



**Missouri's
Local
Program**
*for community
development*

COVER SHEET

(This must accompany your firm's letter of interest and does not count in the page limit)

Firm's Full Legal
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GFT Infrastructure, Inc.

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Work Category:

- Roadway Design
- Trails & Sidewalks
- Construction Inspection
- Traffic Engineering & TEAP
- Structures
- Environmental
- Historic Preservation
- Multimodal Planning / Systems and Facilities Design
- Transportation Planning – **NEW CATEGORY**

Letter Of Interest

December 12, 2025



Missouri Department of Transportation
LPAOnCall@modot.mo.gov

Re: MoDOT 2026-2029 LPA On-Call Solicitation - Multimodal Planning/Systems & Facilities Design

Dear Selection Committee:

GFT would like to be considered for the 2026-2029 LPA on-call contract for Multimodal Planning/Systems & Facilities Design. We are committed to serving Missouri local agencies and helping “provide a world-class transportation system that is safe, innovative, reliable, and dedicated to serving customers for a prosperous Missouri” as we partner together for the next three years. We are prequalified with MoDOT, E-Verify, and LPA Basic Training.

General Experience of Firm

GFT is one of the top engineering firms in the country, ranked #6 overall in Transportation and #8 Top Design Firms in Missouri by ENR for 2025. For nearly 60 years, GFT has proudly served Missouri, bringing unmatched expertise in rail, port, and freight planning, design, and program management. Our team combines decades of hands-on experience with proven success in grant writing and administration to deliver innovative, results-driven solutions.

Past Performance

Missouri State Freight and Rail Plan (SFRP) | MoDOT Funding: Federal

GFT is the lead consultant for delivery of MoDOT’s federally compliant and stakeholder-informed State Freight and Rail Plan. The multimodal SFRP focuses on developing information to support MoDOT decision-making throughout the project selection process. The SFRP is presented in easily readable summaries and supported by graphics to inform the public and elected officials about freight movement in Missouri. The SFRP includes an analysis of commodity flow and volume on segments of the multimodal freight network. The plan is being developed using data combined with stakeholder engagement using Modal Advisory Committees (air cargo, waterborne commerce, freight rail, passenger rail, and trucking), economic development professionals, and regional planning commissions to develop stakeholder-supported implementable strategies aligned with other state and regional economic development initiatives. GFT is also providing a Statewide Economic Impact Study for the Public Ports and Missouri River Runner passenger rail system.

Rail Program Support | MoDOT Multimodal Funding: State

GFT supported the highway-rail grade crossing safety improvement program beginning in 2022. Under this contract, GFT represented MoDOT on local-agency-led safety crossing projects to verify all federal policy and MoDOT EPG section 136 requirements were met, provided grant development and oversight for projects funded by FHWA and FRA, and provided engineering assistance, concept review, and estimates on potential projects.

Rail Program Management, Planning, and Engineering | TxDOT Funding: State

Since 2022, GFT has been providing program administration to TxDOT’s Federal Railroad Signal Program (FSP) funded by Federal Highway Administration’s Railway-Highway Crossing Program (Section 130) for highway-rail grade crossing safety improvements throughout Texas. GFT’s extensive knowledge of program execution and state and federal requirements streamlines effective PS&E review of projects across the state. In addition, GFT is providing support for a state funded grade crossing improvement program, grade separation design, and numerous rail planning studies such as the Metroplex and Amarillo Rail Studies.

St. Louis Merchants Bridge Reconstruction | TRRA Funding: Federal & Private

Merchants Bridge spans the Mississippi River and had been identified as the top priority freight improvement project in the St. Louis region. Terminal Railroad Association of St. Louis (TRRA) selected GFT for preliminary and final design of the replacement of the three main spans, rehabilitation of the east approach, and seismic retrofit of the piers. GFT also completed the NEPA process, permitting and compliance while also providing construction inspection services through its completion. GFT received the *Missouri ACEC Grand Conceptor Award* and the *AREMA Hay Award for Excellence* on this project.

Regional Freightway On-Call | St. Louis Freightway Funding: Federal & Local

GFT has provided planning and analysis support to the Freightway since 2016. GFT’s primary deliverables include but are not limited to the St. Louis Regional Needs Analysis and Freight Development Plan and the Highway-Railroad Grade Crossing Study.

Letter Of Interest

Past Performance (Continued)

Port Planning and Design | Port KC **Funding: State & Local**

GFT has been supporting Port KC over the years not only through the on-call chief engineer role including port planning, conceptual and final designs, cost estimates, and design-build, but also for specific project advancement such as the Parson Port Terminal Master Plan, Missouri River Terminal (MRT) planning and design, and the Richards-Gebaur Commerce Park Freight Study.

