that truly reflected the community's assets and aspirations for this historic 3.5 mile long system of parks.

#### **Marlborough Catalyst Plan, Vacant Lot Strategy, Healthy Housing Strategy, Marlborough Park Plan, Kansas City, Missouri**

Project manager for each of four projects with this client. Each of these projects have had parallel initiatives of education

and building capacity in the neighborhood: youth leadership, community organizing, block ambassadors, and increased focus on environmental conservation.

#### **Wendell Phillips Downtown East Neighborhood Strategic Development Plan, Kansas City, Missouri**

Project manager and lead community planner for comprehensive neighborhood plan. As always, persistence and long term relationships are required to keep this plan moving forward as neighborhood capacity allows. Stewarding this plan through City Council recognition was a big win for the neighborhood and we continuing to advocate for this neighborhood plan to inform new development in 18th and Vine.

#### **KCMO TOD Policy, Kansas City, Missouri**

Planner for development of this policy that provides a comprehensive set of recommendations based on best practices from peer and aspirational cities. It organizes these best practices into recommendations related to connectivity, density, development, and design, relates those recommendations to other citywide strategies, and assigns city departments and non-city agencies to become champions that implement each recommendation.



## “ FOR US, IT'S PERSONAL... ”

*I grew up in the Blue Hills neighborhoods where my mom was president and still lives there at 89. I'm also a public transportation kid. So I took three buses to school every morning in the third grade. I know the challenges that this community has faced and continue to face.*

*To me, community development is building assets to support a community. There's a tendency to boil that down to affordable housing but at CBKC, it's about meeting the needs for all goods and services.*

### Firm:

Community Builders of Kansas City

### Education:

BS, Human Biology, University of Kansas

## EMMET PIERSON, JR.

Land Use & Business Development, Neighborhoods & Housing

Emmet is president and CEO of Community Builders of Kansas City (CBKC) where he is charged with developing and implementing CBKC's integrated entrepreneurial business model, forging new partnerships, designing new solutions and strengthening bonds that will enable the organization to convene communities, increase resources and empower families and neighborhoods in underserved areas.

Emmet is CBKC's senior executive responsible for leading daily operations and managing nonprofit entity and for-profit affiliates and subsidiary development/asset management companies. He is responsible to the board of directors for accomplishing short- and long-range goals, strategies, plans and policies.

He is accountable for the overall programmatic and fiscal integrity of the organization. He serves as a media and community relations representative responsible for promoting entity vision, developing financial and community resources, and leading staff to maximize community impact. His recent achievements for CBKC include:

### The Overlook District, Kansas City, Missouri

As a continuation of CBKC's Mt. Cleveland Initiative, the organization completed a two-year planning process for a mixed-use district on 11 acres that will transform the corner of Swope Parkway and Chestnut Avenue. Plans for the estimated \$100M project include 180,000 square feet of Class A office space, 19,000 square feet of mixed-use space and 155 multi-family units spread over seven development parcels.

Onsite features include a health and wellness walking trail, outdoor event plazas and a shared conference/meeting building. After forming a robust steering committee to incorporate all stakeholders, CBKC has completed the following:

- Acquisition of 100% of the total project area in contiguous parcels

- Rezoning, preliminary plat and entitlements
- Securing more than \$5M of public resources to complete site clearing, demolition, and infrastructure installation
- Signed project anchor, Health Forward Foundation, to allow the first office building to commence in 2023

### 5008 Prospect, Kansas City, Missouri

The Blue Hills Community Services Center/ Contractor Incubator is the result of an energy efficient renovation of an existing 14,168 square foot building on a four-acre Brownfields site. The LEED Silver, energy star certified renovation resulted in a facility for training and business development for small construction contractors; community space for meetings, trainings and events; and offices for progressive community development, programs and services.



### AFFILIATIONS & MEMBERSHIPS

- UMKC Trustee, 2021-Present
- IFF, Board of Directors, 2022-Present
- Black Community Fund, Chairman and Board of Directors, 2011-Present
- Port Authority/Ameristar/ Isle of Capri Economic Advancement Foundation, Chairman and Board Member, 2006-2012
- Mayoral Appointee, Port Authority of Kansas City, Treasurer, 2003-2006
- National Congress for Community and Economic Development, Board of Directors, 2002-2006