



US-71 & 59TH STREET



MAMIE HUGHES BRIDGE — US-71 & EAST MEYER BOULEVARD



US-71 & GREGORY STREET

US-71 RECONNECTING NEIGHBORHOODS PROJECT

Phases 1-3: PEL Study,
Consent Decree & NEPA

Submitted to

City of Kansas City, Missouri

Submitted by



In association with



3T-Design&Development LLC

multistudio

bnim

transpogroup **7T**

October 27, 2023

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Mr. Cory Burress
Procurement Manager
City of Kansas City, Missouri
City Hall, 414 East 12th Street
Kansas City, MO 64106

RE: US-71 Reconnecting Neighborhoods Project — Phases 1-3: PEL Study, Consent Decree & NEPA

Dear Mr. Burress and members of the selection committee:

The City of Kansas City, Missouri (the City), in partnership with the Missouri Department of Transportation (MoDOT), has taken an important first step in a transformational project by applying for and receiving a Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant to establish a vision and path forward for US-71 (Bruce R. Watkins Drive) and the neighborhoods it divided decades ago. This Wednesday, the City and the United States Department of Transportation (U.S. DOT) announced they have partnered to finance \$15 billion in infrastructure improvements to benefit US-71 and other projects in the Kansas City Metropolitan Area. **We congratulate the City for its leadership in pursuing the RAISE grant and U.S. DOT partnership, as well as the focused urgency to bring about much-needed improvements to safety, connectivity, economic development, and overall quality of life along this corridor.**

The Hg Team is proud that members of our team authored and helped to secure the \$5 million U.S. DOT Federal grant, and our conviction runs deep for this project. We are committed to this work and would be honored to be selected to continue to serve as the team you have grown to trust. As a Kansas City, Missouri-based team of proven professionals, the Hg Team offers the right blend of services, experience, talent, and passion to make the US-71 Reconnecting Neighborhoods project a huge success, defined as helping the community heal through an extensive community engagement approach, by thoughtfully crafting a holistic strategy that results in community consensus and transformation, and by securing additional grants and funding to bring the project to fruition. We will facilitate community voice, and invite users to join in the conversation. We will listen and develop feasible and implementable alternatives that acknowledge the history of the community and what lies behind, as well as reach forward to what lies ahead, addressing their needs, and re-imagining together what it is like when vibrancy is breathed back into the neighborhoods. We will do the work with an empowered community today for the future of our city — to create safe connections; transform the area into a healthy, thriving environment; and tap into the incredible, unlimited power of the community that has been disconnected for too long. The Hg Team stands ready with great humility and excitement to partner with the City and MoDOT in the work of the US-71 Reconnecting Neighborhoods project, part of the larger Reconnecting Kansas City initiative. **A Hg Team advantage is the fact that we have not had any involvement in the decisions made in the past, and we are in a unique position to objectively build community trust.**

The Hg Team will significantly EXCEED your DBE participation goal, with 45% of the project estimated to be led and completed by local DBE firms. Our team is comprised of *Hg Consult, Inc.* (DBE) and our partners, *WSP, Burns & McDonnell, Vireo* (DBE), *Phillips-West Public Relations & Communications* (DBE), *3T-Design & Development, LLC* (DBE), *BNIM, Multistudio, and Transpo Group*. We are uniquely qualified to work shoulder-to-shoulder to manage the next crucial steps in this journey with the PEL Study, Federal Consent Decree Process, and NEPA and Conceptual Design effort. We will serve as an extension of the City and MoDOT, while working closely in the community and across the corridor, putting people first, building trust-based relationships, and leaving no one out.

Our analysis of this work of reconnecting communities has revealed the following essential items for this project's success.

- ✓ **COMMUNITY-led and informed process.** We understand the weight of the City's pledge to take care of the community like a family takes care of each other. As Mayor Lucas said, this is a once-in-a-lifetime opportunity to *"make up for some mistakes of the past."* It begins with gathering the stories, healing past hurts, and moves forward toward reconciliation. The community will tell us what reconnection means to them.
- ✓ **CONTINUITY from the trusted team that helped secure the RAISE Grant funding.** The Hg Team will keep this project moving forward with the same team that has been here the conception of the US-71 Reconnecting Neighborhoods Project, the team you have grown to trust. WSP's Jared Gulbranson, who will lead the Phase 2 – Consent Decree effort, was the project manager and lead author for the \$5 million RAISE U.S. DOT Federal Grant Application. There is no learning curve to get us up to speed – we are ready to begin immediately and keep the momentum going. The Hg Team is your trusted partner for success.
- ✓ **CONNECTIVITY is key.** We understand this project is not simply a transportation project, or a physical infrastructure project. It is much more. This corridor was once home to vibrant neighborhoods that were torn apart to make way for the US-71 corridor. This project has the chance to reconnect these neighborhoods, improve the safety for all forms of mobility and bring some much-needed economic growth to this area.
- ✓ **COLLABORATION is our cornerstone.** The Hg Team is an inclusive group of experts, who fully recognize that collaboration is critical across all phases of this project. We will join forces with the City, MoDOT, Federal Highway Administration (FHWA), Kansas City Area Transit Alliance (KCATA), Mid-America Regional Council (MARC), and environmental agencies, all of whom we have established close-working relationships. We will support the City in its historic, strategic partnership with the U.S. DOT.



Our team brings local expertise in community engagement and economic development within the US-71 corridor. Our depth of experience in tailoring the PEL Study process to the unique needs of the local community provides the foundation for success. We will provide you with continued support in fulfilling funding needs, the confidence of a universally supported PEL Study, and a Conceptual Design that delivers the residents a long-overdue community they can be proud of and is safe to live in. Thank you for this opportunity to propose partnership with you on this important study and catalytic project. Cooperating with you, our team promises to work diligently and earnestly to make the community whole again after decades of pain, *progressing the project at the speed of trust.*

We look forward to discussing the details of our proposal with you and moving forward with this exciting project. Please note we accept the Terms & Conditions provided in the RFP. If you have any questions, please contact me, the Hg Team project manager, and your main point of contact, at 816-256-5153 or eharrison@hgcons.com. My address is 7733 N. Wallace Avenue, Kansas City, MO 64158.

Sincerely,

Hg Consult, Inc.

Earl Harrison, Jr.
President/CEO

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PROJECT UNDERSTANDING & INNOVATION

An aerial photograph of a city street intersection. A multi-lane highway runs diagonally from the bottom left towards the top right. A city skyline is visible in the far distance. The foreground shows residential houses and trees. The image is overlaid with a dark blue gradient.

“While it is very hard to give people houses back, people like those in my family who lost them ages ago, while it is hard to rebuild neighborhoods and communities that were strong, that were vibrant and that have been vital to our community, we see this as a next important step,” said Mayor Quinton Lucas, City of Kansas City, Missouri Mayor.¹

PROJECT UNDERSTANDING & INNOVATION

✓ 10.1 ✓ 10.2

PROJECT HISTORY

US-71 is unique among urban highways. It started like so many others in a frenzy of interstate highway planning and construction 70 years ago but was delayed and significantly altered due to organized community resistance. A compromise solution resulted from the 1985 consent decree and was finally opened for operation in 2001.

In the 22 years since it opened, so many of the stated benefits of the project and the compromise solution have failed to materialize. Today, with the advantages of hindsight, lessons learned, and a generational federal investment in public infrastructure, Kansas City has a meaningful opportunity to correct historic mistakes and bring healing to the area around US-71 Highway. Yet this opportunity also faces many headwinds and will require an experienced, diverse, and committed team to develop and deliver a project with generational benefits.

While there were some concessions provided to area residents as a result of the consent decree and restudy effort, there are many challenges to overcome in this corridor. The taking and demolition of thousands of predominantly African American homes, schools, churches and businesses to make way for the highway is only part of the long-term injustice.

The highway divides a once connected community, with few opportunities to cross it by car or on foot. The distances between crossings – a half mile on average – add significant time to a pedestrian's travel time. Far too many pedestrians have been killed or seriously injured trying to cross US-71, even at legal crossing locations. Traffic lights have failed to spur the local economic development that was promised by planners and elected officials years ago.

There have been some notable signs of progress, however. While the 2001 Light Rail plan (which included Bruce R. Watkins Drive) was rejected by voters, the Prospect Max Bus Rapid Transit corridor was implemented years later.

The *ProspectUS Transit-Oriented Development Plan*, currently being led by Hg Team member Graham Smith of Multistudio, is helping communities to envision infill development opportunities and create a development framework for the corridor. The *Swope Connectivity Study* identified several important opportunities to improve connections and mobility on both sides of the highway. The city and community have done the groundwork for transformative change in the corridor. This planning effort will propel that groundwork into action.

The three phases of this project – the PEL Study, Consent Decree, and NEPA – are fundamentally about listening to the community and supporting their goals

THE VOICES OF US-71



Davis' mom, aunts and uncles, 1970.

"The highway was built literally four blocks away from my grandparents' house, and with highway construction comes fragmentation of neighborhoods and overall disinvestment in an area."²

— Sarah Davis

"As [Bruce R.] Watkins argued at a February 1976 public meeting, 'The Highway Department has systematically gone in . . . and stole much of the property it has today. We were against it (the freeway) because it would not only disrupt our community, it would bring hardships and disrupt our neighborhoods and bring hardship on the people who live there . . . In many instances the Highway Department has re-segregated these people in relocating them. They have been placed in inferior properties and I think it is unfair. We have had for years total neglect of our community. We have been abused, misused, and mistreated.'"³

"For a person who doesn't have a car, it's very hard, especially in the wintertime," Mr. Anthony Roberts said. "No one wants to take a risk with their lives trying to cross the highway."⁴

"There was a small neighborhood, between 55th and 53rd Street, between Prospect and Waldron, and it's a pocket of black folks. ... I knew every single person who lived in that area, and they all knew me. ... There were three churches in that small area, and the colored school, the Phillis Wheatley School, was there too. It's changed drastically. One of the things that happened was that the city or the state decided they were going to put in the South Midtown Freeway, and they put it right through the middle of the neighborhood. And it took them 30 years, after they moved people out to put the highway in. So to me, that feels like something more deliberate, a more deliberate way of breaking up the space, of separating the blackness from each other. But, the neighborhood was never the same. They came through and they destroyed that community."⁵

— Carmaletta Williams

"One of the negatives that we may never be able to erase is the perception that government cannot be trusted," said Emanuel Cleaver, who was in the trenches as a councilman and then mayor in the fight over taking people's property."⁶

with the requisite technical, legal, and engineering analysis. While developing and ultimately securing consensus on strategies to meet the overall project objectives, it is paramount that the method under which the study is undertaken follows the prescribed FHWA procedures of the PEL process. When done properly, much of the planning-level work product developed in the study will flow by cross reference directly and efficiently into the environmental NEPA process. Thus, the namesake of the process is self-evident, Planning and Environmental Linkages.

GOALS & OBJECTIVES

The US-71 Reconnecting Neighborhoods Project is part of city-wide, regional, and national transportation planning initiatives, aiming to improve both the immediate and long-term viability and safety of the corridor.



PROSPECTUS TOD STUDY

The Hg Team brings KCMO transit planning, including Multistudio's current work on the ProspectUS TOD project, and multimodal planners who have years of experience delivering successful projects with KCMO, MoDOT, KCATA, MARC, and other agencies around the region. We will utilize this experience to develop a holistic multimodal plan, supported by community members and stakeholders, that will enhance access to opportunity for all users and all modes.

Reconnecting Kansas City is an initiative that encompasses several projects — including the US-71 Project — and is not only about physical reconnections but economic, social, residential, civic, and spiritual reconnections. **We understand the US-71 Reconnecting Neighborhoods Project will not only reconnect one side of US-71 to the other, but also reconnect the past to the future.**

The US-71 Reconnecting Neighborhoods Project is a community visioning and a collaborative impact project — knitting together **COMMUNITY**, **CONTINUITY**, **CONNECTIVITY**, and **COLLABORATION** — where transportation improvements provide the foundation for the community to take back its rightful, restored agency to achieve its collective vision.

To better define this understanding, the project team supports the goals and objectives identified in the RFP that will guide the overall project. These goals include:

Goal 1: Holistic Community Development

The US-71 Reconnecting Neighborhoods Project is designed with a comprehensive outlook and through a reparative justice framework. Our strategy covers effective land use, affordable housing provisions, and the promotion of local businesses. Furthermore, public health, green spaces, and education are integrated into our planning process.

We are fully aware of the historical challenges linked to the US-71 corridor, including the outcomes from the 1985 Federal Consent Decree. **We will integrate lessons learned from the past to ensure a well-informed holistic approach to positively impact this community for future generations**, ensuring our work throughout all phases of the project is:

- **Contextualized:** Solutions will address systemic inequity.
- **Reparative:** Solutions will be commensurate with what caused the inequity.

SORRY IS NOT ENOUGH



City of Saint Paul, Minnesota, Mayor Melvin Carter shared at the [2023 Reconnecting Neighborhoods Summit](#) that the value and wealth stolen from the African American community in his city is enormous. “Sorry is not enough. If I took \$157 million from you and we agreed that it was wrong, something more than sorry is appropriate and what is called for. If our goal is for our government to benefit a larger set of the community, then the decisions need to be made by a larger set of the community. Our communities are always voting with their feet, they are screaming out and waiting for their cities to catch up.”

- **Community-Centered:** Solutions will be co-created with the people negatively affected by the inequity.

Goal 2: Focus on the Community

For many of the neighborhoods along US-71, there is a “used to be” and a past-tense conversation. The opportunity of this project is to shift this conversation about the past and what the community is mourning to a conversation about the future and what could be. Our team will engage, collaborate, heal and empower this community that was harmed in the past.

As this project is coming along, our team’s focus on the community will give voice to how to ensure the project solutions benefit the community. The intention is to develop a framework to understand many aspects from the community’s perspectives, on history and culture, environmental mitigation, health and wellness, education, economic development, diverse housing opportunities, safety, and more. This framework will guide the technical team to identify the Recommended Alternatives and Locally Acceptable Alternative.

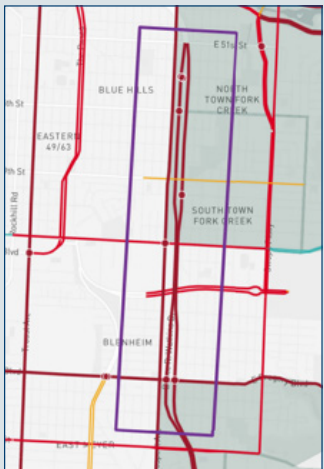
Goal 3: Feasibility & Appropriateness of Potential Approaches

The PEL process requires the development of a Purpose & Need and project goals to set the framework for developing and screening alternative strategies. For typical transportation projects, those needs and goals would focus on traffic operations, traffic incidents, or transportation connectivity. While those are important, the focus for this study is also on neighborhood connectivity, in-fill development, public/green spaces, access to opportunities, etc. Establishing the needs focused on the neighborhood helps to better define which approaches are both feasible and appropriate.

Goal 4: Reduce Serious & Deadly Crashes

In 2022, the City adopted its [Vision Zero KC: Safe, Healthy, and Equitable Streets for All Plan](#). The plan documents that since 2010, there has been a 37% increase in crashes in Kansas City and that the brunt of this increase has occurred in low-income and minority communities. The

plan identified that the 5-mile corridor encompassing this project sees the highest crashes for pedestrians and cyclists in the entire city. The US-71 corridor, as well as Prospect Avenue directly to the west, and Gregory Boulevard as it crosses US-71, were all identified as “Top Priority High Injury Networks.” The project will prioritize vulnerable road users, and incorporate best practices for road treatments, all while



In Vision Zero KC, US-71 was identified among the “Top Priority High Injury Networks” in the City.

consulting with neighborhood residents and technical experts to improve the quality of life for the community.

Goal 5: Increase Mobility & Connectivity for All

For decades, US-71 has been a significant barrier to mobility for neighborhoods on the east side of Kansas City. The Prospect MAX Bus Rapid Transit line opened in 2019 and has been a great improvement to transit in the area, but as it is located on the west side of the US-71 corridor, it limits access to fast and frequent transit service to neighborhoods east of the freeway. A central project goal will be the dramatic improvement of equitable and safe mobility and access to opportunity for all modes, ages, and abilities. These improvements are not isolated only to the US-71 corridor but encompass the east-west connections across US-71 and the north-south arterials that parallel the freeway corridor. This project will holistically examine the current condition for the most vulnerable roadway users including pedestrians and cyclists, but also include transit riders, and auto and truck traffic.

ACTION PLAN & IMPLEMENTATION STRATEGY

MANAGEMENT SUMMARY & CONCEPTUAL WORK PLAN

Our Project Management Approach intersects and integrates your processes and procedures with our people and organization through a progressive planning and design development process of increasing project detail, all managed through proven principles and tools. This systematic process manages multiple key project elements in parallel with integrated reviews and coordination at key steps in the design development process. The result is successful project delivery in fulfillment of our guiding principles – Sustainability & Resiliency, DEI, Community Engagement, and Enhancing Customer Experience. We will deliver on time, within budget, with quality exceeding your expectations – fulfilling our promise of accountable services.

Principal-Led Team

As our team’s project manager and in testament to Hg Consult’s commitment to this project, **Earl Harrison, Jr., PE** will lead this diverse, experienced, and multifaceted team. With Earl’s experience extending from pre-design/NEPA through construction, he understands all aspects of a project. As an owner and Missouri Practice Leader, he is fully authorized to make prompt, critical decisions. As a proven business leader, he knows that your satisfaction is mission critical.

This will be Earl’s primary role – ensuring we’re engaged and prepared to effectively serve you, and then deliver on our promises. He will be involved throughout all phases of the project and will administer our contracting with you and ensure we’re providing the right staff at the right time.

Through weekly internal project progress reviews with our Task Leaders, Earl will be current on the status of our services to you. He will be your primary contact for the life of this project and will be fully available, with authority, to respond to you for whatever may be needed.

Partnership & Collaboration

Focus on Minority-Firm Participation

Hg Consult, a DBE-certified Kansas City-based firm, has partnered with other local DBE firms with active and established relationships with the City, MoDOT and the local community.

With Hg Consult self-performing at least 30% of the work and our DBE-certified partners (Vireo, Phillips-West, and 3T-Design & Development) performing an additional 15%, this project will greatly exceed your stated DBE goals.