Grant Development and Grant Management | Multiple Clients **Funding: Federal & State**

GFT has worked with private and public clients in the Central Region (including TxDOT Division and Districts since 2019) including Missouri, to develop and manage competitive federal grant applications. Railroad clients include FRA and BNSF grant program support. Missouri clients include Ingram (formerly SCF Marine) benefiting the City of St. Louis Municipal River Terminal (also America's Central Port in IL), TRRA, St. Louis Regional Freightway, Jefferson County Port Authority, City of Joplin, Kansas City, and numerous state DOTs.

Additional Firm Experience:

- Kansas State Freight & Rail Plan
- City of Arnold Railroad Crossing Study
- Ingram (formerly SCF Marine) St. Louis Bi-State Regional Ports Improvement Project
- St. Charles County Port Authority Feasibility & Implementation, Strategic Plan, River Commerce & Port Infrastructure Planning Study
- America's Central Port Interconnect Railroad Track Study
- Doe Run Herculanum Site Re-purposing Plan
- Illinois International Port District Feasibility Study for Expansion of Freight Rail Infrastructure
- Jefferson County Port Authority Feasibility Analysis & Master Plan, Comprehensive Market Study (Crystal City Port), and Phase 1 ESA (Herculanum)

Qualifications of Personnel



Michelle Kratzer, PE, PTOE

Michelle is a key leader for GFT's Multimodal practice. She has more than 27 years of experience with MoDOT, including nearly 11 years as their Multimodal Operations Director. In this role, Michelle led statewide operations for transit, active transportation, rail, waterways, aviation, and freight programs. Since joining GFT three and a half years ago, Michelle has further strengthened her reputation as a national multimodal leader. She was promoted to Midwest Group Leader in 2023 and Assistant Vice President in 2024. She led the MoDOT Client Service Team and recruited retiring MoDOT talent to grow the GFT team's experience. As Midwest Planning & Environmental Group Leader, she leads the following teams at GFT: Transit Program Management, Transportation Planning, Environmental Services, Freight Planning, Inland Ports, and Grant Writing and Administration. Michelle is a lead engineer for the MoDOT State Freight and Rail Plan and Project Manager for TxDOT Grant Application Development and Management and TxDOT Rail Program Management, Planning, and Engineering. Michelle has been active in the Missouri Port Authority Association for more than 15 years.



Cheryl Ball, JD, EIT, IMPM

Cheryl served 35 years at MoDOT, the last 12 as the Administrator of Waterways and Multimodal Freight. In that role, Cheryl led development of three state freight plans and two truck parking studies, which were used as the basis for a \$30 million INFRA grant. Cheryl supported Missouri Governor Mike Parson's Supply Chain Task Force by recommending representation for various modes and regions of the state, researching topics, creating the agenda, and leading development of the 32 implementable policy/finance/infrastructure recommendations. She graduated from the I-95 Corridor Coalition Freight Academy and has served as a panelist for three subsequent capstone projects. She is one of the founders of the annual St. Louis Freight Week. Since joining GFT in 2023, Cheryl has worked on FDOT district freight and truck parking plans in addition to being the Project Manager for the freight analysis for TxDOT US 90 corridor and the Freight Resilience Plan. She is also the Project Manager for MoDOT projects where she is successfully using modal and subject matter advisory committees - the 2026 State Freight and Rail Plan and the Owner's Engineer for the I-70 Truck Parking expansion project. Cheryl also led the development of MoDOT's State Appropriated Funds Implementation Guide to serve as a resource for public port authorities compliant use of state funds.

Letter Of Interest



Troy Hughes, PE

Troy is a seasoned transportation professional with 29 years of engineering experience at MoDOT. He played a pivotal role in managing Missouri's passenger rail service, overseeing railroad safety initiatives, and securing funding for critical infrastructure improvements. Troy was instrumental in developing statewide policies, coordinating with federal and state agencies, and leading high-profile projects that enhance railroad crossing safety and intercity passenger rail services. With expertise in project management, policy compliance, and stakeholder coordination, Troy is dedicated to delivering efficient, safe, and innovative transportation solutions.



Barb Frost, PE, IMPM

Barb has 30 years of experience in multimodal transportation planning with additional technical expertise in environmental clearance. She is a senior project manager leading GFT's recent efforts with the St. Louis Regional Freightway, the Jefferson and St. Charles County Port Authorities, Ingram Barge, and America's Central Port. For Merchants Bridge she was the environmental lead and liaison to FRA. Barb is also engaged in MoDOT's SRFP.



