

October 27, 2023



Ms. Ashley Buechter, PE
Local Program Administrator
Missouri Department of Transportation
105 West Capitol Avenue
Jefferson City, Missouri 65102

Re: LPA On-Call Professional Services – Multimodal Planning / Systems and Facilities Design

Dear Ms. Buechter:

As a trusted partner to numerous public agencies since our founders planted their flag in Missouri 125 years ago, Burns & McDonnell understands the variety of projects delivered by local agencies across our state, and the many different professional services required to make them successful. We are pleased to express our interest in providing **on-call multimodal planning services** to LPAs seeking prequalified firms.

General Experience of Firm and Accessibility

Burns & McDonnell has worked on or managed over 900 LPA projects in more than 70 Missouri cities or counties. We have the depth, experience and geographic diversity required to support a wide range of resource needs. Whether you are seeking traditional design services, specialized studies or augmentation of existing staff, our professionals are ready to assist with one goal in mind: *make our clients successful*. To fulfill this goal, we are committed to responding to the needs of Missouri's LPAs whenever they arise. With offices located in Kansas City and St. Louis, our personnel are accessible and ready to meet agency needs throughout the state.

Our in-house specialists are industry leaders in port and rail facilities and logistics, as well as grants, policy and planning. We can help LPAs understand industry trends and emerging markets to better position for opportunities, oversee critical change management and quantitatively prioritize projects.

Burns & McDonnell has delivered **more than \$10 billion in port infrastructure capital improvements** and is ranked #9 in Marine & Port Facilities nationwide by Engineering News-Record. We are trusted partners to over 20 port authorities and are successfully delivering dozens of engineering and construction projects for industrial clients across the country.

Past Performance

The following projects demonstrate our ability to address a variety of potential LPA multimodal planning assignments:

Infrastructure & Waterfront Assessment | Port Muskogee -

In response to historic flooding, Burns & McDonnell is completing a comprehensive infrastructure assessment, proposing flood mitigation measures and developing a FEMA-funded strategic plan for Port Muskogee in Oklahoma. Our team conducted a critical Waterfront Infrastructure Assessment and Resiliency Study to prioritize improvements, identified mitigation measures and developed a strategic plan to make recommendations for the port's future development. Open parcels within the port have the potential to be rail-served and represent an opportunity for air quality improvements through modal efficiency, expansion of cargo handling and increased throughput. Our team identified new rail service opportunities and developed track layouts. The plan highlights potential development and areas for expansion, including ways in which future development can improve community impact and manage environmental resources.



Federal Grant Support | Port Muskogee - Understanding the Port's financial constraints, our team developed a strategic approach to leverage federal funding opportunities available through passage of the IJIA. We identified grant opportunities and mapped them to eligible port projects, providing a guide for the Port to follow over the next five years. Our team also partnered with the Port to develop grant applications for several USDOT programs, including RAISE, PIDP and INFRA. As a result of these efforts, the Port was awarded a \$23 million PIDP grant for the reconstruction of the main Oakley Terminal dock and on-dock rail, as well as construction of a new heavy-lift dock flexible-use warehouse.

Tulsa Ports On-Call Planning & Engineering Services | Port of Catoosa - The Port of Catoosa is one of the nation's largest inland, international ports providing intermodal transportation to ports around the world. Burns & McDonnell was contracted to service the 2,500-acre inland river and industrial park complex through a three-year on-call master services agreement. The Port's principal objective is to attract industries that will further diversify and strengthen the regional economy, with priority given to those anticipating a need for waterway transportation. Task orders include bank stabilization, port-wide signage, road improvements, fueling station due diligence, comprehensive site diligence and master planning, and towboat dock replacement. After conducting an initial unit train feasibility study for the port, Burns & McDonnell was engaged to prepare 30% design plans to initiate the BNSF new business review process. We developed a rail design basis that incorporated improvements identified in the feasibility study and satisfied BNSF requirements for inbound/outbound unit train rail service.

Qualifications of Personnel

Listed below are the professionals we anticipate assigning to projects that may result from this on-call agreement. Lindsey Douglas will lead our team, with key support from experienced staff members.