DBE PARTICIPATION
45%

The Hg Team will be in constant communication with the Management Team (City, MoDOT and FHWA) throughout the project. We propose weekly check-in meetings with the core group (one or two representatives from each), monthly progress meetings with a larger team (core plus technical staff), and quarterly meetings with the Community Advisory Group and the Regional Agency Advisory Group.

Our work plan is tailored around community engagement, the PEL process, addressing the consent decree, preparation of the NEPA documentation, performing 30% conceptual design, and working collaboratively with the key persons from the community, and the Management Team. As a process designed to make sequential decisions, a community-led engagement effort, data collection and analyses will support each decision step. Community engagement is the core of our work plan, with continuous engagement efforts throughout the entirety of the project.

Upon award, we will draft a formal communication plan to communicate data and information to the Management Team and project agency partners. The plan will include meetings and reporting structure and will be set up to provide information to all our specific groups as needed. This will help keep the team and project on track because it:

- Develops written documentation that the Management Team, project agency partners, and the project team can reference.
- Sets expectations for when updates will be shared (daily, weekly, monthly reports).
- Increases visibility into the project and its status.
- Increases productivity and efficiency during meetings.

Ensuring quality assurance and quality control (QA/QC) is a top priority at Hg. To achieve this, a customized quality control plan (QCP) will be developed specifically for this project. This plan will outline all the processes and procedures required for document reviews, including the creation and verification of corrections to the discovery documents and plans as agreed upon by the designer and checker. Upon completion of any task, the engineers, planners, and technicians involved will sign and date a job record as proof of completion. A QA review will be conducted to verify the implementation of the QC process at key project milestones. **Matt Spencer, PE** (conceptual designs) and **Angela Love** (PEL/NEPA) will be responsible for QA for this project.

[illegible]

Comprehensive community engagement and collaboration will ensure the alignment of project outcomes with community needs and aspirations. Our approach encompasses a wide range of strategies, from listening to and gathering the stories of the community, acknowledging the history of those displaced and who remain, to hosting a series of Reconnecting Kansas City Summits and using innovative pop-up events and outreach tools. We recognize the importance of inclusive,

community-informed decision-making, and we will meet community members where they are to engage, collaborate, and empower them in re-imagining the US-71 corridor. Feedback and insights gathered through this framework and approach are instrumental to shape the direction and final recommendations of the project, reaffirming the commitment to building physical and human infrastructure that serves the collective interests of the community.

EXPERIENCE — It's the staff that matters...

At Hg Consult, our policy is to only show projects our staff actively worked on and/or were responsible for managing, even if while they were at a prior firm. All projects in this proposal were completed by Hg's current staff assigned to this project. In our opinion, the quality of the staff that led the project is far more important where the work was originally performed.

I-670 South Loop Project EA – *Kyle Kroner* of Hg Consult, while at another firm, was the NEPA Manager and principal author for the construction a structural deck over the existing I-670 freeway, creating a new vehicle tunnel and a 5-acre green space park in downtown Kansas City Missouri. The project included extensive public and agency engagement programs and evaluation of potential air quality, greenhouse gas, social, and transportation network impacts resulting from the creation of a new tunnel. The anticipated construction value of improvements is \$200 million.

I-70 First Tier EIS, Second Tier EIS, Supplemental EIS, and current Re-Evaluations – Several existing members of Hg Consult's staff bring years of experience on the I-70 Corridor for over two decades. Other firms may claim a role or a piece of I-70, but the projects listed here were all managed by staff currently at Hg Consult: *Jerry Mugg* – First Tier EIS, Second Tier GEC; *Stephen Wells* – Second Tier SIU 6 EA, Truck Only Lanes Supplemental EIS, and SIU 1 EA Re-Evaluation; and *Buddy Desai* – SIU 4 EIS and Re-Evaluation. The anticipated construction value of improvements is \$3 billion.

South Lawrence Trafficway (West) Supplemental EIS – *Kyle Kroner*, also while at another firm, was the NEPA lead and principal author for evaluating the conversion of an existing 8-mile, two-lane expressway to a four-lane freeway on the south side of Lawrence, Kansas. The project included extensive public and agency engagement programs and direct coordination with Haskell Indian Nations University. The anticipated construction value of improvements is \$230 million.

Engagement with Key Community Members

The Hg Team sees the US-71 Reconnecting Neighborhoods Project through an equity lens. Although the five-mile segment of US-71 is important, the team is not solely focused on it. The highway has been inefficient for traffic and freight movements, dangerous for pedestrians and cyclists, and poorly designed for all users for decades. Its design has created unintended challenges that need to be addressed. We will ask, “how to [re]weave the fabric of the community?” and “how to focus broader than the project area itself?” and “how can spatial justice benefit the whole community?” We have calibrated our community engagement approach to accommodate the answers.

Community Engagement Plan

In the first 90 days, we will develop a programmatic Community Engagement Plan consistent with the public engagement goals of the City, and [MoDOT's Public Involvement Procedures for the PEL process](#).

Our plan will:

- Support the City, MoDOT and project team in building consensus and engaging the public and key persons from the community from project start to conclusion. This includes developing and rolling out ready-to-use collateral material/engagement tools and coordinating specific engagement efforts.
- Work with the City, MoDOT and project team to coordinate with regional agencies at the programmatic level.
- Establish a framework for an engagement approach customized to the US-71 corridor, including goals, objectives, key messages, conflict management strategies, and community engagement workflow across the process phases. We propose the following engagement touchpoints across all three project phases with the goal of **Engaging the Community**, **Collaborating with the Community**, and then **Empowering the Community** as our team's approach to building the trust necessary for a successful project.



Triveece Penelton (Vireo), Community Engagement Lead for the Hg Team, talks with a member of the community.

Using our prior experience, contacts, and work within and along the US-71 corridor, we will:

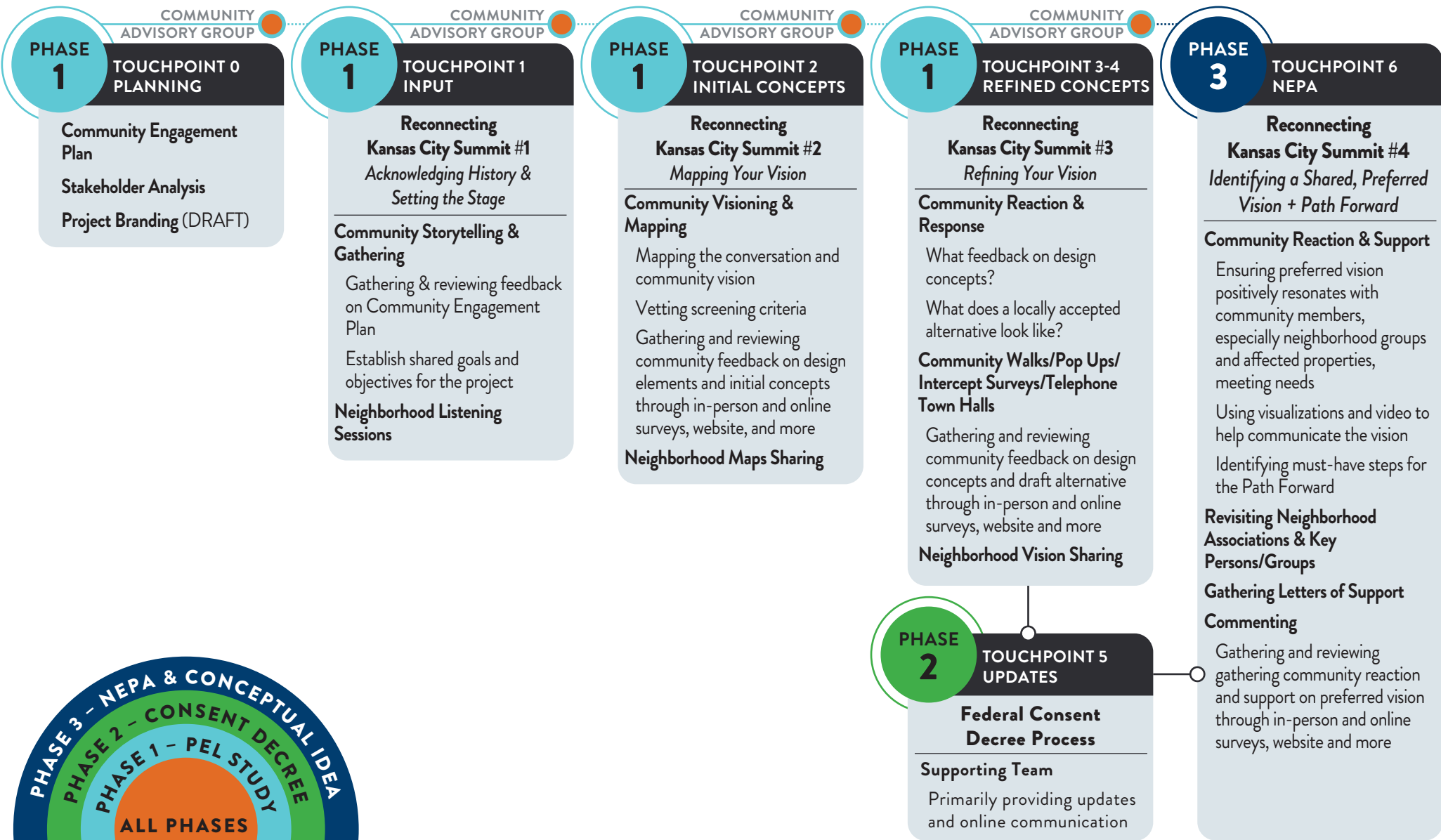
- Identify a comprehensive list of key persons from the community (started at the left).
- Perform initial outreach and engagement to announce the project and request feedback on issues
- Work in concert with the environmental team on the draft programmatic agency coordination plan and initial agency coordination.
- Be available for public review and reaction, “This is how we plan to engage with you, what do you think?”

Branded Collateral Materials

The Hg Team's graphic design and communications experts will develop a visual identity—including a logo and color scheme—for all project materials and engagement tools. The brand will be incorporated into letterhead, emails, websites, social media, and templates for reports, fact sheets, and other publications. Materials will have slight variations to give



THE H_g TEAM FRAMEWORK & APPROACH FOR COMMUNITY ENGAGEMENT, COLLABORATION & EMPOWERMENT



COMMUNITY ENGAGEMENT ... leads to ... **COMMUNITY COLLABORATION** ... leads to ... **COMMUNITY EMPOWERMENT**
Tools: communication and listening, project branded materials, website, social media, surveys, mailers, telephone town halls

KEY COMMUNITY MEMBERS

Including but not limited to:

- Elected officials
- State and federal resource agencies
- Regional planning organizations
- City of Kansas City, MO (KC Public Works, Water Services, Parks and Recreation, Planning, Police: Metro Patrol Station)
- MoDOT (statewide, district and subdistrict):
 - Environmental » Engineering » Planning
 - Public Involvement » Communications
- State of Missouri (Missouri Department of Parks, the State Historic Preservation Office (SHPO), Missouri Department of Natural Resources (MDNR))
- US-71 Corridor Groups, Coalitions, and Neighborhood Associations (Marlborough East, East Meyer 7, Noble and Gregory Ridge, Self Help Neighborhood Council, Blenheim Square — Research Hospital, Swope Park Campus, Citadel, South Town Fork Creek, North Town Fork Creek, Blue Hills, and Ivanhoe Neighborhood Council)
- Research Medical Center, Internal Medicine Associates of Kansas City, Kansas City Pediatrics, Research College of Nursing
- Alhaphointe
- Hogan Preparatory Academy Elementary School, Transformed Barber & Cosmetology Academy
- Willis Chapel AME Church, Greater Faith Missionary Baptist Church, Victory Through Praise Christian Fellowship, Skylight Baptist Church, Divine Temple Church, Love Unlimited Church Outreach, Center of Hope Ministries
- Bruce R. Watkins Cultural Center
- Swope Community Builders
- Swope Health Services
- Corridor Businesses
- Freight Companies
- Commuters

each neighborhood along the US-71 Corridor a unique identity while maintaining the overall brand.

Social Pinpoint Online Survey(s)

Social Pinpoint is an intuitive, interactive, multi-platform engagement and survey tool that informs key persons from the community and collects actionable feedback in a consistent manner.

Project Website


Our team will develop and host a project-wide website that will:

- Serve as a primary channel for the community to access community stories, project information and links to active surveys, comment spaces, and subscribe to project updates.
- Contain sub-sites for each area of focus, which we will manage and update regularly with information provided by the project team.
- House presentations, study documentation, newsletters, and other collateral information.

Social Media

We will work with the City and MoDOT Communications Team to develop and post project information updates for priority social channels and respond to comments and questions.

Pop-Ups, Community Events & Public Meetings

 We will meet the community at pop-ups at neighborhood meetings, listening and visioning sessions, lemonade stands, sidewalk sit-downs, parking lot and church chats, one-on-one kitchen table meetings, community events, and Reconnecting Kansas City Summits, which will serve as the public meetings uniquely tailored to this project.

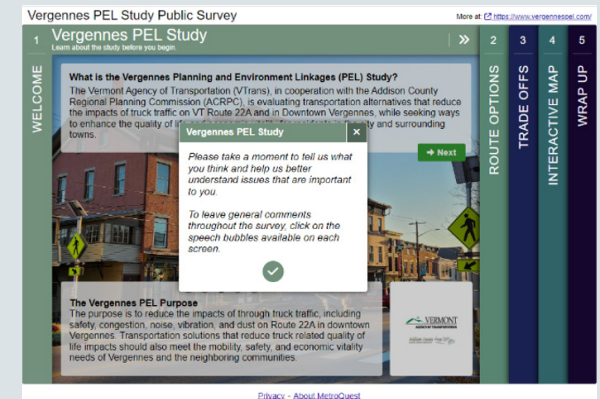
Innovative approaches to in-person meetings may include providing childcare and food, arranging for transportation, and employing interactive engagement opportunities, as well as varying meeting times across the day (morning, afternoon, and evening) to accommodate busy schedules.

COMMUNITY ENGAGEMENT TOOLS



Telephone Town Halls

Hg Team's experience using the Telephone Town Hall (or similar) platform helps to reach a broad swath of persons from the community and overcome access limitations of online meetings, such as in areas without broadband internet connectivity. Our team has found that as many, if not more, people engage in telephone meetings, as in-person meetings.



Social Pinpoint

With the Hg Team's enterprise license for the Social Pinpoint engagement tool, we can crowd-source feedback by location along the US-71 corridor at no additional cost to the City or MoDOT per deployment.

Virtual Meetings

Although we anticipate holding in-person meetings, we understand many may still prefer to participate virtually, and hybrid meetings can provide a balanced approach. Considering input from community surveys, we will work with the City and MoDOT to establish preferred virtual meeting platforms (Zoom, Webex, Teams, etc.) and provide standardized accounts and logins for all teams.

Key Persons from the Community Management & Database

We will establish and maintain a cloud-based key persons list from the community database and comment management system. We will collect responses and explore any unique issues and concerns.

Other Outreach Tools



Outreach tools will also include postcard mailings; telephone town halls (up to three) for scoping, alternatives development, and findings with a landline or mobile phone public meeting option; project visualizations (3D, animations, virtual reality, and broadcast-quality videos to show the project scope and stories from members of the public about what matters to the community); news releases and advertisements; project phone number, contact person, and satellite office with posted open office hours; **oral history capture stations “Humans of Kansas City;”** and community walks.

Advisory Groups

Community Advisory Group (CAG)

We suggest establishing a CAG with key persons from the community in the study area to coordinate with the project team and that gives the community a voice as the project moves forward. CAG meetings would include presentations, opportunities for input about what is working and what is not working from key persons from the community, and a question-and-answer period. CAG members may host these meetings, invite their networks, disseminate information more deeply into the community, and play an important role in the consensus-building process, a two-way conversation that can inform the Community Engagement Plan and the larger PEL Study. As part of the CAG, our team suggests hosting a Youth Advisory Council, who could share more about their interests, priorities, and vision for the future of US-71, as well as communicate with their peers.

Regional Agency Advisory Group



We will work with the City, MoDOT, FHWA and federal, state, and regional resource agencies to establish an advisory group consisting of cooperating and participating agencies. We propose using this inter-agency group to convey updates on the US-71 PEL Study and coordinate the program schedule. Smaller agency groups may convene to discuss local issues.

THE COMMUNITY ENGAGEMENT TEAM

The history of this project dates back more than 50 years, and the scars in the community are deep and long-lasting. Neighborhood residents who remain have not forgotten those who were involved, and they are understandably skeptical of government officials, either from the City or the DOT, making promises. **The Hg Team advantage is the fact that we have not had any involvement in the decisions made in the past, and we are in a unique position to objectively build community trust.** We are the best team to Engage with the Community, Collaborate with the Community, and Empower the Community to truly express to the City and DOT their shared, preferred vision and the path forward that is acceptable to the neighborhoods. The Hg Team will open the doors to facilitate many ways of listening, collaborating, and empowering.



Earl Harrison, Jr., Hg Consult – Earl started Hg Consult in 2010 and now has 65 staff on his minority-owned business located in the Crossroads, which is close to the study area. He has worked on several projects, including the I-70 Paseo to Manchester EIS, involving outreach to low-income and minority neighborhoods.



Triveece Penelton, Vireo – Triveece was the public outreach lead for the I-70 Paseo to Manchester EIS and has a long history of advocating for neighborhoods in and around the study area.



Steff Hedenkamp, WSP – Steff has served the City of Kansas City, Missouri, providing communications and community engagement services since 2004, including the East Patrol Division Station and Regional Crime Lab, the Kansas City Museum and ADA Compliance Project.



Carrie Stapleton, Phillips-West – Carrie has worked with Representative Emanuel Cleaver II and his staff on many economic and social initiatives in the community. Phillips-West contracted with Woodward Clyde to communicate with residents whose homes may have been damaged by blasting associated with the building and construction of the Bruce R. Watkins Roadway (1971).



Maggie Green, Burns & McDonnell – Maggie recently worked for the City of KCMO and brings personal relationships with the mayor and each of the current City Council members. She has a history of advocating for the community interest.