Blanca Obregon, PE

Blanca has 19 years of experience in rail, highway, and local roadway PS&E development. She is a key leader of our crossing design team and well-versed in managing at-grade railway-highway crossing projects for compliance with current criteria and industry standards. She serves as the Consultant Project Manager for TxDOT Section 130 Program Management.



Greg Kelahan, PE, IMPE

Greg has 26 years of experience in port planning, freight, and multimodal studies, including extensive work with inland river and terminal operators. His portfolio spans market assessments, feasibility studies, master planning, conceptual layouts, and site operations analysis. Greg also adds multimodal depth through rail operations analysis, freight and logistics studies. He is launching a new planning effort with PortKC, a key member of the MoDOT SFRP, and task manager for the ongoing St. Charles County Port Authority and America's Central Port efforts.



Bridget Wray, AICP

With a foundation built on diverse transportation grant writing programs, Bridget brings expertise in crafting successful grant applications tailored to the unique needs of State DOTs, counties, and municipalities. Her portfolio encompasses authoring federal grants for crucial programs such as RCE, BIP, CRISI, and RAISE, alongside developing regional cost-share applications for the implementation of shared-use paths and trails. She is also a key planner for the MoDOT SFRP and TxDOT Section 130 Program Management projects.

Familiarity/Capability

Our team brings unmatched familiarity and capability in delivering federal and state funded projects. We have extensive experience navigating federal requirements, including successful administration of FHWA, FRA, and FTA programs. We have a funding strategy team to guide our clients on securing and managing state and federal dollars, including compliance and optimization of resources. Additionally, we maintain deep expertise in design and regulatory requirements outlined in the EPG, AREMA, MUTCD, and USDOT standards helping our clients deliver projects efficiently and in full compliance.

Accessibility

With several former MoDOT employees on our team, GFT serves as a seamless extension of your staff. We understand the importance of rapid response and accessibility, and are committed to being available around the clock. With staff in Jefferson City, Kansas City, and St. Louis, we can quickly reach any part of the state. When performing services from a distance, we use Teams chats and video conferencing, SharePoint, real-time data sharing, and any other requested platforms to stay fully responsive to our clients.



Transportation
Water
Power

► WHO WE ARE

Ingenuity That Shapes Lives™

Buildings
Construction

Essential infrastructure touches all of our lives – so how can we shape it for the better? At GFT, a privately held AEC firm, we innovate where transportation, water, power, and buildings converge. **We call this the Infrastructure of Life.**

We measure our success by the strength of our relationships – that’s why we’re the employer of choice for 5,500+ of the industry’s brightest engineers, planners, architects, inspectors, designers, and construction managers, and more.

Our clients choose us for our expertise and prefer us for our nimble approach, creativity, and personal touch. Backed by over a century’s experience, together, we’re building a world where infrastructure creates well-being and opportunities for everyone.



**Client
satisfaction
ratings over**

90%

when surveyed



Transportation

GFT has partnered with clients to improve how people and goods move across today's connected transportation networks. We provide consulting, engineering, and architecture solutions that balance innovation with practicality, focused on delivering systems that work for the people who rely on them every day. Our 5,500 professionals in more than 130 offices across the U.S. offer a full range of advisory, planning, design, and construction management services. We take a collaborative, hands-on approach that helps clients address complex transportation challenges with clarity and confidence. As a single source for integrated transportation solutions, GFT supports every stage of project delivery. From early planning through construction, our award-winning planners, architects, engineers, and construction managers guide each effort with technical excellence and a personal commitment to quality.

Transportation Capabilities

GFT's transportation professionals bring deep experience supporting agencies, cities, and states as they enhance mobility, safety, and resilience. We help clients tackle complex transit and infrastructure challenges through data-driven, people-focused solutions. Our expertise spans nearly every mode and phase of transportation, from planning and grant management to design, construction, and program delivery. Whether developing new transit facilities, performing systems analysis, or conducting compliance and triennial reviews, we work closely with clients to define challenges, deliver results, and bring their vision to life.

