EXHIBIT B

Confluence Response to Request for Proposals



JOPLIN COMPREHENSIVE PLAN AND DOWNTOWN MASTER PLAN

CITY OF JOPLIN, MISSOURI

JULY 10, 2026

CONFLUENCE

510 WALNUT STREET, SUITE 301
KANSAS CITY, MISSOURI 64106
816.531.7227
WWW.THINKCONFLUENCE.COM

In association with: GFT | Leland Consulting Group

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SECTION ONE

COVER LETTER

July 10, 2026

CONFLUENCE

Tyler Bellairs, Planner
Planning, Development, and Neighborhood Services
City of Joplin
602 S. Main Street - 4th Floor
Joplin, MO 64801

RE: CITY COMPREHENSIVE PLAN AND DOWNTOWN MASTER PLAN – REQUEST FOR PROPOSALS BID NUMBER: 2026-RFP-23

Dear Members of the Selection Committee:

On behalf of the Confluence team, we are pleased to submit our proposal to create a new Comprehensive Plan and a Downtown Master Plan for the City of Joplin. Our team has the experience and capabilities to provide Joplin with community-supported plans that will position the City for continued success by preserving quality residential neighborhoods and supporting new growth and redevelopment that maintains the quality of life desired and expected by the community.

Our team has years of experience engaging citizens and stakeholders to create innovative Comprehensive Plans and Downtown Master Plans for communities throughout the Midwest. While taking a visionary yet pragmatic approach, Confluence draws on our experience to evaluate potential scenarios, form creative policy solutions, and alternatives for action items to help ensure our plans are inspiring and implementable. Our team will engage the community throughout the entire planning process to build excitement, foster project champions, and generate the buy-in needed for a successful Comprehensive Plan and Downtown Master Plan.

In our proposal, we have detailed our experience and have outlined an efficient plan to analyze, engage the community, draft and evaluate both plans, and secure adoption.

In short, we are very excited to present our qualifications for your consideration. We commit to working collaboratively with you to develop a long-term vision with actionable strategies that allow Joplin to continue to evolve and grow to meet the community's changing needs, while also preserving and celebrating its character and rich history. We welcome the opportunity to discuss our qualifications and project approach with you in further detail.

Sincerely,

Confluence

Aimee Nassif, AICP
Principal
anassif@thinkconfluence.com
314.398.0486

Wm. Christopher Cline
Senior Principal
ccline@thinkconfluence.com
816.256.6658


MAPPING ACTIVITY
NEED MORE PEDESTRIAN/BICYCLE CONNECTIONS
WASHINGTON STREET
TURN LANES + IMPROVEMENTS
MORE PARKING PARKS
More Bike Parking Racks
PEDESTRIAN CROSSING ON 163
Highway 163
Washington St
Illinois Dr
Illinois St
Roosevelt Rd
240th Pl
Highway 117



EXECUTIVE SUMMARY

Our planning process is our strength, and our team's intent at the outset of our planning process is to further refine and establish the City's vision for both Downtown Joplin and the entire community – this involves answering three basic questions:

Where is Joplin right now?

Joplin is a community of choice to live, work, and play. It is important that our team and the community achieve a shared understanding of the existing conditions within the City. While we are familiar with Joplin, gaining a better understanding will be an essential first step in our process.

We accomplish this through meaningful public engagement and an analysis of existing conditions. Our team is well-versed in providing socioeconomic analysis and take pride in our ability to present complex data in a way that is graphically rich and easy to understand for both laymen and experts. We offer significant expertise in the analysis of a variety of data sources including the U.S. Census, OnTheMap, Placer.ai, CoStar, Esri Business Analyst, Placer.ai, parcel data, building permits, Redfin, Zillow, various USGS and FEMA datasets, and various other sources.

What does Joplin want to be in the future?

It is imperative that the City defines a vision for the future to serve as the foundation for the planning process for both of these efforts. We accomplish this by tapping into the wisdom of community leaders and stakeholders, and facilitating conversations, activities, and discussions about what they want to see for the future of Joplin and the future of the Downtown.

Ensuring an equitable, inclusive engagement strategy is central to our work. We have partnered with communities representing a wide range of demographic, ethnic, and age backgrounds, and we design outreach to be thoughtful, accessible, and responsive to those perspectives. We also use translation services as needed to enhance communication with key groups.

How does Joplin get there?

Comprehensive Plans and Downtown Master Plans provide a roadmap for the future of a community, setting a course for the next 10 to 20 years. Our team will utilize community input, data, and information from City staff and leaders received through the process, combined with our planning expertise, to create detailed plans with accountable action steps. Our team has a mix of public and private sector experience in planning and development that will also help in developing an actionable plan. Both plans will include a mix of long- and short-term strategies and policies, and identify goals, partners, roles and responsibilities, timelines, and resources.

COMPREHENSIVE PLAN APPROACH AND EXPERIENCE



PROJECT MANAGEMENT STRATEGY

Our team has an established and successful project management process that will be implemented for this effort. This approach promotes accountability through defined roles and responsibilities, facilitates effective communication among stakeholders, and enables informed decision-making through regular performance tracking and reporting. For this effort, we will have a Project Lead who has vast experience in both comprehensive and downtown planning working hand in hand with an assigned Comprehensive Plan Project Manager and a Downtown Master Plan Project Manager.