Ruth Turner, 3T-Design & Development – Ruth has led many large-scale projects and programs involving extensive community engagement, including KC-One (KCMO Citywide Stormwater Management Plan) and Public Improvements Advisory Committee (PIAC). She is a trusted advisor in the community.



ORANGE RIBBONS ON CLEAVER BOULEVARD

Phillips-West developed an innovative strategy to celebrate the opening of the City of Kansas City, Missouri's Emanuel Cleaver II Boulevard Streetscape Improvements Project. Colors were researched and the color orange was selected to represent the traits of Congressman Cleaver's personality — civility, racial harmony, empathy. To signify the event, orange ribbons were used to decorate street poles along Cleaver Boulevard.



UNDERSTANDING PUBLIC SENTIMENT

The following news articles help to understand public sentiment regarding this project:

[The Pitch – February 28, 2002, "Housing Boom," by T.R. Witcher](#)

[KSHB-41 – August 15, 2022, "Wanted: Plans that can reconnect Kansas City neighborhoods sliced apart by highways," by Steve Kaut](#)

PHASE 1: PLANNING & ENVIRONMENTAL LINKAGES STUDY

The PEL Study will include a Statement of Purpose & Need, and an initial set of reasonable alternatives ascertained by involving stakeholders directly in the decision process. This effort will lead to a unified, understood, and supportable vision for the study area that will be necessary for the long-term success. Our team will adhere to this theme of linking transportation and environmental planning through public engagement as we help the City and MoDOT realize maximum value from this important study. The ultimate PEL deliverable will consist of a final report, supported by topical technical memoranda. Our schedule for completion of the PEL Study is within the next 18 months.

Existing Conditions Assessment

Using existing available data, previous studies/reports, and supplemented with an intensive information collection program initiated at the study onset, the team will assess current conditions and characteristics in the study area.

The assessment will be focused on the area of influence, as it relates to the transportation network, traffic, safety, built and natural environmental conditions, and land use and development characteristics and trends.

The Hg Team will collect any additional traffic information required and will review available StreetLight data to supplement our understanding including evaluating existing origins/destinations, pedestrian flows, and trip purpose. StreetLight will provide sophisticated graphics to assist with communicating this complicated information to the public. The Hg Team will collect crash data, land use information, socio-economic data, etc. during this phase. This task will include the identification and review of case histories and studies of urban design strategies deployed in other major cities of similar magnitude and characteristics.

Purpose & Need Statement

The Hg Team will coordinate and engage with the Management Team and the appropriate resource

WHAT IS A PLANNING AND ENVIRONMENTAL LINKAGES STUDY?



Q&A A PEL Study is a process, adopted by the FHWA, used to plan solutions for transportation issues, priorities, and environmental concerns. It is a concept-level decision-making tool supported by planning analysis. Types of PEL decision include: layout and limits of highways and trail facilities, environmental issues to address, implementation plans, and funding. PEL planning activities and analyses include: user characteristics, safety, economic benefits, land development, natural and man-made environment, and public involvement.

agencies through scoping meetings, public and stakeholder engagement, and traffic and travel demand activities to develop the PEL Study's statement of Purpose & Need. The Purpose & Need will be based on the policy framework of the MARC Long Range Plan, Connected KC 2050, and will formulate the basis for identifying the improvements needed, defining goals and objectives of the PEL Study, and support development of a framework and methodology for screening and evaluating alternatives.

Specifically, the Statement of Purpose & Need will contain and address the following:

- Identify the visions and goals of the Management Team and stakeholders for the near and long-term future of the study area.
- Refer to data identified in the study area condition assessment and the detailed traffic analysis regarding existing and expected deficiencies in the transportation system.
- Reference the list of issues that resulted from contacts with stakeholders.

The statement of Purpose & Need will reflect the context sensitivity of the needs within the study area to support the attainment of stated goals by encouraging the consideration of land use, transportation, environmental and infrastructure needs in an integrated manner.

DYNAMEQ TRAFFIC MODELING



Dynameq DTA model of the Kansas City Metro

The impacts of alternative scenarios that modify traffic operations and capacity along US-71 at key locations could potentially be assessed by the application of the regional dynamic traffic assignment (DTA) model. The Dynameq DTA model was developed and calibrated originally for MARC and MoDOT as part of the *Beyond the Loop* PEL Study under the direction of **Keir Opie** of Transpo Group, who joins the Hg Team for this study. The Hg Team will work with the Management Team to assess the need, viability, and potential benefit of using the existing model for this assignment. The analysis is simplified since the model network has been calibrated, and the system scenarios to be evaluated would consist of the addition and modification to several of the US-71 links in the network.

Holistic Community Development

There are many elements that shape the pattern, form, and scale of development, and its viability, within the various contexts of the corridor. To address the needs of the community associated with US-71, a comprehensive understanding of land use, green space, housing, economic development, health, education, and other issues will be created and strategies for change will be identified. Our work to address these topics will be coordinated and aligned with the similar work being completed as part of the Prospect MAX Transit-Oriented

Development Strategic Implementation Plan currently being prepared.

- **Land Use:** Transportation improvements affect what land uses, and development, can be expected to occur adjacent to the street. Conversely, the land uses, and their patronage will affect the operation of the street. The current and future land uses will be assessed and analyzed considering the current and desired street design and network connectivity.
- **Green Spaces:** The addition of green space in the form of parks, public, and civic spaces can complement the street network increasing the connectivity of an area as well as the green space. Green space contributions to connectivity, natural space, and supporting neighborhoods and commercial center activity. An analysis of the current green space will be prepared as well as identification of the future need to support the transportation network changes anticipated for future development.
- **Affordable Housing:** A variety of housing types, at a variety of price points, will provide opportunities to create a mixed-income community along the US-71 Corridor. Much of the current housing in the corridor could be considered affordable by price, however, the quality of housing is low. Additionally, there is vacant land within the corridor and adjacent neighborhoods that is prime for redevelopment opportunities to build affordable, and mixed-income, housing.
- **Economic Development:** As improvements are made and growth occurs, opportunities to support new businesses and the creation of new jobs will be presented. The type, scale, and location of these businesses and jobs will impact the community and the transportation network, and vice versa. In relation to the land uses, an assessment of the type and location of different jobs will be assessed.
- **Public Health:** The latest Community Health Improvement Plan (CHIP) highlights the stark contrast in life expectancy across the City. Zip codes 64130 and 64132 have a life expectancy that is 17 and 15 years shorter than the highest life

expectancy zip code in Kansas City. The Social Determinants of Health (SDOH) play a major part in this life expectancy difference and by helping to rebuild generational wealth and improving the built environment, this project can promote better health for area residents.

- **Education:** The ability of residents to access education, locally and regionally, via US-71 and other modes, will support and enhance the livability. Creating connections between residents and educational institutions will be a focus to support the neighborhoods of the study area.

Screening of Alternatives

The PEL Study will identify a range of potential strategies and/or alternatives that would mitigate the negative impacts — the project purpose and need — of the existing facility. Proposed strategies will include a combination of typical engineering solutions combined with non-transportation strategies related to our holistic community development goals, including economic develop, land use, housing, transit, public health and placemaking/green space options.

To support the evaluation and comparative screening of alternatives, the project team will develop and deploy a tiered, decision-making framework. Each of the alternatives, including the No-Build alternative, will be evaluated comparatively by developing a matrix-based methodology which assigns quantitative and qualitative measures as they relate to addressing the project objectives.

The effectiveness of each concept will be measured against a wide range of criteria defined by the Purpose & Need and the study goals. The successful strategies at each level will be advanced to the next screening level for further evaluation, while the unsuccessful concepts will be eliminated from further consideration. Ultimately, the decisions and recommendations made in the PEL Study will be well documented so that they may be used in subsequent NEPA analysis.



BNIM Project Renderings

From top to bottom: South Loop Link in Kansas City, MO, Charity Hospital Redevelopment in New Orleans, LA, and Makers Quarter Masterplan in San Diego, CA.

Three screening levels are envisioned for the alternative screening and selection process:

- **Fatal Flaw Screening:** An assessment of the ability of each alternative to meet the Purpose & Need.
- **Initial Strategies:** Alternatives evaluated on how well the proposed alternative meets the list of goals.
- **Reasonable Strategies:** Which strategies and alternatives best meet Purpose & Need, project goals, and additional evaluation criteria determined to be important in the decision-making process.

Alternative Selection Criteria

The criteria by which the alternatives will be compared, and ultimately screened and selected will consist of measures of effectiveness in addressing the stated Purpose & Need and Study Goals. We envision Needs and Goals addressing potential key areas of interest relating to:

- **Holistic Community Goals:** Land use, green spaces, affordable housing, economic development, public health, education.
- **Transportation Goals:** Safety and traffic impacts, enhanced mode choices, and sustainability/resiliency.
- **Neighborhood Connectivity Goals:** Mode choices and bike/pedestrian connections.
- **Environmental:** Minimize impacts to natural, social and cultural environments.

The actual criteria will be established in the initial stages of the study as Purpose & Need and project goals are determined through the collaborative stakeholder and public engagement process. The public engagement process is critical in addressing criteria weighting as the alternatives are ultimately scored against each other.

Recommended Alternatives & Identification of a Locally Acceptable Alternative

The Hg Team will work with the Management Team to determine the acceptable level of alternative screening that can be approved during the PEL process versus

River Bridge Crossing Location Alternatives				
	Rehab Existing (No-Build)	A2 Western Alignment	A3 Central Alignment	A4 Adjacent Alignment
Needs	Improve Physical Conditions	○	●	●
	Optimize System Performance	○	●	●
	Improve Safety & Security	○	●	●
Goals	Improve Transportation Choices	○	●	●
	Improve Economic Vitality & Placemaking	○	●	●
	Improve Sustainability - Right of Way Impacts	○	●	●
	Feasibility	○	●	●
	Affordability	\$	\$\$\$	\$\$\$

Example of Initial Alternative Screening Matrix from the Beyond the Loop PEL Study.

which strategies we carry forward into NEPA. The preference is to screen as many strategies as we can to help simplify and streamline the NEPA process.

Holistic Community Development Strategies

In pursuit of a complete community, we will use our foundation of understanding of the key elements of neighborhoods to provide housing and economic development strategies to implement the community vision. The housing strategies will focus on creating a variety of housing types and prices, including affordable, attainable (workforce), and market rate, within the different context of the study area. Similarly, the economic development strategies will focus on addressing missing goods and services within the corridor and providing jobs for residents.

Multimodal Transportation Improvements

The Hg Team will engage with KCATA, BikewalkKC, and other multimodal advocacy groups as improvements are considered to ensure they are integrated with future transit plans. Walkability/mobility audits will also be performed to identify areas where improvements are needed to connect people to more multimodal options.

Safety Improvements

Our team will reference KCMO's Vision Zero Plan as well as MoDOT's SAFER diagnostic tool to develop a shared approach for not only how safety needs are identified in the existing corridor but also how future improvements are designed to be consistent with the safety best practices of both agencies.

All the partners in the corridor support the "Safe System" approach so it is anticipated that the analysis will consider speed management, safe intersection design, and inclusion of complete street concepts along with the connecting streets with US-71.

- **Focused Improvement:** This section of US-71 is in the city's top 10 focus for fatal and injury crashes. Fundamentally the proposed improvements along this corridor must seek to dramatically improve the safety performance. Cross streets along the project and any new overpasses could be enhanced with infrastructure that prioritizes vulnerable road users such as shared use paths, wide sidewalks, highly visible crosswalks, transit, minor or major separated bike lanes, and cycle tracks where appropriate. The best practices for road treatments, in terms of pedestrian safety, bike safety, and ADA compliance will be included in the design.
- **Flexible Analysis:** As experienced on the Beyond the Loop PEL, urban projects considering solutions with major facility change rarely fit into a tidy existing analysis tool. Our team is adept at using a wide range of predictive, diagnostic, and human factor analysis tools to truly differentiate how different alternatives address the core safety goals.
- **Safety for All:** Using safety performance for comparable facilities within the city and direct feedback from non-motorized travelers in the study area will provide the best prediction on how proposed alternatives will perform for all roadway users.

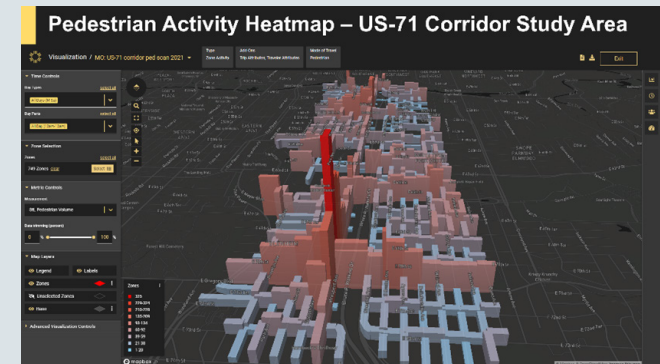
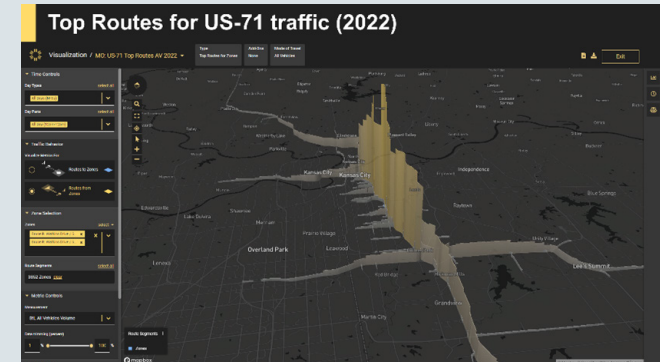
STREETLIGHT TRAFFIC DATA

StreetLight Data, Inc. pioneered the use of Big Data analytics to shed light on how people, goods, and services move, empowering smarter, data-driven transportation decisions. StreetLight's data transforms its vast data resources to measure travel patterns of vehicles, bicycles, and pedestrians, accessible as analytics on the StreetLight InSight® SaaS platform.



StreetLight provides innovative digital data collection solutions to help communities reduce congestion, improve safe and equitable transportation, and maximize the positive impact of infrastructure investment.

The Hg Team recently used the StreetLight tool to better understand the truck movements in and out of the St. Joseph Stockyards District to inform the selection of a preferred alternative for the I-229 Double Decker Environmental Assessment in St. Joseph, MO. The images at the right show a small sample of the types of information that will be critical to assess the transportation-related needs in the US-71 corridor.



Reconnection Strategies

The Hg Team will investigate opportunities to "reconnect" neighborhoods separated by US-71. A variety of options will be investigated, feedback obtained from the neighborhoods, potentially including, but not limited to:

- Additional overpass structures for pedestrian and bicycle movements.
- Consideration of narrowing the US-71 footprint.
- Enhanced structures or block-long caps similar to what is being proposed on I-670.
- Lowering the footprint of US-71 to minimize visual impacts between neighborhoods.

NEPA Transition Plan/FHWA PEL Questionnaire

There are numerous lessons learned as the PEL process has evolved and gained favor around the nation.

Positive examples treated the process as the first step in a NEPA decision-making process: making sure the Purpose & Need was sound, that evaluation criteria were reasonable and well-thought out, that the community and key stakeholders were involved early and often, and that the resource agency's concerns were included and addressed. It was equally important that the final document include a detailed NEPA Transition Plan and FHWA PEL Questionnaire that lays out the steps necessary to easily transition the PEL into the NEPA process. As time elapses between studies, as key players change, or as conditions on the ground change, it is

critical that the hard work that was captured in the PEL is well documented and can easily be transitioned to future studies. The Hg Team has incorporated these best practices into the PEL studies we have performed and will bring those to bear on the US-71 PEL.

State and Local Planning Approvals

Following the conclusion of the PEL Study, and the FHWA approval of the PEL Questionnaire, there should be sufficient available information related to project costs, potential impacts, and proposed strategies to begin the process of obtaining concurrence from the necessary state and local agencies. The subsequent NEPA document will provide the needed FHWA approval to begin design but, prior to FHWA approval, MARC will need to include project funding in the local TIP and MoDOT will need to include it in the STIP. The PEL and the NEPA document will also identify required permits, MOUs, etc. that may also be required prior to construction.

Phase 1 Deliverables

- *Draft and Final PEL report, including backup appendices/technical memoranda acceptable by FHWA and approved to incorporate into subsequent NEPA studies.*
- *Completion of the required FHWA PEL Questionnaire needed for FHWA approvals.*
- *Development of a detailed Implementation Plan including recommendations for subsequent projects, whether short-term “wins” or long-term strategies.*

PHASE 2: ADDRESS CONSENT DECREE

The modification or vacating of the decree will be one of the most critical and potentially the most challenging of the overall US-71 Reconnecting Neighborhoods Project. Without the ability to adjust the consent decree, the

project will be challenged to advance and meet the goals of a reconnected community that improves safe and equitable mobility for all.

The Hg Team understands that KCMO and MoDOT will engage outside legal counsel to manage the legal aspects of modifying or vacating the decades-old consent decree. The Hg Team is committed to providing all reports, technical data, public/stakeholder engagement feedback, and other information as necessary to facilitate the legal process to adjust the consent decree that is required before any substantial change could be made. .

The Hg Team, with its partners, will collaborate with KCMO and MoDOT for close coordination with regional officials from the Federal Highway Administration (FHWA) and senior FHWA officials in Washington D.C. along with U.S. DOT coordination and communication to help advance the project through this challenging legal phase of the project. Engagement, coordination, and communication with the project area’s US Congressional Delegation will also be of critical importance. The Hg Team will support KCMO and MoDOT to provide data, reports, technical memos, etc. needed to keep U.S. senators, members of Congress, and their staffs, apprised of the project so they can assist in advocating for improvement in the US-71 corridor.

Phase 2 Deliverables

- *Up to 10 one-hour coordination meetings with KCMO/MoDOT Legal Team*
- *Delivery of reports, data, documents, technical memoranda, etc. to KCMO/MoDOT Legal Team*
- *Review any pertinent nationwide case studies for any previous precedence.*
- *Coordination with FHWA staff and U.S. Congressional Delegation v*

IS THERE A PRECEDENT ON MODIFYING CONSENT DECREES?



Precedent exists for the modification of federal consent decrees. A consent decree is generally treated as a judgment of the court and can be modified under Federal Rule of Civil Procedure 60(b). The U.S. Supreme Court has provided general standards for modifying a consent decree. Generally, the Supreme Court has described the standard to modify a consent decree as where the laws or facts at issue at the time of issuance have changed or new ones have arisen.