Lindsey Douglas – Lindsey has 18 years of experience providing strategic planning, government affairs guidance, project management and rail coordination. She served as the director of public affairs for Union Pacific Railroad in Chicago and Kansas City, where she partnered with local communities in Illinois, Wisconsin, Kansas and Missouri to move projects forward, solve issues, and invest in projects that resulted in lasting improvements for communities. She also served as deputy secretary of the Kansas Department of Transportation, where she was responsible for fiscal and asset management, performance management, economic development, and policy. She served as lead negotiator for all partnerships between the agency and communities and developers and established a new funding tool – the first of its kind in Kansas and the Midwest. This cost-share program leveraged \$63 million in local investment for 90 projects, with a state investment of \$87 million. She also designed the short-line rail improvement program, coordinating with private-sector partners with differing interests to invest \$5 million per year to benefit all parties.



Sarah Bagwell-Rudy, PMP – Sarah specializes in policy analysis and strategy, stakeholder engagement, strategic planning and communications, as well as project and program management. She served as planning and strategy director for the Maritime Division at TxDOT, leading research and planning studies, managing a portfolio of programs and projects, and engaging in policy analysis and development. Sarah has served on the AASHTO Council on Water Transportation, the Transportation Research Board (TRB) Inland Waterways Committee, and numerous working groups supporting freight and long-range transportation plans. She provides analysis of federal programs and funding opportunities, leading development of funding strategies and creating a roadmap for pursuing grants. She provides strategic consulting to produce grant applications that are competitive and well positioned for success. Sarah's area of focus is rail and port grant funding.

Sarah has helped port clients secure **over \$50 million in federal grant funding** in recent years.



Hanh Le-Griffin, PhD (Le) - Le is a civil and transportation specialist with 25 years of experience in port and marine terminal development, goods movement systems, and container logistics. Her work includes evaluation of public policies for regional goods movement, as well as conceptual planning and design of marine terminals and on-dock rail facilities and the integration of port and terminal operations with landside transportation systems. Le routinely conducts feasibility and operational analyses to quantify truck traffic volumes and queuing characteristics of truck gates and intermodal rail operations, assessing performance issues related to container movements to and from port and landside destinations. Through simulation and modeling tools, Le has devised operational efficiencies and throughput capacities for various types of port and marine terminals and intermodal (rail and truck) developments – for both brownfield and greenfield sites.



Scott Chewning, PE, NCICP, LEED AP – Scott manages and performs detailed design for a variety of port, federal, commercial, industrial, transportation and utility infrastructure projects. With 23 years of experience, he understands client needs and how to direct his team to meet them successfully. He is an excellent listener and excels at solving problems and streamlining processes. Scott leads inland river port and terminal projects and planning, including master plans; planning and development to address warehousing, roadway network/access, and rail/on-dock rail needs; and analysis and design of riverbank stabilization, sheet piling and docks, mooring and dolphins.



Mike Atzert, PE – Michael specializes in railroad engineering and logistics projects. His experience includes managing industrial, port, short line, regional and Class I railroad client-driven projects. His responsibilities include managing pre-design activities, design drawings, construction work packages and project support documentation, such as NEPA, by supervising designers and subconsultants, then managing the field work for capital, local, state and federal grant-funded track, roadway and structure/bridge projects for new construction, expansion and maintenance/rehabilitation. Michael has extensive knowledge of rail infrastructure and operations, including site development and master planning, water resources, regulatory permitting, infrastructure assessment and planning, construction engineering and inspection (CEI), and coordinating with railroads regarding track encroachments and crossings.

Familiarity / Capability

Our team brings a strong familiarity with federal compliance and an understanding of what is required to successfully deliver federally funded projects. We have significant experience working in partnership with FHWA, MARAD, FRA and other regulatory agencies to support planning processes, project development, and grant applications and management.

Our Commitment to Local Public Agencies

Burns & McDonnell is committed to providing local public agencies with experienced professionals who bring a strong history of service to our clients, knowledge of both federal and state requirements, and the range of skills needed to make each project successful. We look forward to building on our long-standing relationships by providing on-call multimodal planning / systems and facilities design services to LPAs across Missouri.