Your Partner in Multimodal Solutions Providing Safe, Efficient, and Reliable Movement of Passengers and Goods

We offer a wealth of planning, engineering and design services on multimodal projects. With a focus on continuous quality improvement, our services include the planning, design, construction, and operations support for a wide range of public transportation, transit, and rail modes, including:



Multimodal Solutions Include:

- Port infrastructure design including docks, warehousing, and bulk storage structures
- Public port grant writing and port administration
- Rail planning
- Feasibility studies
- Rail network planning and design
- Identification and evaluation of rail factors and connection to other modes of transportation
- Design of rail infrastructure and passenger rail facilities
- Commuter and passenger rail systems
- Light and heavy rail
- Freight rail
- Grade crossings and quiet zones
- Stations
- Maintenance facilities
- Rail operation simulations
- Port infrastructure planning and design
- Grant writing and grant administration

OUR SERVICES

▶ TRANSIT & RAIL PLANNING

▶ TRAFFIC ENGINEERING & OPERATIONS

▶ BRIDGE DESIGN & INSPECTION

▶ ROADWAY & CORRIDOR IMPROVEMENTS

▶ MULTIMODAL PLANNING & DESIGN

▶ ENVIRONMENTAL & RESILIENCY SERVICES

▶ GRANT & COMPLIANCE SUPPORT

INLAND PORTS & RIVER TERMINALS

GFT recognizes the vital role of public inland river ports and private terminals in facilitating efficient goods movement and supporting national economic growth. As long-time members of the Inland Rivers, Ports & Terminals (IRPT) organization, we are deeply committed to the advancement of inland port infrastructure and operations. As a trusted advisor, we stand ready to assist with our clients' infrastructure needs.

Our experienced team of engineers, planners, designers, environmental scientists, and economists delivers comprehensive services tailored to the unique needs of inland multimodal facilities. From strategic and master planning, grant writing, feasibility studies, and NEPA environmental clearances to final design, permitting, and construction management—we support our clients through every phase of development.

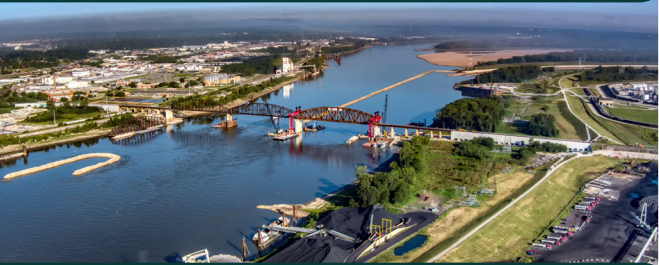
We also provide expert industrial development assistance, leveraging strong relationships with Class I railroads and extensive experience working with federal agencies such as MARAD, FRA, FHWA, USACE, and USCG, as well as state DOTs. Whether coastal or inland, GFT offers integrated, long-term solutions that help clients navigate complex infrastructure projects and achieve sustainable growth.



Ingenuity That Shapes Lives™



INFRASTRUCTURE SOLUTIONS



PLANNING & ANALYSES



FUNDING STRATEGIES



ENVIRONMENTAL CLEARANCES



ENGINEERING SERVICES

GFT's IN-HOUSE SERVICES:

- ▶ Port & Intermodal Facility Feasibility Studies
- ▶ Market Analysis & Freight Studies (All Modes)
- ▶ Economic Impact Analysis & BCAs
- ▶ State/Federal Grant Writing & Administration
- ▶ Site Selection, Layout & Conceptual Design
- ▶ Traffic Analysis & Access Justification Reports
- ▶ Strategic Plans & Master Plans
- ▶ Environmental Clearance (NEPA) & Permitting
- ▶ Hazardous & Regulated Materials Assessments/Remediation
- ▶ Waterfront/Buildings Structural Design
- ▶ Material Handling Systems Design
- ▶ Rail Design & Railroad Coordination
- ▶ Access Road & Bridge Design
- ▶ Stormwater Management & Hydrology
- ▶ Geotechnical Analysis
- ▶ Topographic Surveys & Utilities Coordination
- ▶ Facility Operations Analysis & Optimization
- ▶ Infrastructure Condition Assessments
- ▶ Construction Management Services



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Greg Kelahan, PE, IMPE
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Cheryl Ball, IMPM
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THIS GFT TEAM HAS SUPPORTED THE FOLLOWING CENTRAL U.S. PUBLIC & PRIVATE CLIENTS:

- AgriServices of Brunswick (MO)
- America's Central Port (IL)
- Continental Building Products (KY)
- Doe Run Company (MO)
- Havana Regional Port District (IL)
- Holcim Cement (MO)
- Illinois International Port District (IL)
- Jefferson County Port Authority (MO)

- Kaskaskia Regional Port District (IL)
- Lewis County Regional Port Authority (MO)
- Marion-Ralls Regional Port Authority (MO)
- Pemiscot County Port Authority (MO)
- Pike Lincoln County Port Authority (MO)
- Port KC (MO)
- Ingram Barge / SCF Marine (IL & MO)
- St. Charles County Port Authority (MO)