The Eighth Circuit Court of Appeals (in which Missouri is located) has stated that “*modification of a consent decree may be appropriate when changed factual conditions make compliance with the decree substantially more onerous, a decree proves to be unworkable because of unforeseen obstacles, or enforcement of the decree without modification would be detrimental to the public interest.*”

— *Parton v. White*, 203 F.3d 552, 555 (8th Cir. 2000).

PHASE 3: NEPA & CONCEPTUAL DESIGN

Following the completion of the Phase 1 PEL Study, and concurrently with progress on reversing the Consent Decree, the Hg Team can begin to transition from the PEL process to the NEPA decision-making process. This process will begin with FHWA coordination on the appropriate NEPA classification (CE/EA/EIS), outreach to the appropriate state and federal resource agencies, followed by a detailed assessment of the potential environmental consequences.

Agency Coordination

It is critical that both FHWA and the various agencies are brought to the table early in the process, typically through a formalized Resource Agency Meeting. In addition, the agencies should review and accept the Purpose & Need, the results of the initial screening,

and the final FHWA Questionnaire. This inclusion is critical to ensuring the process and decisions made during the PEL process seamlessly transition to NEPA and Phase 1 design. Our team will leverage existing relationships with MoDOT and FHWA to obtain support for the PEL Study and will maintain close communication with these agencies throughout the process.

NEPA Class of Action Determination



The PEL process was designed to screen out alternatives expected to have a significant environmental impact whether that includes natural or cultural environmental impacts, social or environmental justice/equity impacts, or significant public acceptance challenges. Removing the potential for significant impacts during the PEL process provides assurances to both MoDOT and FHWA that the project can proceed under a lower level of NEPA documentation - EA versus an EIS. Depending on the classification, this phase will conclude with FHWA approval of a ROD or FONSI which then allows the community to move forward with design and construction.

Affected Environment & Consequences

The Hg Team will review all the environmental information collected during the PEL process to determine the level of impact to each of the potentially affected environmental conditions for each of the remaining strategies/alternatives. The analysis will include potential natural impacts (parks, wetlands, floodplains, hazardous materials sites, water quality, etc.), potential cultural impacts (historic districts, historic properties, or prehistoric archaeological sites), as well as potential social impacts (environmental justice, equity, displacements, connectivity, housing availability, green spaces, etc.). The expectation is that most, if not all, of the proposed strategies would be constructed within the existing US-71 footprint which would simplify the environmental consequences evaluation. However, our approach needs to be flexible and broad enough to allow for options that may deviate from this expectation.

Hg SUCCESS IN LOWERING NEPA CLASS OF ACTION DETERMINATIONS

The Hg Team has successfully worked with the FHWA to lower the classification of NEPA documents on three projects — saving the client both time and money.

1. I-229 Double Decker Bridge went from an EIS to an EA.
2. I-44 Marshfield Interchange went from an EA to a CE2.
3. The first project completed from the Beyond the Loop PEL, the Buck O'Neil Bridge, went from an EIS to an EA.

Secure All Environmental Clearances

Through the NEPA decision-making process, the Hg Team will include a list of mitigation measures required to be resolved prior to construction, including a listing of permits required from state and federal agencies. FHWA approval of the NEPA document is required prior to starting design and construction of the locally preferred strategy.

Alternative Contracting

With MoDOT now able to construct projects using either the traditional Design-Bid-Build or the Design-Build process, it will be important to write the NEPA document with the flexibility to do either. Hg Consult is currently working through this process on the I-229 Double Decker Bridge project in St. Joe. More specifically, this means that the document is written in such a way as to provide the most flexibility for the contractor and designer to provide creativity, cost-savings, and innovation in the design process.

Develop 30% Engineering Designs

Once the locally acceptable alternative has been decided and FHWA agreed to the decisions made, the Hg Team will begin developing conceptual engineering design

plans. As part of this step, the team will work to resolve known risks, such as utility conflicts or geotechnical concerns, that could add risk to the project. The intent of the 30% plans would be to allow either the city and/or MoDOT to move forward with either a design-bid-build or design-build procurement.

Constructability & Cost Estimating

During the particularly volatile bidding environment that we are currently experiencing, accurate project cost estimates and cost risk models are critical for public agencies to be able to comfortably deliver on their commitments. Leveraging our team's experience providing roadway and heavy civil construction, we are uniquely positioned to increase confidence in the project estimates using contractor-based approaches.

Funding Strategies

Toward the completion of Phase 3, Hg's partner, WSP will utilize economists from its National Competitive Grants team to support a federal grant application for an Infrastructure for Rebuilding America (INFRA), Rebuilding American Infrastructure with Sustainability and Equity (RAISE), Reconnecting Communities, or other federal discretionary programs. Accordingly, the methodology will determine benefits according to the following five categories: State of Good Repair; Economic Competitiveness; Livability; Sustainability; and Safety.

Phase 3 Deliverables

- NEPA Environmental Clearance whether an EA/FONSI or EIS/ROD
- List of environmental commitments required to be completed prior to construction
- List of required local and/or state permits
- Set of preliminary design plans for the locally preferred strategy/alternative

Hg TEAM QUALIFICATIONS

An aerial photograph of a wide, multi-lane highway in Kansas City, Missouri. The highway runs north-south, with several overpasses and ramps visible. The surrounding area is a mix of residential and commercial buildings, with a city skyline visible in the distance under a clear sky. The image is overlaid with a semi-transparent blue box containing text.

“In 1951, officials proposed a north-south link through Kansas City. The city and the Missouri Department of Transportation wanted to connect Lee’s Summit, Grandview and the Northland to downtown. An original proposed destination for the highway was the streetcar tracks along Brookside Blvd., but the city decided on a cheaper and more direct route through Kansas City’s east side.

The communities along the proposed route were home to mostly African-Americans. By February 1965, opponents had filed the first petition at City Hall complaining of the disruption to the neighborhood that the route would create. State highway engineers estimated the dislocation of 1,500 homes, 256 duplexes, 688 apartments and 87 businesses, and displacing approximately 7,400 people.




Concerns over dividing neighborhoods, civil rights violations and questions about potential environmental impacts led to a federal lawsuit filed in 1973 that was not resolved for 10 years. The lawsuit did not prevent the roadway’s construction, but led to a series of compromises including the creation of Bruce R. Watkins Drive with a lower speed limit, three traffic lights on the roadway, and sidewalk bridges to make both sides accessible to the neighborhoods.

U.S. 71 was completed in October 2001. During the 50 years it took to build the highway, more than 10,000 people were relocated. The people displaced received an average of \$15,000 for their property and \$3,500 for relocation costs.”⁷

TEAM QUALIFICATIONS

GENERAL EXPERIENCE & TECHNICAL COMPETENCE OF FIRM 10.4

The Hg Team has the experience, resources, and commitment to deliver a successful process and actionable plan. Combining Hg and Burns & McDonnell's successful experience in conducting PEL and NEPA Studies — with WSP and Multistudio's proven experience in economic development, land use planning, and multimodal planning — our team offers unparalleled qualifications. Together, we have the proven ability to furnish the services requested, potentially reduce the schedule and costs, and help advance identified projects into design and construction. As highlighted below, we have included specialty firms that provide essential skill sets relevant to the unique challenges and opportunities of this project.

Firm/Location, Project %, Certifications	Key Staff	Firm Role	Benefits to US-71 Project
Hg Consult, Inc. (30%) 7733 N Wallace Ave, KCMO;  DBE , MBE, SLBE-WSDEPS	Earl Harrison, Jr., PE* Stephen Wells, AICP* Kyle Kroner, CEP* Nathan Hladke, PE, PTOE ENV SP*	Prime consultant; project management; Phases 1 & 3 leadership; PEL Study analysis & documentation; QA; environmental leadership; social/economic/community impact assessment; natural environment; GIS; alternative analysis/conceptual design	PEL Experience. Completed eight PEL studie. Helped several states develop PEL procedures. Leveraged PEL process to identify best strategies to address identified needs. Proven success lowering NEPA classification requirements on three PEL Studies—saving project time and costs. NEPA Experience. Trusted advisors to MoDOT with experience working on the majority of their most complex NEPA assignments that will be vital to the city as recommended strategies progress from planning to design and then construction.
WSP (20%) 300 Wyandotte, KCMO	Jared Gulbranson, AICP, PMP* Steff Hedenkamp* Scott Cogan, PE	Phase 2 leadership; Project continuity; community engagement; grants & funding; Accelerator for America; equity; QA; land use/ alternatives; safety; mobility & transit; data analytics; graphics/visualization	Project Continuity. Through US-71 RAISE Grant Application, Kansas City's Vision Zero Action Plan, and the KC Spirit Playbook. Community Engagement. 25+ years of community engagement for some of KC's largest undertakings. Multimodal Planning & Design. Led numerous multimodal planning studies in the KC area and in the US-71 corridor and highly regarded for transit and mobility planning.
Burns & McDonnell (18%) 9400 Ward Pkwy, KCMO	Maggie Green* Paul Plotas, PE, PTOE * Howard Lubliner, PHD, PE*	Community engagement; grants & funding; mobility & transit; traffic & safety; travel demand/traffic operations modeling; structural engineering; lighting design; cost estimating & constructability	Community Engagement. Rolled out KCMO's Vision Zero safety strategy. Embedded with City on major projects. Uniquely aware of how to best engage Kansas Citians. Traffic Modeling. Led traffic analysis for a range of projects from major freeway realignments to KC stadium traffic routing. Deep understanding of City's traffic trends/tools will allow effective/ efficient alternatives modeling. Safety Assessment. Involved in the Highway Safety Manual development, Knowledge of underlying crash models, including opportunities and limits. Ability to identify best safety assessment tools to inform the alternative analysis.
Vireo (8%) 414 Oak St., KCMO;  DBE , WBE, SLBE- WSDEPS	Triveece Penelton, AICP NOMA*	Community engagement task leadership; environmental justice/diversity, equity & inclusion; and green spaces.	Community Engagement/DEI/EJ. Strong DEI approach to decision-making process will help the community identify DEI-focused solutions. Alumni member of PHEAL Collective's Racial Equity Institute & Inaugural Steering Committee, focused on overburdened communities with health inequities. 20+ years of transportation-specific community engagement (including EISs and a PEL study). Led engagement for elements of the award-winning KC Spirit Playbook .
Phillips-West (4%) 7280 NW 87th Terr. KCMO;  DBE , MBE, SBE, SLBE, WBE	Carrie Stapleton*	Community engagement	Community Engagement. Kansas City-based African American/woman-owned firm specializing in community engagement. A trusted advisor with may years of experience working with Kansas City residents, the City of Kansas City and key stakeholders.

*Resumes provided in the Appendix.

(Continued on next page)

Firm/Location, Project %, Certifications	Key Staff	Firm Role	Benefits to US-71 Project
3T-Design & Development (3%) 7118 Strupwood Ct., KCMO; <input checked="" type="checkbox"/> DBE, MBE, SBE, SLBE, WBE, SLBE-WSDEPS,	Ruth Turner, PE, ENV SP Portia Turner, MPH, ENV SP	Stormwater/drainage engineering; utilities; public health	Community Engagement. Led efforts for several large-scale projects including KC-One Stormwater Management Plan, GO-KC, and PIAC. Stormwater Management & Utilities. Former KCMO Stormwater Utility Manager. Led 35 watershed master plans and citywide stormwater management plan for BMPs and flood mitigation/control. Managed/designed drainage facility construction projects. Coordinated utilities for KC Streetcar, KCI Single Terminal, and KCMO WMR projects. Public Health. Public health professional ensures quality of life and sustainable design criteria are applied/implemented in all project phases. Key experience includes KCI Single Terminal, Smart Sewer Program, Blue River WWTP Biosolids projects.
Multistudio (8%) 4200 Pennsylvania KCMO	Graham Smith, AICP*	Economic development task leadership; economic development & affordable housing	Economic Development. Leading economic development evaluation for ProspectUS Transit Oriented Development Study which includes much of the US-71 study area that could be tailored to this project saving time/cost.
BNIM (8%); 2460 E Pershing, KCMO	Steve McDowell, FAIA, LEED AP	Placemaking; future ready/sustainability	Placemaking. Placemaking through sustainable and inclusive design practices rooted in historical knowledge of Kansas City and the US-71 corridor.
Transpo Group (1%) 12131 113th Ave NE Kirkland, WA	Keir Opie	Travel demand/traffic operations modeling (Dynameq)	Dynameq Modeling. Developed the original Dynameq model for the Beyond the Loop PEL. Will work with MoDOT and MARC to update and run the model if needed. The model will help to better understand latent travel demand and potential diversions of trips to/from the corridor for each alternative.

FAMILIARITY, CAPACITY & CAPABILITY 10.5

The Hg Team is familiar with your staff, expectations, design standards, and quality review processes. Our extensive experience and solid staff relationships will help to foster effective collaboration on this project. Our team has completed numerous relevant projects for both the City of Kansas City and MoDOT over the last 13 years. These projects, further highlighted in the Past Project Performance section, have included several successful community engagement campaigns, PEL studies, environmental and design efforts. Several of our team members are former KCMO employees with excellent relationships. The Hg Team has a deep and experienced bench for all core disciplines possibly needed for this contract. We have ample capacity and capabilities to deliver this project. In fact, the timing is ideal; we are finishing up the I-229 Double Decker Bridge EA in St. Joseph, MO by 12/2023 and the I-70 SIU 1 EA Re-Evaluation by 3/2024. All staff working on those projects can seamlessly transition to this project. The table below demonstrates the availability, unique capabilities, and workload of our team's key personnel.

Name, Project Role & % Available	Experience	Unique Capabilities/Knowledge	Workload/Commitments (Est. Completion)
Earl Harrison, Jr., PE (75%) Project Manager	29 13 at Hg	Began his career working on large corridor studies/NEPA studies and recently has completed final design on several roadway design projects.	Iowa DOT I-20 Freeway Final Design (12/23); no other current assignments
Stephen Wells, AICP (75%) Phase 1 & Phase 3 Lead	31 10 at Hg	Completed seven PEL studies, including the first in Missouri, first and second in Iowa, and first in Illinois. Extensive NEPA PM experience on high profile MoDOT projects.	MoDOT I-229 EA (12/23); MoDOT I-70 SIU 1 EA Re-eval (4/24); K-96 EA, KS (3/24)
Jared Gulbranson, AICP, PMP (50%) Phase 2 Lead; Grants & Funding Task Lead (TL); Mobility & Transit TL	15 10 at WSP	Multimodal/transit planner with 10+ years experience in KC including leading numerous projects for KCATA. Federal grant writer with record of developing successful funding applications to various federal discretionary programs, including this project.	KCATA Planning On-Call (12/25); Cedar Rapids Grants On-Call (12/24); Unified Government Transit Comprehensive Service Analysis (2/24)

*Resumes provided in the Appendix.

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Name, Project Role & % Available	Experience	Unique Capabilities/Knowledge	Workload/Commitments (Est. Completion)
Triveece Penelton, AICP, NOMA (30%) Community Engagement TL; Environmental Justice/DEI	22 18 at Vireo	Former 3rd District Long-Range Planner in KCMO's City's Planning & Development Department. Built relationships with neighborhoods and coordinating with the 5th District Planner and other municipal departments. Studied original Watkins project as part of first project as a Planner. Led engagement for several equity/EJ projects, including I-70 the Paseo to Manchester EIS. She is an alumna of the Racial Equity Institute & Inaugural Steering Committee Member of the Planning for Health Equity, Advocacy and Leadership (PHEAL) Collective .	Multi-County PSP (9/24); Choice Neighborhoods (12/24); MoDOT I-70 EIS (12/25)
Steff Hedenkamp (60%) Community Engagement	25 2 at WSP	Since 2004, served KCMO on many community engagement and communications projects.	K-96 Improvements Project (3/24); Leavenworth Vision Zero Action Plan (11/24)
Carrie Stapleton (40%) Community Engagement	36 35 at PW	36 years working with KCMO residents and the City. In 2002, engaged residents whose homes were damaged by blasting to construct the Watkins project. A trusted community advisor with key relationships, she will provide insight, historical perspectives, and insider information.	Turner Construction Monthly Retainer (Ongoing); Jackson County Detention Center (12/25)
Maggie Green (30%) Community Engagement	11 1.5 at BMD	Strong relationships with KCMO, policymakers and understanding of policies/processes. Helped develop/launch KC's Vision Zero program. Experience working with Hg on MoDOT projects.	KC Streetcar Main Extension (12/24); KCATA Social Media & Comms Support (12/25); MoDOT I-70 SIU 1 EA Re-eval & SIU 4 EIS (11/23)
Graham Smith, AICP (30%) Economic Development Task Lead	27 22 at MS	Currently leading a team for ProspectUS Transit Oriented Development Study that parallels this corridor and includes much of the study area.	ProspectUS (12/23); Springfield, MO Zoning Code Update (12/24); West Des Moines Zoning Code (5/24)
Kyle Kroner, CEP (40%) Environmental Task Lead	23 1 at Hg	Led NEPA for the I-670 Lid in downtown Kansas City. Familiarity with the City's planning process and overall goals for these types of projects.	I-80 MRB EIS, IDOT (2/24); K-96 EA, KS (3/24)
Paul Plotas, PE, PTOE (45%) Traffic Engineering/Modeling	37 6 at BMCD	Developed the Dynameq DTA model for the Beyond the Loop PEL. Has extensive VISSIM experience on MoDOT corridor study projects.	MoDOT I-70 SIU 1 EA Re-eval (4/24); KC Current TMP (1/24); Maguire Street, Warrensburg, MO (8/24)
Howard Lubliner, PHD, PE (40%) Safety Analysis	24 6 at BcMD	Oversaw development of Highway Safety Manual 2nd Edition Performed similar lead safety analysis on major urban corridors.	KDOT IKE Program Management Consultant (9/26); Ft. Smith, AR Safety Action Plan (12/24)
Nathan Hladky, PE, PTOE, ENV SP (40%); Alternative Analysis & Concept Design Task Lead	19 3 at Hg	Conceptual design and AA experience through NEPA/PEL process. Incorporated public comments into AA. Developed key KCMO Public Works relationships through embedded PM assignment.	KCMO Embedded Consultant Public Works PM (On-going); Route 66 Utility Coordination, Joplin, MO (3/24)

*Resumes provided in the Appendix.