Sincerely,

Agnes Otto, LEED AP
Transportation Director
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Lindsey Douglas
Project Manager
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GLOBAL PROFILE

At Burns & McDonnell, our engineers, architects, construction and craft professionals, scientists, and consultants do more than simply plan, design and construct. With a mission unchanged since 1898 — make our clients successful — our more than 13,500 professionals partner with you to take on the toughest challenges, constantly working to make the world an even more amazing place.



THE BURNS & McDONNELL DIFFERENCE

True partnerships lead to successful projects. At Burns & McDonnell, we dedicate experienced and innovative leaders to your work, beyond the specific needs of a particular job. We build long-term relationships as our professionals become valued extensions of your own teams.

HISTORY

We've grown since two Stanford University graduates set out for the American Midwest, earned 13 cents in their first three years and designed a water and energy plant for a small town in Kansas.

Our firm continues building strength from that legacy born in 1898. Clinton S. Burns and Robert E. McDonnell set up in Kansas City, Missouri, where they could reach the most communities needing water and energy within a day's travel by train. Their enterprise soon branched into transportation, energy transmission, and military and federal projects. Soon came experience in architecture, aviation, technology, environmental services, manufacturing and process design. Today we're a \$7 billion firm with offices worldwide, and our first client — Iola, Kansas — remains a repeat and ongoing partner.

CULTURE

Burns & McDonnell is 100% employee-owned, and that promotes the integrated teamwork that generates success. As owners ourselves, we understand what your project means to you, and we are willing to do whatever it takes to deliver what you need, when you need it and beyond.

COMMUNITY

As employee-owners, we embrace our responsibility to give back to our communities. We nourish the communities where we live and work to become healthy and strong. We share our collective passion by giving financially and investing our time and talents. From fundraising walks and community cleanups to educational outreach and one-on-one mentoring — especially when it comes to sharing our passion for STEM projects — our employee-owners work to make our communities successful.

SERVICES

- 1898 & Co.: Business & Technology Consulting
- Architecture
- Commissioning
- Construction
- Engineering
- Operations & Maintenance
- Program Management
- Project Management Office (PMO)

TOP
5%
SAFETY
PERFORMANCE

TOP
5%
DESIGN FIRMS

70+
OFFICES
WORLDWIDE

90%+
REPEAT
BUSINESS

100%
EMPLOYEE-
OWNED



INDUSTRIES WE SERVE

AVIATION

A lot happens before the aircraft is in the air. Our aviation industry experience includes every facility, every service that touches your commercial or private operation.

CHEMICALS, OIL & GAS

To handle changing markets, regulations and infrastructure needs, our solutions deliver efficient, resilient projects — oil fields, refineries, storage terminals and everything in between.

COMMERCIAL, RETAIL & INSTITUTIONAL

Your competitive markets make seamless planning, design and construction critical to project success. Our agile, integrated teams bring your vision to life.

CONSTRUCTION

Whatever you're building, and wherever you're building it, our construction teams take your project through to the finish, delivering a safe and efficient project site.

DATA CENTERS & CRITICAL SERVICES

Data centers must be resilient, high-performing, energy-efficient, flexible, scalable and reliable. Our integrated approach develops innovative, optimized solutions to keep critical information flowing.

ENVIRONMENTAL

From investigations and remediation to compliance and permitting, we stay on top of regulations and environmental project needs to help determine your most effective, cost-efficient and sustainable environmental solutions.

GOVERNMENT, MILITARY & MUNICIPAL

Public projects demand public trust. Our responsive solutions meet and exceed expectations on projects from basic infrastructure to government offices and military bases.

MANUFACTURING & INDUSTRIAL

Through understanding the complexities of your business,

we bring you better ways to control costs, optimize systems and processes, and deliver results.

POWER

Reliable, sustainable power is essential. From generation to delivery, we help you forge the future with solutions that build your business.

TELECOMMUNICATIONS

In this rapidly evolving field, we connect the right people, knowledge and systems to put you on the road to successful communications networks that move you forward.