ACCESSIBILITY OF FIRM & STAFF 10.6

The Hg Team's current backlog of work is well suited to accommodate the City of Kansas City, Missouri the need to meet the federally mandated deadlines. Our team's personnel have adequate capacity and are excited about this opportunity to continue to provide value to the City, MoDOT, key persons from the community, and especially the residents within the US-71 corridor. Our team members' offices are located within 15 miles of City Hall and a 20-minute drive or less.

Client Testimonies

"Hg Consult helped us utilize the flexibility in the PEL process to define our I-80 Vision and identify a path forward for our agency, allowing us to make system-level decisions in the PEL while leaving flexibility for implementation."

— Tammy Nicholson, Iowa DOT

"Hg Consult has been a good partner for us on the I-229 Environmental Study. They have a vast amount of knowledge with environmental studies and NEPA documents. Their team stays focused on the project and has had regular communication with us concerning project schedule, upcoming work, and concerns/problems that arise. They also have a good strategy on the public involvement process and engaging stakeholders which is vital to environmental documents."

— Shannon Kusilek, MoDOT

PAST PERFORMANCE RECORD 10.2

As the “go-to” firms for many clients, our team’s combined portfolio demonstrates their satisfaction—the ultimate evidence of our quality service. With the broad range of services required in a PEL study, a wide range of abilities is needed. As shown in the following table, our team has proven diversity of experience. In addition, we’ve successfully delivered multiple projects especially relevant to this study – developing a vision, integrating transportation with economic development, and turning plans into projects.

Project Name & Location	Description	On-Time Delivery	Firm & Key Staff Roles	Client Reference	Relevance to US-71
<u>US-71 RAISE Grant Application</u> Kansas City, MO	RAISE Planning Grant application to U.S. DOT. Awarded \$5.0 million	3/22-4/22	WSP: J. Gulbranson, PM & Lead Author	Jill Lawlor; City of KCMO; 414 E. 12th St., KCMO 64106; 816-513-6578; jill.lawlor@kcmo.org	Provides continuity with previous efforts and staff expertise developed during grant application.
<u>Beyond the Loop PEL Study</u> Kansas City, MO	Evaluation of strategies for a new Buck O’Neil Bridge and the I-70 North Loop	9/16-1/19	BMcD and Hg: R. Schikevitz, PM; S. Wells, Deputy PM; P. Plotas, Traffic; H. Lubliner, Safety	Martin Rivarola, MARC; 600 Broadway, KCMO 64105; 816-474-4240; mrivarola@marc.org	PEL Study with MARC/KCMO/ MoDOT; focus on economic development; connectivity to CBD, low-income neighborhood, riverfront.
<u>I-80 Statewide PEL Study</u> Statewide, IA	Evaluated I-80 widening strategies (240 miles between Council Bluffs and Quad Cities)	02/17-04/18	Hg: Steve Wells, PM; Jen Johnson, PEL Lead	Tammy Nicholson, Iowa DOT; 800 Lincoln Way, Ames, IA 50010; 515-239-1798; tamara.nicholson@dot.iowa.gov	First PEL in Iowa; advised DOT on establishing new PEL procedures; integrated technology (TSMO, NEVI, Comms) into solution.
<u>Western Sarpy County I-80 PEL Study</u> Omaha, NE	Evaluated options for new interchange along I-80 in the southern Omaha metro.	04/20-12/22	Hg: Steve Wells, Deputy PM & PEL Lead	Jim Boerner, MAPA; 2222 Cummings St., Omaha, NE 68102; 402-444-6866; jboerner@mapacog.org	Complex PEL study, economic development and land use focused, extensive community engagement
<u>I-229 Double Decker Bridge EA</u> St. Joseph, MO	Evaluated 20 alternatives to replacing existing bridge in downtown St. Joseph.	02/18-12/23	Hg/BMcD/Vireo: Steve Wells, PM; Jen Johnson, Environmental; Paul Plotas, Traffic	Shannon Kusilek, MoDOT; 3602 N Beltway Hwy., St. Joseph, MO 64506 816-387-2434; shannon.kusilek@modot.mo.gov	Large NEPA study for MoDOT. Focus on reconnecting neighborhoods, riverfront, and downtown from previous interstate construction.
<u>I-70 SIU 1 EA Re-Evaluation</u> Blue Springs to Odessa, MO	NEPA re-evaluation of previous EA for widening I-70 between Blue Springs and Odessa, MO.	3/23-4/24	Hg/BMcD: Steve Wells, PM; Jen Johnson, Env.; Paul Plotas, Traffic; Maggie Green, PI;	Jackie White, MoDOT; 600 NE Colbern Rd., Lee’s Summit, MO, 64086; 816-927-9220; jaclyn.white@modot.mo.gov	Recent NEPA study for MoDOT; worked with Maggie Green, BMcD; coordination w/ MoDOT Environmental Group and FHWA
<u>K-96 Hillside to Greenwich EA</u> Wichita, KS	NEPA EA and final design for widening of K-96 in Wichita.	6/22-2/24	Hg (NEPA EA)/ WSP (Design)/ BMcD (Concept): Steve Wells, NEPA Lead; Howard Lubliner, Safety	Mike Herleth, KDOT; 700 SW Harrison St., Topeka, KS 66603; 816-651-0127; mherleth@burnsmcd.com	Partnership w/ WSP on NEPA/Final Design project; Complex NEPA project
<u>ProspectUS Transit Oriented Development Project</u> Kansas City, MO	Transit-oriented development strategic implementation plan.	6/22-12/23	Multistudio: Graham Smith, PM	Angela Eley, City of Kansas City; 414 E 12th St., Kansas City, MO 64106; 816-513-2805; angela.eley@kcmo.org	Proximity to US-71 study area. Evaluating historical/current markets to identify opportunities for economic development, investment, development, and fiscal practices.

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Project Name & Location	Description	On-Time Delivery	Firm & Key Staff Roles	Client Reference	Relevance to US-71
<u>Kansas City Vision Zero Action Plan</u> Kansas City, MO	Transformative improvement plan throughout community that equitably improves safety, mobility, and opportunity access.	7/21 -8/22	WSP – Jay Aber, PM; Josh Boehm, Data Analysis Lead; Maggie Green (City of KCMO)	Bailey Waters, City of Kansas City; 414 E 12th St., Kansas City, MO 64106; 816-513-2791; bailey.waters@kcmo.org	Continuity with previous efforts and staff expertise. Identifies strategies and objectives for eliminating severe and fatal crashes throughout the city.
<u>KTA Roadway Safety Assessment</u> Statewide, Kansas	Comprehensive safety study of the Kansas Turnpike covering the full 236-mile corridor. Reviewed crash data and surveyed over 1,000 Turnpike customers.	1/20-1/23	BMcD - Howard Lubliner, PM; Paul Plotas, Traffic	David Jacobson, Kansas Turnpike Authority; 3939 SW Topeka Blvd., Topeka, KS 66609 785-274-3650; djacobson@ksturnpike.com	This safe system approach-based study incorporated safety performance data with feedback from roadway users and KTA to create a richer understanding of safety experience along the corridor.
<u>Kansas City Spirit Playbook – Mobility Element</u> Kansas City, MO	Updated City’s comprehensive plan, the KC Spirit Playbook. New policies bolstered by action steps. Plan won 2023 Missouri APA Outstanding Plan Award.	2021-2022	Vireo - Triveece Penelton, strategic engagement for mobility, livability, and serviceability facets	Gerald Williams, City of Kansas City; 414 E 12th St., Kansas City, MO 64106; 816-513-2838; gerald.williams@kcmo.org	Triveece led the discussions with the public and Empowerment Committee. Also led the Committee’s equity discussion. Further, she has led similar discussions outside the Playbook.

FIRM REGISTRATION STATUS & PROFESSIONAL STANDING

All firms in the Hg Team are currently registered to do business in the State of Missouri and have all required certifications to perform planning and engineering assignments. Hg Consult, Vireo, Phillips-West, and 3T-Design & Development are registered DBE firms. To the best of our knowledge, Hg Consult, nor its subconsultants, have any pending controversies that could change their corporate status in the state.

FINANCIAL STABILITY

Since its inception in January 2010, Hg Consult has consistently grown between 15-25 percent each year. In 2023, Hg grew to 65 employees and expects to complete over \$10 million in revenue. Similarly, all of Hg’s partners have similar financial stability and will be reliable partners for the duration of this project.

CONFLICT OF INTEREST

We are not aware of any conflicts of interest for this project. We are committed to delivering the project without creating any conflict of interest with projects for KCMO or other stakeholders. If concerns are raised, our team will work closely with the city and provide full transparency on conflict-of-interest identification, disclosure and mitigation plans.

RISK MANAGEMENT

Despite the best pre-scoping, risk management, and work programming, not all unknowns can be clarified upfront. Although exploratory investigations usually identify changed conditions; unforeseen issues can arise. Whether discovered during data collection, new information availed during design, or during construction, effectively managing change is essential for overall on-budget, on-time, and quality delivery. When changes are identified during either planning or design, Earl Harrison will notify you immediately.

A recovery plan will be developed utilizing a Change Management Log and will be implemented upon your approval. Our philosophy is to proactively identify any potential risks, and clearly define roles and responsibilities, actions, and timelines, to implement changes, if needed. We will provide innovative solutions and look for cost-saving measures in other areas to deliver the project as budgeted. If a corresponding change in the fee is warranted in addition to the changed scope of work, a supplemental task order request and agreement, utilizing your processes, will be administered and executed.

DIVERSITY & INCLUSION

Our commitment to the values of Diversity, Equity, and Inclusion (DEI) is founded in Hg Consult’s Vision and embodied in our Mission. We share the City of Kansas City, Missouri’s passion, and commitment to DEI. Just as these values and commitments are embedded within your organization, we equally them in all that we do. It is our philosophy,

through our partnership with you, other agencies, and small businesses, to effectuate this culture within our organization and to live every day by these principles to continually provide value to our partners and communities. This contract is a significant and meaningful opportunity to help each of us live out these shared commitments.

Since our founding, we have significantly benefited from DEI commitments like yours. By living our vision, today our business portfolio entails roughly 50% direct work with agencies like yours and 50% subconsultant work, often benefiting from our DBE and MBE certifications. We have multiple longstanding partnerships with agencies and business partners who share our values.

We are a sustained and growing practice, serving multiple clients and marketplaces. With a staff of 65 and outstanding record of staff retention, and only three voluntary departures over our 13-year history – another testament to our DEI-embracing and supportive culture.

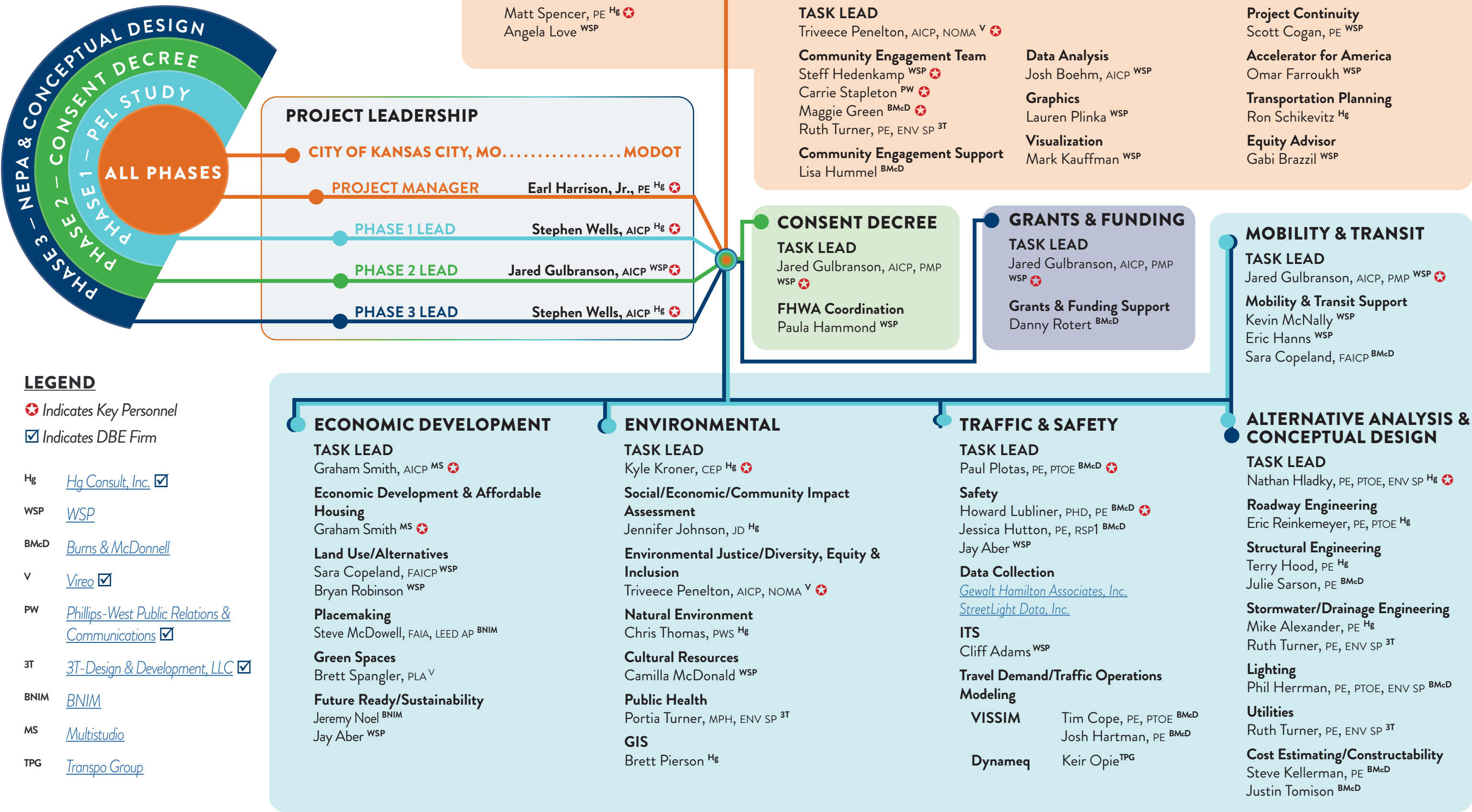
APPENDIX



“Hg Consult was created to provide a safe and inclusive place for all staff to practice their skills and serve our clients. Our people are our best asset. In all that we do, we strive to empower all staff to reach their full potential, for their benefit and the benefit of our clients and our communities.”

— Earl Harrison, Jr.
Hg Consult, Inc.,
Owner/President

Hg TEAM ORGANIZATIONAL CHART





FIRM

Hg Consult, Inc.

EDUCATION

BS, Civil Engineering,
Iowa State University

REGISTRATION

Professional Engineer: Missouri,
Kansas, and Iowa

AFFILIATIONS

2020-2023 Kansas City, Kansas
Chamber Board Member

American Public Works Association

National Society of Black Engineers

EXPERIENCE

29 Years in Industry

13 Years with Firm

"Hg Consult was created to provide a safe and inclusive place for all staff to practice their skills and serve our clients. Our people are our best asset. In all that we do, we strive to empower all staff to reach their full potential, for their benefit and the benefit of our clients and our communities."

- Earl Harrison, Jr., Hg Consult, Inc.
Owner/President

Earl is the president and founding partner of Hg Consult, a certified DBE firm in 10 states. Earl has been planning and designing transportation projects around the Midwest for close to 30 years. Earl has managed a variety of transportation projects ranging from small, municipal level projects to large DOT system-to-system interstate interchange projects. Earl has been involved in five design-build projects including four in Missouri and Kansas' first ever design-build project – the Gateway Interchange in southwestern Kansas City.

RELEVANT EXPERIENCE

I-435/70 Interchange Design Project – Phases I & II

MoDOT, Kansas City, MO

Hg was part of a multidiscipline design team contracted by MoDOT to develop a design concept for the interchange and assess the economic feasibility of these concepts to determine which concept would meet the desires and needs of the community. Earl managed the Hg team in providing engineering assistance, traffic analysis, and bridge design support for this MoDOT project. Hg was responsible for developing one of the interchange concepts, analyzing the traffic impacts, determining a conceptual MOT and construction phasing plan and developing the associated cost estimate. Following the initial planning study, Earl served as **lead project engineer** for the Phase I interim improvement design plans for one of the busiest interchanges in Kansas City. Earl's work on Phase I included geometric design, traffic modeling and analysis, drainage design, highway signing, highway lighting and traffic signals. Earl also served as **Hg's project manager** for the Phase II improvements which included rebuilding the north to west and south to east flyover ramps, adding capacity to I-435 north and southbound lanes and improvements to most other directional movements.

I-70 at Noland Road Interchange

MoDOT, Independence, MO

Project manager for the initial planning and then final design of the I-70 and Noland Road Interchange. The project included a new tight urban diamond interchange with a new bridge structure over I-70, partial reconstruction of all four ramps, reconstruction and enhancement of an existing stream/drainage facility and two MSE Retaining wall structures.

I-435 South Corridor Improvement Study

MoDOT, Kansas City, MO

Hg's project manager tasked with developing the traffic simulation modeling and bridge design concepts for this initial corridor concept study of I-435 between the Three Trails Memorial Crossing and State Line Road in southern Kansas City, MO. Earl's role was to coordinate all traffic data collection, including cell phone intercept data to determine origins and destinations, development of the VISSIM traffic simulation model, developing future year forecasts and running the simulation model in evaluating potential future improvements.

Kansas City Streetcar

Kansas City, Streetcar Authority, Kansas City, MO

Earl has been involved in Kansas City's Downtown Streetcar project from its initial inception. For the initial Downtown Streetcar Study, Earl was responsible for the preparation of the utility base mapping, composite drawing plan sheets, as well as helping support the coordination, relocation and mitigation of utilities that were impacted by the proposed Streetcar improvements. For the Downtown AA Corridor Study, Earl was responsible for the preparation of the Utility Assessment Report. Earl is currently helping deliver the initial Downtown Streetcar Starter Line Final Design plans, including the Earl has been responsible for utility coordination, the design of over 200 ADA compliant curb ramps, and the signal design modifications of five separate intersections associated with the proposed Streetcar improvements. Moving forward, Earl is currently working on both the NextRail and the NorthRail planning studies that is helping plan the future of the Streetcar system in Kansas City.

Route 169 at 96th Street Interchange

MoDOT, Kansas City, MO

Project manager for the design of 96th Street improvements as part of the overall interchange design, including the modification of an existing signalized intersection and the design of a multi-lane roundabout.

I-70 First Tier Environmental Study

MoDOT, Kansas City to St. Louis, MO

Design engineering lead for the Tiered EIS of Missouri's most important interstate. Utilized digital image mapping to assist in the preliminary feasibility study process and prepared preliminary cost estimates and was responsible for the preparation of the NEPA environmental documentation.

Burlington Corridor Planning Sustainable Places

MARC, North Kansas City, MO

Managed cost estimating task in supporting conceptual design. Study analyzed and recommended improvements to this roadway corridor for providing a multimodal and aesthetically pleasing travel corridor including a bike track, additional sidewalks, new transit stops, green stormwater solutions, lighting, benches and artwork.

Route 13 Corridor EIS

MoDOT, Lafayette, Johnson, and Henry Counties, MO

Responsible for transportation planning efforts in the location study and an EIS for a 70-mile section of Missouri Route 13 from Lexington to Clinton, Missouri. Prepared NEPA environmental documents. Utilized digital image mapping to assist the study process. Participated in the public involvement process, which was developed to merge the NEPA and Clean Water Act review process into one coordinated activity.

US-71 Corridor EIS

ARDOT and MoDOT, McDonald County, MO and Benton County, AR

Participated on a multidisciplinary study team assembled to provide Location and Feasibility Study of a four-lane divided freeway. Developed preliminary horizontal/vertical plans and profile layouts, and preliminary cost estimates. Responsible for the preparation of environmental documentation and participated in location study presentations to the local residential and business community.

I-69 Mississippi River Bridge EIS

ARDOT, McGehee, AR

Project engineer on a multi-disciplined study team assembled to study a new Mississippi River Bridge, with four-lane divided freeway approach roadways, from McGehee, AR to Benoit, MS south of Memphis. Developed preliminary roadway plans, prepared NEPA documentation, preliminary cost estimates, and prepared public hearing exhibits utilizing ArcView GIS.

US-350 Corridor Study

MoDOT, City of Raytown, MO

Earl lead the Hg team in providing traffic engineering, traffic control expertise and public involvement for this City sponsored, MoDOT lead project. Hg Consult was responsible for performing traffic counts, signalized intersection analysis, traffic control design for the construction of the Raytown Road and 350 Highway intersections and public involvement for the study and design phases of the project.



FIRM

Hg Consult, Inc.

EDUCATION

Masters of Urban and Regional Planning, Transportation Planning Sectoral, University of Iowa

REGISTRATION

American Institute of Certified Planners

AFFILIATIONS

American Planning Association

EXPERIENCE

31 Years in Industry

10 Years with Firm

"Hg Consult has been a good partner for us on the I-229 Environmental Study. They have a vast amount of knowledge with environmental studies and NEPA documents. They also have a good strategy on the public involvement process and engaging stakeholders which is vital to environmental documents."

—Shannon Kusilek, MoDOT

Steve is a senior transportation planner with extensive project management experience on transportation planning projects throughout the nation, PEL studies, NEPA environmental impact studies, transportation feasibility studies, multi-state high priority corridor studies, traffic impact evaluations, travel demand modeling studies, state, regional and local transportation master plans, state and regional freight plans, as well as transportation economic evaluations, and has experience with the MoDOT Local Public Agency process.

RELEVANT EXPERIENCE

Beyond the Loop PEL Study

MARC and MoDOT, Kansas City, MO

Deputy project manager for the PEL study for the US-169 and the north half of the I-70 downtown loop in Kansas City, Missouri. Was responsible for the development of the project management plan, the existing conditions report, the purpose and need statement, drafting the final PEL document, and developing the NEPA implementation plan.

Council Bluffs Streetcar Extension PEL Study

MAPA, Council Bluffs, IA

PEL task manager responsible for the working with the Federal Transit Administration in developing the overall PEL process, writing the PEL study final report, the purpose and need statement, and assisting with stakeholder facilitation services for various streetcar improvement options designed to connect downtown Council Bluffs across the Missouri River to the planned Omaha streetcar line.

Mahaska/Oskaloosa Driving Economic Success (MODES) PEL Study and Streamlined Environmental Assessment

Mahaska County, Oskaloosa, IA

Deputy project manager responsible for the development of the PEL study final report, the purpose and need statement, and stakeholder facilitation services for various transportation improvement options designed to reduce heavy truck flows through downtown Oskaloosa.

Western Sarpy County I-80 PEL Interstate Access Study

Metropolitan Area Planning Agency (MAPA) and NDOT, Omaha, NE

Deputy project manager for the evaluation of potential interchange locations along I-80 on the south side of Omaha, NE. Assignment included leading the PEL process, primary author of the PEL document, as well as coordination of the freight flow, regional land use, and economic evaluation of each alternative. The study included extensive outreach with the Corridor Advisory Committee, the Technical Advisory Committee, regional stakeholders and the general public.

I-80 Statewide PEL Study

Iowa DOT, Council Bluffs to Davenport, IA

Project manager responsible for the development of the tolling feasibility and the modal options technical memoranda, as well as the production of the final report for this planning and environmental linkages study of 280 miles of I-80 across the state of Iowa. Responsible for coordinating efforts of the various task managers, compiling the final NEPA implementation plan, and producing the PEL final report.

I-229 Environmental Assessment

MoDOT, St. Joseph, MO

Project manager for the EA of 1.1 miles of double decker interstate bridge in downtown St. Joseph, MO. MoDOT hired Hg Consult to lead a team to determine whether to rehabilitate or replace the existing structure. The final recommendation was to remove the double decker bridge, de-designate I-229 to an urban arterial through St. Joseph, and better connect to the existing city arterial network. The study included extensive outreach with more than 30 regional stakeholders, extensive traffic modeling, as well as over 20 initial engineering alternatives.

I-70 SIU 1 Environmental Assessment Re-evaluation

MoDOT, Independence to Odessa, MO

Project manager for the re-evaluation of the EA for SIU 1 between the I-470 interchange in Independence to just east of Odessa. The re-evaluation includes options for widening I-70 to six lanes in both an urban and rural setting, including proposed interchange recommendations for nine I-70 interchanges across the 24-mile corridor.

I-235 Environmental Impact Statement

Iowa DOT, Des Moines, IA

Project manager responsible for coordinating and conducting all aspects of an Environmental Impact Statement through a major urban area. The original construction of I-235 in the mid-1960s resulted in a substantial amount of social impact, primarily related to severing connections between thriving neighborhoods resulting in urban blight and poverty. Steve worked in coordination with several neighborhood organizations in developing and analyzing numerous alternatives. Extensive work was completed in developing a community impact assessment, evaluating numerous non-highway transportation solutions (TDM, Ramp Meters, etc.), developing an aesthetic enhancement plan, as well as developing and implementing the most extensive public involvement campaign in Iowa DOT history.

K-96 Environmental Assessment

KDOT, Wichita, KS

NEPA lead and primary author of the NEPA document. KDOT hired the WSP and Hg Consult team to evaluate options for widening existing K-96 between I-135 and I-35 from four to six-lanes in northeast Wichita. WSP is the prime consultant overseeing the entire project and responsible for a significant portion of the preliminary and final design. Hg Consult is responsible for the production of the Environmental Assessment.

I-80 Location Study and Environmental Assessment

Iowa DOT, Quad Cities, IA

Project manager for the Location Study and EA for 18 miles of I-80 from the I-280 interchange to the Mississippi River in eastern Iowa. The study included widening to a six-lane facility and proposed improvements to three system-to-system interchanges, three additional interchanges, a rest area, as well as numerous cross-over roadways. Hg Consult was the prime engineering firm working closely with the Iowa DOT and our work included extensive traffic modeling, development of numerous geometric design alternatives, public outreach with numerous stakeholder groups, as well as overseeing all the environmental field work and primary author of the Location Study and NEPA documents.





FIRM

WSP USA

EDUCATION

Masters of Urban Planning,
University of Missouri-Kansas City

BA, Political Science and
Communications Studies, University
of Iowa

REGISTRATION

American Institute of Certified
Planners

Project Management Professional

AFFILIATIONS

American Planning Association

Project Management Institute

EXPERIENCE

15 Years in Industry

10 Years with Firm



Jared is a senior lead planner and project manager in WSP's Kansas City office. As a lead planner, he provides planning expertise and innovative solutions to public transit and other transportation challenges. Jared's transit planning background includes transit operations and capital facilities planning, short- and long-range transit planning, comprehensive operations analysis, major transit corridor analysis, bus rapid transit, and fixed guideway planning, intergovernmental relations and coordination, public engagement, federal grant writing, and performance monitoring and measurement. He is an accomplished project manager and led multiple planning and design projects throughout the Midwest.

RELEVANT EXPERIENCE

US-71 RAISE Planning Grant

City of Kansas City and MoDOT, Kansas City, MO

Project manager and lead author for the development of a 2022 Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Planning grant application to study multimodal transportation improvement options and alternatives to reconnect communities around the US-71 Highway/Bruce Watkins Corridor on the east side of Kansas City, MO. Working closely with the City of Kansas City and MoDOT staff, WSP completed the RAISE application in three weeks for successful submission. The application was awarded \$5 million from the U.S. DOT to fund a three-phase study that will include a PEL study, environmental analysis, and conceptual engineering.

US-71 Transit Study

City of Kansas City, Kansas City, MO

Project manager for planning analysis of both near and long-term public transit enhancements in the US-71 Highway corridor in southeast Kansas City. Led the development and assessment of near-term improvements to existing commuter express services in the corridor.

US-36 Connecting Avon BUILD Grant

INDOT, Avon, IN

Lead author for the development of a successful 2020 application to the U.S. DOT's BUILD program for the Indiana DOT. The application received \$5 million in BUILD funding to expand approximately 1.5 miles of US-36 to six lanes in both the east and westbound directions in a corridor that serves as a critical link for Avon, IN to the greater Indianapolis metro region.

Broken Arrow, Oklahoma RAISE Planning Grant

City of Broken Arrow, Broken Arrow, OK

Lead author for a successful 2023 RAISE Planning grant that was awarded \$5.84 million from the U.S. DOT. The Reconnecting Broken Arrow (Suburban Tulsa) Project will develop plans for multimodal transportation improvements for cyclists, pedestrians, and auto traffic around the Broken Arrow Expressway. The project will also create engineering designs for the locally supported package of transportation improvements and complete the environmental review process.

Kansas City Streetcar Riverfront Extension TIGER/ BUILD Applications

KC Streetcar Authority, Kansas City, MO

Lead author for both Transportation Investments Generating Economic Recovery (TIGER) and Better Utilizing Investments to Leverage Development (BUILD) Grant application efforts in 2016 and 2017 to assist the Kansas City Streetcar Authority in securing federal funding to construct a 0.5-mile extension of the highly successful downtown streetcar. The project included a double-track streetcar extension to the historic Kansas City Riverfront, the development of a new terminal station, along with the construction of a new bicycle/pedestrian bridge to better connect the Riverfront District to the greater downtown of Kansas City. Jared conducted needed research, developed the grant narrative, and coordinated a small team of economists and engineers needed to provide key details into development of the grant applications. This application was awarded \$14.5 million in BUILD funding in 2020.

Johnson County Expanded Transit (JET)

KCATA, Johnson County, KS

Project manager for the development of a comprehensive transit expansion plan for the Johnson County, KS transit system (suburban Kansas City area). The plan included the reconfiguration of multiple commuter-express bus routes to streamline and improve operational efficiency, the creation of a new bus route in the 87th Street corridor, expansion of fixed route bus service to a full day of service, initiation of ADA complementary paratransit services, and the expansion of the highly successful micro-transit program to cover much of the county. The JET plan was approved by the Johnson County Board of Commissioners and WSP assisted in the scheduling and implementation of the plan through multiple phases.

I-465 Reconfiguration BUILD Grant

INDOT, Indianapolis, IN

Lead author and project manager for the development of a 2019 BUILD Grant application for the INDOT. The application requested \$25 million in federal funds for the reconfiguration and addition of travel lanes in the southern portion of the I-465 corridor around the City of Indianapolis. The lane reconfiguration and added capacity

are needed improvements as a new I-69 will soon open to traffic and increasing congestion in the corridor. Jared developed the grant narrative and coordinated between INDOT staff and WSP team members supporting the benefit-cost analysis development needed to support the application.

KCATA On-Call Planning

KCATA, Kansas City, MO

Project manager for a five-year transit planning services on-call contract. Over the course of this contract, WSP successfully delivered multiple projects for KCATA that included:

- Title VI Program Update, 2022
- Zero Fare Title VI Equity Analysis
- RideKC Next Title VI Equity Analysis
- Key Performance Indicators (KPI) data dashboard
- Truman Sports Complex Rail Feasibility White Paper
- City of Independence, MO Transit Service Cost Analysis

National Football League (NFL) 2023 Draft Transit Service Plan

KCATA, Kansas City, MO

Project manager developing transit and mobility plans for the NFL Draft that was held in Kansas City, in the spring of 2023. The Kansas City Area Transportation Authority (KCATA) selected WSP to develop plans for transit network rerouting of disrupted services from NFL Draft events, design new services for park-and-ride shuttles, along with a new on-demand micro-transit service zone to provide convenient mobility options for attendees of the three-day NFL Draft. Finally, the WSP team develop public engagement and communications materials for KCATA to disseminate to its riders and visitors.

**FIRM**

Vireo

EDUCATION

Master of Urban Planning,
University of Kansas

BA, Architectural Studies,
University of Kansas

REGISTRATION

American Institute of Certified
Planners

AFFILIATIONS

National Organization of
Minority Architects, National
Communication Committee,
2020-present

Planning for Health Equity,
Advocacy and Leadership,
2020-present

Advisory Board for Center for
Neighborhoods, University
of Missouri — Kansas City,
2016-present

Advisory Board for the Department
of Urban Planning, University of
Kansas School of Public Affairs &
Administration, 2009-2023

EXPERIENCE

22 Years in Industry

18 Years with Firm

Triveece is a city planner and public involvement innovator. She's also the creator of the Digicate® software application for community engagement. Triveece works with community organizations and government agencies. Her projects blend community planning with intensive public engagement, education, information sharing, messaging, and branding. Her strengths lie in developing and executing planning/engagement processes that use creative and innovative tools. Triveece is an Inaugural Steering Committee Member of Planning for Health Equity, Advocacy & Leadership (PHEAL) and an alumna of the Racial Equity Institute. In addition, her work has won an APWA National Exceptional Performance Award — Journalism, MOVITE Excellence in Transportation Achievement Award, WTS Rosa Parks Diversity Leadership Award, a NOMA NAACP Seed Award for Justice, Equity, Diversity and Inclusion in Design, and an AASHTO TransComm Award — Video Production Series.

Prior to joining Vireo, Triveece served as a long-range planner with Kansas City, Missouri's Planning and Development Department in its Planning, Preservation and Urban Design Division. Her work involved detailed analysis of changing community issues and urban design guideline implementation.

RELEVANT EXPERIENCE

- I-80 PEL Study, Iowa DOT, City, State
- KC Spirit Playbook — Mobility, Livability and Serviceability
City of Kansas City, Kansas City, MO
- Bannister Road Corridor Study, Kansas City, MO
- GoKC Sidewalks Program, Kansas City, MO
- Independence Avenue Pedestrian Safety Plan, Kansas City, MO
- I-70 Environmental Impact Statements, Kansas City and Independence, MO
- Kansas Active Transportation Plan, KDOT, Statewide, KS
- Rose Hill Pedestrian Study, Rose Hill, KS
- Topeka Pedestrian Master Plan and Bicycle Master Plan Update, Topeka, KS
- Bel Aire Bicycle and Pedestrian Master Plan Update, Bel Aire, KS
- Maize Pedestrian and Bicycle Master Plan Update (Maize in Motion),
Maize, KS
- Olathe Get Active Bike Share, Olathe, KS
- K-7 and I-70 Interchange, Bonner Springs, KS
- I-49 and 211th Street Diverging Diamond Interchange, Grandview, MO
- I-435 and Front Street Diverging Diamond Interchange, Kansas City, MO
- US-50 Expansion Project (Cimarron to Dodge City), Gray and Ford
Counties, KS
- K-68 Expansion Project, Miami County, KS
- US-166 Expansion Project, Cherokee County, KS
- US-400 Corridor Study and APE, Cherokee County, KS



FIRM

WSP USA

EDUCATION

BA, Public Relations, Kansas State University

AFFILIATIONS

International Association for Public Participation

EXPERIENCE

25 Years in Industry
2 Years with Firm

Steff serves as an Assistant Vice President for the Communications and Public Involvement (CPI) Practice with WSP and is based in the Kansas City, Missouri Office. Her areas of expertise include guiding public-sector clients as they work to integrate planning efforts with communications and branding strategy, public engagement, and community delivery. She brings a practiced hand at defining and implementing stakeholder involvement strategies, providing thought leadership on how best to reach target audiences, as well as how to optimally collaborate with internal staff, project team consultants, community leaders, neighborhood movers and shakers, and local business groups.

Her background as a successful strategist with significant government experience related to high-visibility public projects and programs serves her clients well through all planning, development, and implementation phases.

Steff is a creative catalyst with strong knowledge of private and public sectors, who works collaboratively to improve operations, increase stakeholder awareness, promote cross-sector understanding, extend and enhance internal and external dialogue, as well as foster consensus and results. She has a strong writing, editing and operations background.

RELEVANT EXPERIENCE

Leavenworth Vision Zero Action Plan

City of Leavenworth, Leavenworth, KS

Communications and public involvement lead for this Vision Zero project with a goal of eliminating traffic fatalities and severe injuries for all road users in the City of Leavenworth.

Omaha Vision Zero Action Plan

City of Omaha, Omaha, NE

Communications and public involvement lead for this Vision Zero project with a goal of eliminating traffic fatalities and severe injuries among all road users in the City of Omaha.