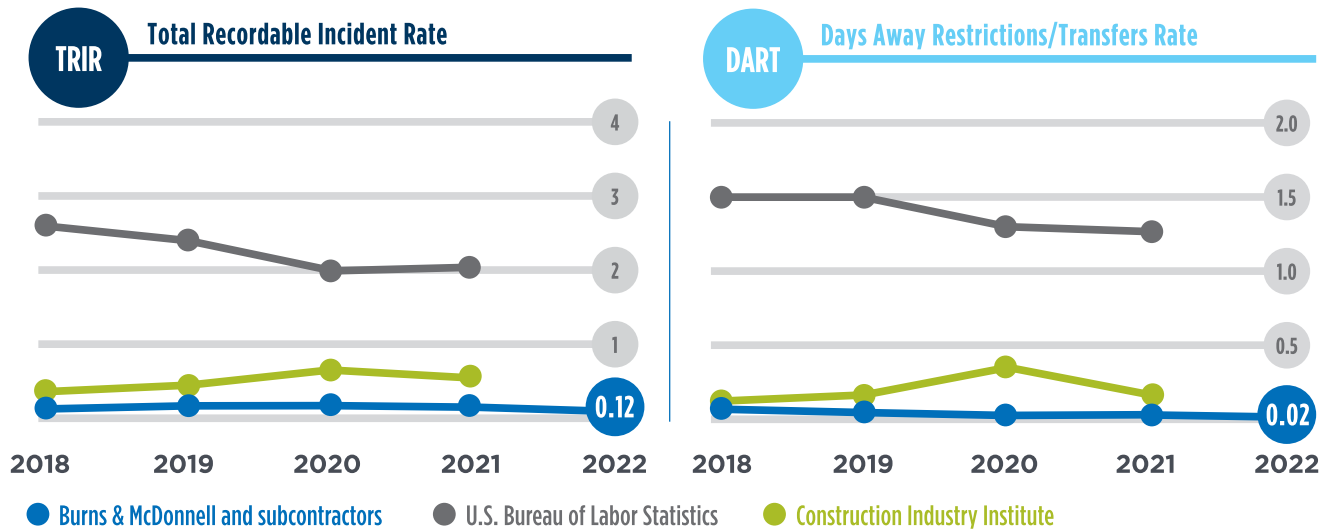
TRANSPORTATION

Infrastructure drives economic growth. Our planning, design and construction experience enables you to keep traffic flowing while saving time and money.

WATER

Our water treatment, supply and systems solutions evolve with the ever-changing needs of communities and industries.

Safety Is Our Core Principle



We hold our contractors accountable to the same safety standards we hold for ourselves. Because of this, our recordable incident rate includes our subcontractors and is consistently well below the U.S. Bureau of Labor Statistics and the Construction Industry Institute (CII) contractor averages.

Combined employee-owner and subcontractor data

SAFETY & HEALTH

Safety isn't just a metric — it's an ingrained cultural value we view as a deliverable like design and construction. By integrating a Corporate Safety & Health Program with our project processes, we actively seek and implement safe work practices. As a result, our safety performance is consistently better than the industry average, placing us in the top 5% of safest architecture, engineering and construction firms.

Every project we complete operates with the safety philosophy that zero recordable incidents can be accomplished with proper planning, resources and follow-through.

Our project safety records demonstrate the success of this approach. Our Days Away Restrictions or Transfers (DART) rate and Total Recordable Incident Rate (TRIR) safety statistics are considerably better than industry standards set by the Construction Industry Institute and the U.S. Bureau of Labor Statistics.

Although it is not an OSHA requirement, we are one of the few firms to include subcontractors in our safety statistics. We choose to do this because our safety commitment goes beyond reporting the numbers. It is our intrinsic expectation that everyone working on a project goes home safe to their families every night — our employee-owners and those who work with our partners.

RANKINGS AND RECOGNITIONS

Our ownership culture helps drive amazing services for clients. We're proud others recognize that too, ranking us among the nation's leading engineering, design and construction firms in multiple industries.



[VIEW CURRENT INDUSTRY RANKINGS](#)