State of Kansas Vulnerable Road Users (VRU) Safety Assessment

KDOT, Statewide, KS

Communications and public involvement partner for this project to plan for improved safety for people walking and biking on all public roads in Kansas. Served the project team in the hosting of in-person and virtual workshops to improve KDOT understanding of VRU safety issues and distribute information related to the VRU Safety Assessment.

K-96 Improvements Project

KDOT, Wichita, KS

Communications and public involvement lead for this project to upgrade the K-96 corridor between I-135 and I-35 in Wichita, Kansas. Improvements will enhance safety, relieve traffic congestion, and increase capacity to keep Kansans moving.

I-70 Polk-Quincy Viaduct Project

KDOT, Topeka, KS

Communications and public involvement partner for this project to flatten the tight curve and replace the aging viaduct constructed in the late 1950s in Topeka, Kansas. Improvements will ease traffic congestion and enhance safety through the downtown.

New Route 487 Launch

Johnson County Transit, Johnson County, KS

Communications and marketing lead for the launch of the new Route 487, which is a critical route and part of the expanded system coverage in Johnson County, Kansas.

Grand Boulevard Bicycle and Pedestrian Bridge

City of Kansas City, Kansas City, MO

Communications and public involvement lead for this project that will provide a much-needed connection between the two rapidly growing Kansas City Riverfront and River Market neighborhoods.

Square Streetscape/Truman Connected Projects

City of Independence, Independence, MO

Communications and public involvement lead. Truman Connected is the beginning of a pedestrian and bicycle route that connects residents and visitors to neighborhoods, businesses, the Downtown Square, Harry S. Truman Presidential Library & Museum, Englewood Arts District, and ultimately the Truman Sports Complex, and the Rock Island Trail. Truman Connected will enhance safety, expand multimodal access, and improve the quality of life in Independence.

The Downtown Square Streetscape Improvement Project includes landscaping, lighting, bicycle and pedestrian accommodations, and other hardscape features and ADA accessibility improvements. Square improvements include the addition of bump-outs, amenity zones, parklets, improved light poles, and a bi-directional cycle track. Narrowing lane widths and converting the Square to one-way vehicular travel will also enhance pedestrian safety and create a more livable and inviting downtown district.

ADA Compliance Project*

City of Kansas City, Kansas City, MO

Communications and public involvement lead to create a detailed response to correct violations on City-owned buildings as part of the Settlement Agreement of 2012 between the U.S. Department of Justice and the City.

‘A’ Street (40th to 56th Streets) Rehabilitation Project

City of Lincoln, Lincoln, NE

Communications and public involvement lead for this project that will preserve and extend existing facilities’ service life, enhance safety with a safety-conscious design, and satisfy existing and future traffic needs and conditions by addressing substandard curbs/pavement/inlet tops and deficient curb ramps and center-turn lane conditions, as well as addressing crash rates and delay times at intersections along this busy corridor in Central Lincoln that has schools, churches, and a large medical center.

Kansas City Museum*

City of Kansas City, Kansas City, MO

Communications and public involvement lead for a museum of Kansas City’s history and cultural heritage in a restoration and renovation project.

Kansas City Fire Department Fire Station 15*

Kansas City Fire Department, Kansas City, MO

Communications and public involvement lead for a much-needed fire station.

East Patrol Division Station and Crime Lab*

City of Kansas City, Kansas City, MO

Communications and public involvement lead through a highly inclusive public involvement and community engagement process.

Capital Improvements Management Office (CIMO)*

City of Kansas City, Kansas City, MO

Communications specialist through the design, development, and implementation of a strategic CIMO communications plan, internal stakeholder interviews and report, and other originating communications materials.



FIRM

Phillips-West Public Relations & Communications

EDUCATION

BS, Journalism, Kansas State University

AFFILIATIONS

International Association of Business Communicators

Public Relations Society of America

Greater Kansas City Chamber of Commerce (Centurions)

Civic Council Leadership (Kansas City Tomorrow)

Minority and Women's Coalition (Minority Contractors Association of Greater Kansas City)

Black Chamber of Commerce of Greater Kansas City

EXPERIENCE

36 Years in Industry

35 Years with Firm



President and Owner, Carrie Stapleton, began Phillips-West Public Relations & Communications in 1988. Carrie is most proud of her venture into public relations and event planning while at the Black Archives of Mid-America where she planned and executed Kansas City's Exhibition of the Emancipation Proclamation through coordination with the National Archives and Records in Washington, D.C., with over 10,000 attendees during the four-day exhibition. She is celebrating her award-winning firm's 35th anniversary in November. Carrie won two Public Relations Society of America awards in one night: one for a newsletter for the Kansas City, Kansas Public Schools, and the other for a Community Hard Hat Tour for the Building of the Kansas City Police Department Station and Crime Lab on Prospect Avenue.

RELEVANT EXPERIENCE

Carrie has provided community engagement and/or public relations services for the following projects.

- US-71/Bruce R. Watkins Drive, Kansas City, Missouri - Performed communications with residents whose homes were damaged by the blasting during construction of the new highway in 2002.
- Spirit of Freedom Fountain Dedication at Brush Creek Boulevard and Cleveland Avenue, Kansas City, Missouri
- Emanuel Cleaver Boulevard Streetscape Project, Phases 1 and 2 Public Meetings
- "Orange Ribbons on Cleaver Boulevard" Event to Celebrate the Completion of the Emanuel Cleveland Boulevard Streetscape Improvements
- Campaign for Mayor Quinton Lucas, Kansas City, MO
- Downtown Streetcar Project, Kansas City, MO
- Kansas City Exhibition of Emancipation Proclamation, Nelson-Atkins Museum, Kansas City, MO
- American Jazz Museum's 10th Anniversary, Kansas City, MO
- Kansas City Power & Light Entertainment District, Kansas City, MO
- "Discrimination— Report It, Don't Ignore It" Campaign, City of Kansas City Human Relations Department, Kansas City, MO

Emanuel Cleaver Boulevard Streetscape Project Kansas City, MO

Public engagement manager responsible for developing an innovative strategy to celebrate the opening of the City of Kansas City, Missouri's Emanuel Cleaver II Boulevard Streetscape Improvements Project. Colors were researched and the color orange was selected to represent the traits of Congressman Cleaver's personality — civility, racial harmony, empathy. To signify the event, orange ribbons were used to decorate street poles along Cleaver Boulevard.





FIRM

Burns & McDonnell

EDUCATION

Masters of Public Affairs,
University of Missouri—Kansas City
BS, Biology, University of Missouri—
Kansas City

EXPERIENCE

11 Years in Industry
1.5 Years with Firm

“I have full confidence in the [HG and Burns & McDonnell] team and view the team members as coworkers and an extension of our staff.”

– Melissa Scheperle, MoDOT
Environmental

Maggie manages the Communications & Policy section within Burns & McDonnell’s Transportation Practice, where she assists public-sector clients with thoughtful public engagement, strategic communications, policy and grant writing needs. Prior to joining Burns & McDonnell, she worked for the City of Kansas City, Missouri, where she served as the city’s media relations manager; in the Public Works Department as the public information officer and on the department’s leadership team; and as director of programs at BikeWalkKC, a regional bicycle/pedestrian advocacy organization.

RELEVANT EXPERIENCE

Kansas City Vision Zero Program

City of Kansas City, Kansas City, MO

Program implementation and engagement. Maggie worked alongside Kansas City Public Works colleagues to formally launch the Vision Zero program when the city adopted a Vision Zero resolution in May 2020. Her involvement included developing the engagement strategy during COVID-19 for internal stakeholders, such as staff and City Council, partner agencies and community organizations and the public; building the project website; convening the Vision Zero task force; and assisting with project selection and prioritization for the first year of Vision Zero projects.

Statewide Complete Streets Policy

ARDOT, Little Rock, AR

Policy and public involvement strategist for the policy development for a statewide complete streets policy for the Arkansas Department of Transportation. The firm’s role in Phase 1 of the project includes policy and peer state research, coordination and facilitating meetings with internal staff and agency leadership, stakeholder and public engagement, including planning and executing interviews, focus groups and public meetings, and policy development. Maggie’s responsibilities entail leading the public involvement components of the project, such as developing the community engagement plan and public meeting materials, and co-leading the policy development component of the project.

KC Streetcar Main Street Extension

KC Streetcar Constructors, Kansas City, MO

Communications task lead. The KC Streetcar Main Street Extension Streetcar project is anticipated to open in summer 2025 with an additional 3.5-mile extension from Union Station south to the University of Missouri — Kansas City. To help the city manage construction-related communications, Burns & McDonnell is providing extensive public engagement services, including public meetings, social media, surveys, stakeholder management and documentation, as well as communications strategy and business support. Maggie is responsible for the day-to-day execution of communications strategy and public outreach for the construction of the extension. This effort includes resident and stakeholder outreach; leading the interface between the contractor team (KC Streetcar Constructors) and client/owner team (Kansas City, Missouri; KC Streetcar

Authority; and Kansas City Area Transportation Authority); preparing, reviewing, and disseminating project updates via email, website, and social media; project reporting; and developing communication strategies for major milestones. Maggie was instrumental in improving internal processes and workflows to increase team efficiency, organization, and task-tracking, including building out a task management system for all communications and outreach tasks for the project, which helps the team track progress weekly.

I-70 SIU 4 Environmental Assessment Re-Evaluation *MoDOT, Columbia, MO*

Public involvement lead. In partnership with HG Consult and Crawford, Murphy & Tilly, Burns & McDonnell led the traffic modeling and analysis of the existing conditions and design alternatives for the I-70/U.S. 63 interchange. The firm also provided guidance and oversight of the safety review and analysis of the SIU-4 area. The project included development of alternatives for the redesign of the interchange and adjacent corridors which were narrowed down to a preferred alternative and used in the SIU environmental re-evaluation. The team was also responsible for planning and executing the public involvement strategy on the project. Maggie led all engagement efforts which included developing website, social media and public meeting promotional content, planning community advisory committee meetings, sending right-of-entry letters, planning and executing public meetings, and developing a comprehensive public involvement summary report for the environmental re-evaluation documentation.

I-70 SIU 1 Environmental Assessment Re-evaluation *MoDOT – Jackson & Lafayette Counties, MO*

Public involvement lead. In partnership with HG Consult, Burns & McDonnell is leading traffic modeling and analysis, public involvement and assisting with developing design alternatives for the Environmental Assessment Re-evaluation of SIU 1 from the I-470/I-70 interchange in Jackson County to just east of Odessa, Missouri in Lafayette County, as well as the assisting with the design of the I-70/U.S. 131 interchange. The re-evaluation project includes options for widening I-70 to six lanes, evaluation of existing conditions and proposed interchange recommendations in the 24-mile study corridor. The team is also developing alternatives for the redesign of the I-70/131 interchange which will be eventually narrowed down to a preferred alternative and ultimately the design

of the interchange. Maggie is responsible for leading the public involvement efforts on the project which includes developing the public engagement plan, stakeholder outreach, creating website, social media and public meeting promotional materials, public engagement and preparing a summary document of all public engagement activities.

Weber Spur Trail Phase 1 *City of Chicago, Chicago, IL*

Public involvement strategist. Phase I preliminary design work on Weber Spur Trail entails the conversion of 2.7 miles of abandoned railroad to a shared-use path on the northwest side of Chicago. The project included an alternative analysis to evaluate different path routes for a portion that may not use the existing railroad property. Bridge condition reports of 10 bridges, crash reports, evaluation of access points, road bicycle improvements, right-of-way analysis, ADA improvement, and drainage analysis were completed as part of the project. Maggie is responsible for creating and overseeing the public involvement strategy on the project, including developing the public hearing engagement plan and schedule, creating public hearing materials, and reviewing public involvement materials assembled by subcontractors.

Berkley Riverfront Connectivity Study *Port KC, Kansas City, MO*

Implementation strategist. The Riverfront Connectivity Study provides detailed planning for strategies to remove barriers and create high-quality connections between Kansas City's Riverfront and its adjacent neighborhoods. The planning process included development of a route choice analysis, collecting data on routes used by those walking and riding in the area to identify existing traffic choices and barriers, and extensive community engagement. The Burns & McDonnell team's engagement strategies included walking audits, interactive on-line mapping, pop-up events, and an advisory committee. Maggie is engaged with public outreach on the project, including assisting with advisory committee meetings and reviewing engagement tactics and strategies, as well as helping shape conceptual alternatives to see that plan recommendations are realistic and feasible. She is helping forge connections with key stakeholders, such as business owners, neighborhoods, Port KC and the City of Kansas City, Missouri, to identify implementation opportunities as the project wraps up the planning phase, aiming to get some key improvements from plan to pavement as quickly as possible.



FIRM

Multistudio (Formerly Gould Evans)

EDUCATION

MS, Regional and Community Planning, Kansas State University

BS, Geography, Kansas State University

REGISTRATION

American Institute of Certified Planners

AFFILIATIONS

American Planning Association

EXPERIENCE

27 Years in Industry

22 Years with Firm

"Cities are defined by their citizens, commerce and culture. When we remember to plan for people, the places created and the interactions that occur create strong communities."

— Graham Smith, Multistudio

Graham, as the director of the Multistudio's Studio for City Design, is an associate principal and urban planner. He focuses on providing policy and urban design guidance to communities and clients. Through the preparation of community, area, neighborhood, corridor, special project plans, design guidelines, and regulations, Graham provides clients he engages with visionary, implementable plans for the future. One constant among Graham's projects has been the innovative and involved stakeholder engagement. From defining the vision to carrying out implementation actions, the stakeholders in any process are the key to success. For the first four years of Graham's career he served as a planner for the City of Kansas City, Missouri.

RELEVANT EXPERIENCE

- ProspectUS Transit-Oriented Development Plan, City of Kansas City, MO and KCATA, Kansas City, MO
- RideKC KCMO Transit-Oriented Development Guide, RideKC, Kansas City, MO
- Westport District Master Plan, Kansas City, MO
- Midtown-Plaza Area Plan, Kansas City, MO
- IndyGo Transit-Oriented Development Regulatory Update, Indianapolis, IN
- Places for People Walkable Development Plan, Client, Wichita, KS
- South Central Equitable Transit-Oriented Development, Phoenix, AZ
- Springfield Zoning Code Update, Springfield, MO
- West Des Moines Zoning Code, Des Moines, IA

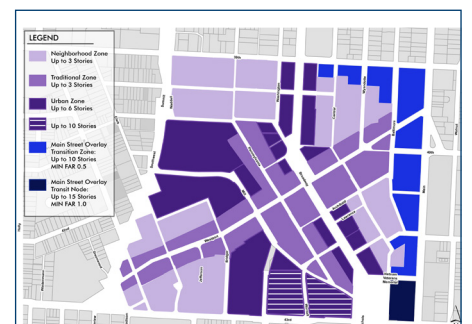
Wichita Walkable Development



IndyGO Transit-Oriented Development



Westport District Master Plan





FIRM

Hg Consult, Inc.

EDUCATION

MS, Urban and Regional Planning,
University of Iowa

BS, Community and Regional
Planning, Iowa State University

REGISTRATION

Certified Environmental
Professional

AFFILIATIONS

Institute of Transportation Engineers

EXPERIENCE

23 Years in Industry

1 Year with Firm

“Kyle Kroner and his team are deserving of credit for their tireless efforts to bring the EA process to a successful conclusion within an acceptable time frame. Tremendous amounts of skill, time, work, coordination, and patience were required to accomplish this critical task on the seemingly unending but relentless march towards the final grant award in 2011.”

— Dan Blankenship, RFTA

Kyle is an experienced transportation planning professional who has led over \$1 billion of projects through the project development process. He currently leads Hg Consult's transportation and environmental planning department and is engaged with multiple clients at high levels within their organizations. Kyle previously managed a large national consulting firm's NEPA and Permitting practice for a decade, leading and assisting NEPA pursuits for various state DOT, Class I railroad, and transit clients. Kyle also provides risk analyses and environmental compliance expertise for design-build pursuits. He has more than 23 years of experience in leading various transportation planning, traffic engineering, NEPA process and environmental permitting and compliance projects and has experience in contracting, project delivery, and other senior management roles.

RELEVANT EXPERIENCE

US-61 Expressway Feasibility Study & Environmental Impact Statement (EIS) Re-evaluation

MoDOT, Hannibal, MO

Project manager for determining alternative feasibility and NEPA re-evaluation of a new alignment of US-61 west of Hannibal, MO. Technical tasks include traffic forecasting and analysis, safety analysis, conceptual design, noise, wetlands, and floodplain impact analyses. Anticipated construction value of improvements is \$175 million.

South Lawrence Trafficway (West Section) Supplemental EIS

KDOT, Lawrence, KS

NEPA lead and principal author for evaluating the conversion of an existing 8-mile, two-lane expressway to a four-lane freeway. Project included extensive public and agency engagement programs and direct coordination with Haskell Indian Nations University. Anticipated construction value of improvements is \$230 million.

I-35 and Sante Fe Corridor Environmental Assessment

KDOT and City of Olathe, Olathe, KS

NEPA lead and principal author for an EA building off previous traffic analyses and concept development report. Multiple commercial/retail takings were required to implement preferred corridor access control treatments, and coordination with KDOT and adjacent projects is required.

Boyson Road & Tower Terrace Road IJR and EA

Iowa DOT, Cedar Rapids, Hiwatha, and Robins, IA

Project manager and principal author of an Interchange Justification Report (IJR) and NEPA EA for the expansion of five miles of I-380, a proposed new interchange at I-380 and Tower Terrace Road, and reconstruction of the Boyson Road interchange in suburban Cedar Rapids, IA. Responsible for the preparation of the IJR and EA as well as socio-economic, land use, and cumulative impact evaluations. Anticipated construction value is \$90 million.

Council Bluffs Interstate System (CBIS) Segment 4 IJR and EA

Iowa DOT, Council Bluffs, IA

Project Manager and principal author for preparation of a Tier 2 NEPA EA and system interchange IJR, conceptual design, and preliminary engineering services for the reconstruction of the I-29/I-480 systems interchange in Council Bluffs, Iowa. Construction value is \$210 million, with project construction completion expected in 2024.

Iowa City Gateway (Dubuque Street Elevation and Park Road Bridge Replacement) EA

City of Iowa City, IA and Iowa DOT, Iowa City, IA

NEPA principal author for the EA of Dubuque Street and replacement of the Park Road Bridge to respond to impacts resulting from the Iowa River floods of 1993 and 2008. This flood recovery project, funded by the Economic Development Administration and administered by the Federal Highway Administration, reduced flood backwater rises caused by the low-lying Park Road Bridge and addressed roadway reliability issues with Dubuque Street during high-water events. Construction cost was \$50 million, with construction completion in 2018.

BNSF Missouri River Bridge at Sibley Missouri

BNSF Railway, Sibley and Jackson County, MO

NEPA and Permitting manager for construction of a new, companion bridge over the Missouri River near Sibley, Missouri. Project included procurement of a USCG Bridge Permit, preparation of a NEPA Categorical Exclusion and permit procurements from USACE and Missouri Dept. of Natural Resources.

Kansas City I-670 South Loop Project EA

Port KC & City of Kansas City, Kansas City, MO

NEPA lead and principal author for construction a structural deck over the existing I-670 freeway, creating a new vehicle tunnel and a 5-acre green space park in downtown Kansas City, MO. Project included extensive public and agency engagement programs and evaluation of potential air quality, greenhouse gas, social, and transportation network impacts resulting from creation of a new tunnel. Anticipated construction value of improvements is \$200 million.

Fox River Bridge Replacement EA/FONSI

Canadian National Railway, Oshkosh, WI

Environmental manager for preparation of an EA and FONSI from the USCG and obtaining Wisconsin DNR, U.S. Army Corps of Engineers, and U.S. Coast Guard permits for the on-alignment replacement of the 100-plus year old swing-span CN Railway Bridge over the Fox River. A comprehensive and integrated project approach was developed to respond to the complex coordination and aggressive schedule needs, including satisfying the Section 106 process with seven consulting parties and a highly complex MOA, coordinating with local mariners for navigational purposes, and satisfying Wisconsin DNR and EPA sediment management requirements due to riverbed contamination in the Fox River.

I-80 Mississippi River Bridge EA

Illinois DOT, Quad Cities, IA/IL

NEPA manager, Iowa-side responsible for the NEPA analysis and documentation for the off-alignment construction of a new I-80 Mississippi River Bridge. Responsible for tailoring environmental analyses and developing documentation that met Iowa DOT NEPA requirements and Iowa-specific language to ensure compliance with the Iowa State Code and Iowa Administrative Code.





FIRM

Burns & McDonnell

EDUCATION

BS, Civil Engineering, Clarkson University

BS, Physics, Clarkson University

REGISTRATION

Professional Engineer: Missouri, Arizona, Kansas, Texas, Iowa, New York

Professional Traffic Operations Engineer

EXPERIENCE

37 Years in Industry

6 Years with Firm

Paul brings extensive experience in engineering design and transportation planning, ranging from traffic impact studies focused on a single intersection to citywide travel demand models and corridor studies. His projects include pavement marking, signing, traffic signals, traffic signal interconnect, ITS, pedestrian/railroad crossing signals, construction phasing, traffic management during construction, and traffic calming design. Paul's design experience allows him to take a practical and effective approach to planning projects. He has worked on projects ranging from residential streets to single-point urban diamond interchanges (SPUIs) and multi-phase and multi-year freeway construction projects. He has worked on traffic management and traffic control plans on a wide variety of projects, from small municipal improvement projects to major highway and airport reconstruction.

RELEVANT EXPERIENCE

I-70 NEPA Re-Evaluation of Tier II SIU 1 EA

MoDOT, Jackson and Lafayette Counties, MO

Senior traffic engineer. This project spans from just east of I-470 in Jackson County to the eastern side of Lafayette County. Paul is responsible for the traffic analysis of this I-70 corridor, potential congestion impacts on interchanges along the corridor, and recommending countermeasures. Existing and future year traffic conditions will be analyzed, determining the impact of expanding I-70 to a six-lane facility. Future alternatives at the interchanges of MO 131 and Route D/Z will also be evaluated to accommodate future growth and traffic in these locations. Both interchanges are vitally important to local communities that need to access I-70. Traffic analysis software (HCS, Synchro and Vissim) will be used to model the I-70 corridor and interchanges to measure capacity and level of service criteria for all alternatives.

Randall Road at I-90 PEL Study

Kane County Division of Transportation, Kane County, IL

Senior traffic engineer. This PEL study analyzed existing conditions and developed concept-level improvements to Randall Road between Big Timber Road and Illinois Route 72, with a focus on the Randall Road interchange with I-90. It transitioned from a feasibility study to a PEL study midway through the project, allowing the findings to be folded into an upcoming NEPA Phase I study. The team coordinated extensively with the Illinois Tollway, City of Elgin, FHWA, and local commercial and municipal stakeholders. They developed a Vissim model of existing conditions, prepared a crash analysis technical memorandum, and investigated noise, bridge conditions, environmental conditions and drainage characteristics. The team also led a social media and internet campaign to engage stakeholders, including a project website that recorded almost 3,000 visitors in the first three months.

I-229 Environmental Assessment and AJR

MoDOT, St. Joseph, MO

Senior traffic engineer. This project entailed the comprehensive safety analysis of the I-229 corridor through St. Joseph, which features an aging 1-mile-long structure known as the Double-Decker Bridge. The team analyzed seven alternatives, including bringing the interstate to grade, decommissioning it altogether, and replacing it with a boulevard. The safety analysis entailed several crash-prediction tools, including the IHSDM, ISATe and CMF Clearinghouse, and required safety analysis across multiple facilities. The team used Vissim, Synchro and HCM software to analyze traffic flow and right-size the alternatives based on capacity needs.

KC Current Stadium Traffic Management Plan

KC Current, Kansas City, Missouri

Project Manager. The KC Current Stadium is the first professional women's soccer-specific stadium being built in Kansas City, Missouri. Paul's responsibilities include developing plans for all mode choices to access the stadium in a tight location with limited access. The project includes coordination with KCMO, MoDOT, Port KC, KCATA, and KCPD, as well as adjacent railroads, businesses and residents. All this work is being done under a very tight deadline prior to the completion of the stadium and the first match.

Buck O'Neil Bridge PEL/Environmental Assessment

MARC/MoDOT, Kansas City, MO

Senior traffic engineer. Burns & McDonnell led the environmental study for the design-build replacement of the Buck O'Neil bridge over the Missouri River. The firm previously led the US-169/I-70 North Loop PEL Study, which provided alternatives for rehabilitating or replacing the aging bridge, accelerating NEPA activities, and making major changes to the downtown freeway loop to support development in the area. The firm provided an Environmental Assessment for the bridge replacement project, which identified the most effective improvement alternative to meet current and future transportation needs, while minimizing impacts on the human and natural environment. Burns & McDonnell then went on to develop the environmental study for the design-build replacement of the Buck O'Neil bridge over the Missouri River. The firm provided an Environmental Assessment for the bridge replacement project, which identified the most effective improvement alternative to meet current and future transportation needs, while minimizing impacts on the human and natural environment. Burns & McDonnell also serves as owner's engineer for the design-build phase, providing MoDOT with access to experienced professionals in bridge engineering, environmental services, permitting, right-of-way acquisition, aviation and cultural resources.

I-35 and Gardner Road Improvements

City of Gardner, Gardner, KS

Senior traffic engineer. Burns & McDonnell studied alternatives to improve traffic flow and safety at the I-35 & Gardner Road interchange in rapidly growing Gardner, Kansas. Traffic at the interchange frequently backs up onto I-35, and the current bridge over the interstate cannot be economically widened. The project will provide interim improvements to alleviate congestion, while accommodating future improvements to the existing standard diamond interchange. Burns & McDonnell recommended a diverging diamond interchange (DDI) as the preferred alternative, with strong support from KDOT, FHWA and the City of Gardner. Flow and right-size the alternatives based on capacity needs.





FIRM

Burns & McDonnell

EDUCATION

PhD, Civil Engineering, University of Kansas

MS, Civil Engineering, University of Kansas

BS, Civil Engineering, University of Kansas

REGISTRATION

Professional Engineer: Missouri, Kansas, Nebraska, Texas

EXPERIENCE

24 Years in Industry

6 Years with Firm

"It was a pleasure, and very rewarding to me personally, working together with Burns & McDonald to complete a Roadway Safety Assessment for the KTA. Howard brought a diverse team to the project to provide detailed focus and expertise to each task associated with the effort. The value of the product they delivered to the KTA was far greater than the cost of their services."

— David Jacobson, KTA

Howard brings more than 20 years of experience incorporating safety into planning, design, construction observation, and asset management across a wide range of transportation projects, from high-volume urban freeways to low-volume rural roads. He also works with safety-focused industry organizations, such as the Transportation Research Board and National Cooperative Highway Research Program, to promote safety research and implementation. Prior to joining Burns & McDonnell, Howard served the Kansas Department of Transportation for 16 years in a variety of roles. Through this work, he developed extensive experience in the application of quantitative safety analyses and is nationally recognized for his work with safety trends and analyses on rural roadways and locations with limited reliable safety data. Howard has over a decade of classroom teaching experience at the undergraduate and graduate levels in highway design and transportation safety and has provided training for various transportation professionals. He has served on or chaired numerous NCHRP panels in the areas of geometric design and highway safety, including NCHRP 17-71, which oversaw development of the 2nd Edition of the Highway Safety Manual. He has leveraged this experience to help multiple transportation agencies and local governments implement the safety management process.

RELEVANT EXPERIENCE

KTA Roadway Safety Assessment

KTA, Wichita, KS

Project manager and senior advisor. Burns & McDonnell is conducting a safety evaluation of KTA's 236-mile tollway, including identification of both high-crash locations and focus crash types distributed along the turnpike. The assessment includes a thorough review of crashes along the freeway, at toll plazas, on ramps and at ramp terminals. Crash data was paired with results from surveys and interviews with internal and external stakeholders to determine how perceptions of safety align with what the crash data shows to be safety concerns. The team is now using this data to identify specific countermeasures, assess the locations for implementation, and prioritize projects using crash-prediction tools and benefit-cost analysis. Howard served as the project manager through the project kick-off and initial phases and has transitioned to a senior advisor role for the implementation phases.

US-169/I-70 North Loop PEL Study

MARC, Kansas City, MO

Lead safety analyst. Burns & McDonnell led this planning and environmental linkages (PEL) study to provide alternatives for rehabilitating or replacing the aging Broadway Bridge over the Missouri River and accelerating future NEPA activities. Later Burns & McDonnell led the EA and owner's engineer project. The study considered major changes to the downtown freeway loop and ways the transportation network can support development. Howard used innovative quantitative safety analysis techniques to evaluate different improvement options within the overall matrix screening analysis. In addition, the crash predictions developed for the project were used to provide benefit-cost information for funding analysis in the successful grant application. Howard was able to

HOWARD LUBLINER, PHD, PE

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successfully leverage the safety assessment performed with the study to craft the safety-based scoring criteria that went into the RFP for selection of the optimal design-build team.

Loop 286 Schematic and Environmental Study

TxDOT, Paris, TX

Senior safety analyst. This schematic and environmental project entails the conversion of a 15-mile loop around Paris, Texas, from a mixed at-grade facility to an access-controlled facility with main lanes and frontage roads. The project objective is to identify interim breakout roadway projects that enhance the safety, mobility and capacity of the area, while conforming with an ultimate schematic design. Significant tasks include a comprehensive safety analysis, travel demand modeling and microsimulation, detailed hydrology and hydraulic analysis, roadway alternative analysis, schematic design, and public and stakeholder involvement.

I-44 Project Bridge Rebuild

MoDOT, Southwest, MO

Lead safety analyst. As part of the CMT Team, Burns & McDonnell provided owner's engineer services for this design-build project to replace 12 bridges and rehabilitate seven bridges along I-44 in Southwest Missouri. This fast-track project included surveys, rehab checklists, bridge deck sounding reports, geotechnical services, accident analysis, and conceptual alternatives for the Route Z/O interchange with I-44. The team developed a map of high crash areas

and a safety scoring method that awarded points to contracting teams for the implementation of proven safety measures. Howard was responsible for the development of all quantitative safety analysis and safety-based proposal language.

Kansas Safety Program Manual

KDOT

Safety Analyst. Burns & McDonnell developed KDOT's Transportation Safety Engineering Program Manual to provide the agency's staff with a resource for understanding the federal and state highway infrastructure safety programs managed by the Transportation Safety Bureau. The project included assisting KDOT in updating and realigning processes and methodologies for network screening, project identification, project scoring, and partnership with local agencies to support safety projects on the local roadway system. These improvements are designed to align KDOT's safety program management more closely with the state's Strategic Highway Safety Plan. Anticipated uses of the manual include identifying potential safety funding for both acute safety needs and systemic improvements, providing KDOT staff resources to help local safety partners obtain funding for safety projects, and assisting KDOT program and project managers in allocating funding to meet agency needs and goals.

30 Crossing Design-Build

ARDOT, Little Rock, AR

Safety analyst. This \$635 million design-build project is widening approximately 3 miles of I-30 from six lanes to eight lanes, with additional collector-distributor lanes in locations and an improved interchange, frontage roads and local streets in downtown Little Rock and downtown North Little Rock, Arkansas. The project includes construction of a new 3,360-foot bridge over the Arkansas River to replace the existing fracture-critical I-30 bridge and reconfiguring of the Highway 10 interchange with I-30 in Downtown Little Rock from a complex loop ramp and viaduct system to a split-diamond interchange. The effort has involved over 100 engineers and designers working on the project at one time to deliver 48 separate construction packages, with a construction value of over \$500 million, in just 16 months. Howard was responsible for advising the team on the safety impacts of the design alternatives.





FIRM

Hg Consult, Inc.

EDUCATION

BS, Civil Engineering, Kansas State University

REGISTRATION

Professional Engineer: Kansas, Missouri, Texas, Iowa, Colorado

Professional Traffic Operations Engineer

Environmental Sustainable Professional

AFFILIATIONS

American Society of Civil Engineers

American Public Works Association

Engineer's Club of Kansas City

KC Institute of Transportation Engineers

EXPERIENCE

19 Years in Industry

3 Years with Firm

Nathan is a project manager within Hg Consult's Transportation Group. Nathan has extensive experience with NEPA projects throughout the Midwest. His expertise is in roadway design and alternatives analysis. Nathan's vast experience with municipal roadway design and traffic engineering projects gives him a unique perspective on projects seeing how effective planning in the preliminary phases of a project is critical to the future phases of a project. Nathan also has a working knowledge of the E-builder platform to management project workflow and information.

RELEVANT EXPERIENCE

I-80 Scott County Location Study and EA

Iowa DOT, Scott County, IA

Alternatives analysis lead. The Iowa DOT tasked Hg with undertaking the study of the 18-mile long corridor on I-80 to determine what impact will be created by adding an extra lane in each direction in I-80. Nathan led the team's effort in the alternatives analysis of four key interchanges. The alternatives ranged from small geometric improvements to accommodating the extra through lanes to modifying existing interchange types to a more modern design that significantly improves traffic safety and operations. Nathan was also key in the cost estimates for each of the alternatives. Nathan was also Hg's engineering lead for the public involvement where he listened to the concerns of the public, relayed the purpose and need of the project, and then analyzed the impacts of addressing the public comments in the design.

I-70 Second Tier Environmental Impact Study (SEIS)

MoDOT, Kansas City, MO

Staff engineer for this important environmental study. This project paved the way for future improvements to the I-70 corridor between Paseo Blvd and Stadium Drive in the KC-Metro Area (6.5 miles). He reviewed highway crash data within the project limits, and then compared those crash rates with the statewide crash rate average to determine locations that potentially have a safety concern. Nathan also developed several alternatives to be refined and analyzed in order to develop a preferred alternative for I-70. These alternatives ranged from geometric improvements, possible interchange consolidation, collector-distributor systems, and transit improvements. Nathan also assisted in the traffic analysis zone data analysis and adjustment for the traffic demand model's future year outputs. He was also a contributor to several sections of the final environmental document.

NATHAN HLADKY, PE, PTOE, ENV SP

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Lewis & Clark Expressway

City of Kansas City, Kansas City, MO

Lead engineer for this planning and conceptual design project in Kansas City, Missouri. The Lewis & Clark Expressway connected I-435 and Front Street to the town of Sugar Creek, Missouri. Nathan led the engineering effort for the team, including conceptual design, environmental field work and permitting needed. Significant care was needed because of several sensitive properties located in the project limits. Additionally, there were several environmental hazards that needed to be avoided with the design because of the designation with the Department of Natural Resources such as Solid Waste Management Units and a former oil refinery site. Nathan led the conceptual design efforts, the alternatives analysis, cost estimating, public involvement effort, and plan production.

Wentzville Parkway South Extension

City of Wentzville, Wentzville, MO

Project lead for designing conceptual horizontal and vertical alignments for the extension of Wentzville Parkway South in the City of Wentzville, MO. Several alternate alignments were developed and analyzed using a toolkit that ranked the alignments in terms of least impact to the area. A preferred alignment was chosen and refined. The extension connected Interstate 70 to Wilmer Road. The extension's main purpose was to encourage development south of I-70 on the previously undisturbed land. Alternate alignments were developed and analyzed using innovative land-use tools to rank the alignments in terms of least impacts to the area. A preferred alignment was chosen, refined and then presented to the City of Wentzville approval.

Consultant Project Manager

City of Kansas City, Capital Improvements Department, Kansas City, MO

Embedded project manager for several projects that range from arterial roadways to bicycle and pedestrian projects that are all federally funded. As an extension of city staff, he regularly coordinates with city staff, such as the City Engineer, District Engineers, Council District Staff, Parks Department Staff and others to ensure project delivery. He also is very aware of the processes and procedures needed to get complete buy-in from all stakeholders and to deliver a project effectively and efficiently.

Unified Government of Wyandotte County/Kansas City, Kansas Engineering On-Call

Unified Government, Kansas City, Kansas

Project Manager. Nathan served as the project manager for several task orders as part of an on-call contract for the Unified Government of Wyandotte County/Kansas City, KS. These task orders ranged from a new traffic signal design project to conceptual plans for roadway improvements. One particularly impactful task order was to determine the best way to provide a new walking path to support future development as well as provide a safe path for pedestrians to get to nearby Piper High School. This project included site visits to document existing traffic concerns, correspondence with the Piper School District on future plans, and collaboration with the Unified Government on what low-cost, high impact solutions could be constructed.





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