MUNICIPAL PLANNING DIRECT EXPERIENCE

We have deep appreciation for the day-to-day responsibilities of City Staff. Confluence staff have over 20 years of direct, municipal planning experience so we understand firsthand the challenges local government staff face in balancing long-range planning efforts with daily operational demands. Our team will serve as an extension of City Staff, providing proactive project management, clear communication, and practical solutions to ensure the Comprehensive Plan is developed efficiently and with respect for the City's resources and priorities.



COMMUNITY FAMILIARITY

Our team brings valuable familiarity with the Joplin community through previous planning and community development projects. Some of these projects include: **KCU-Joplin Campus Dental School, Population Health Center, and Labyrinth**. Our partners, GFT, worked on the **Joplin Area Bicycle and Pedestrian Transportation Plan and Joplin Transit Comprehensive Operational Analysis**. We recognize the city's resilience, and commitment to thoughtful growth, and we understand the importance of balancing future development with the preservation of community character.



TRANSPARENCY AND COLLABORATION

Throughout the planning process, we will maintain open communication between our team and the City of Joplin. We believe collaboration and cooperation in every step of the planning process is crucial to any plan's success. We will provide status updates, schedule regular check-in meetings, and track deliverables to ensure we meet your needs. All documents will be provided to the City for review and input for a true partnership from the start.

DOWNTOWN MASTER PLAN APPROACH AND EXPERIENCE

MISSOURI MAIN STREET CONNECTION EXPERIENCE

Our team has led dozens of downtown planning efforts working in communities throughout the Midwest. Our experience also includes working in communities throughout the state of Missouri on various planning efforts who are affiliated with or have full accreditation through Missouri Main Street Connections. In addition, the Project Lead, Aimee Nassif, was recently recognized for her downtown planning advocacy and work by being appointed to the Missouri Main Street Connections Advisory Board commencing in August.

TRANSLATING DATA INTO STORYTELLING AND VISIONING

Our approach to translating technical data blends analysis with aesthetics to create attractive, easy to understand maps and infographics that will help to tell the story of Joplin today and visualize opportunities for the future. This includes creating a series of strategic opportunity maps for different areas and topics facing the community today; including downtown. These more diagrammatic graphics identify areas for redevelopment, new development, streetscape enhancements, housing, natural systems, and other key opportunities identified through the analysis and public engagement process as well as existing plans.

CELEBRATING HISTORY WHILE SHAPING THE FUTURE

Joplin is a community of deep resiliency, rich history, and civic pride. As a regional hub for commerce and education, Joplin has maintained its sense of community and spirit, along with remarkable recovery after the 2011 tornado.

Our approach to downtown master planning begins with understanding what makes a place unique. We focus on preserving and enhancing the authentic character, history, culture, and architectural qualities that provide community identity. Our creative team implements a thoughtful and intentional approach that respects the community's past while being visionary in shaping the future.

CREATING VIBRANT PLACES FULL OF LIFE

While some designers primarily focus on the aesthetics of geometry, objects, and materials, our ethos is that in the absence of human activity, even a beautiful space can be a failed space. We pride ourselves on not being object-oriented, but subject-oriented, designers. We are students of interpersonal dynamics and urban social life who use that knowledge to create places designed for human enjoyment.

SECTION THREE

PROJECT TEAM AND RESUMES



PROJECT TEAM

CONFLUENCE will lead this two-track planning effort and the project will be guided by a dedicated Project Lead providing comprehensive oversight and coordination among both planning tracks. **Aimee Nassif, AICP**, Principal with Confluence, will serve as Principal in Charge and Project Lead bringing nearly 25 years of planning, land use, downtown revitalization, historic preservation, meeting facilitation, and leadership to this effort. Our team will collaborate across both plans to keep ideas, analysis, and recommendations connected, ensuring the Downtown Master Plan compliments and works in concert with the goals of the Comprehensive Plan.

Two project managers will provide focused oversight for each planning effort, ensure deliverables are met, and keep the work moving forward. **Wm. Christopher Cline, PLA, FASLA, APA**, Senior Principal/Senior Vice President will serve as Downtown Master Plan Project Manager leading the creation of the Downtown Master Plan and Economic Development Plan. While **Jane Reasoner, AICP**, an Associate and Senior Planner that will serve as the Comprehensive Plan Project Manager handling coordination and development of the Comprehensive Plan.

Our team further includes **Hank Moyers, PLA** and Associate Principal and Urban Designer **Anna Vialle**, Urban Designer who will provide placemaking and design support and analysis and recommendations related to parks and recreation and other quality of life elements in the Comprehensive Plan in addition to bringing their creativity to the Downtown Master Plan. **Abbey Eckberg, AICP**, Project Planner will be instrumental to both efforts with her vast experience and expertise in planning and public engagement.

Confluence is partnering with **GFT INFRASTRUCTURE** (Formerly TranSystems) to provide robust transportation and infrastructure analysis and planning. The GFT team is led by **Deanne Winkelmann, AICP**, a Senior Transportation Planner who has successfully integrated comprehensive transportation plans for numerous municipalities. She is supported by **Andrew Young, AICP**, a Transportation Planner who brings essential technical expertise to the project.

LELAND CONSULTING GROUP is another exciting partner that we have assembled on this team. **Chris Zahas** and **Andrew Oliver** will bring their GIS, economic development and market analysis expertise to assist with market trends and development of the economic development plan for downtown Joplin.


CITY OF JOPLIN
CITY STAFF PROJECT MANAGEMENT TEAM
STEERING COMMITTEES
KEY STAKEHOLDERS
CONFLUENCE
Aimee Nassif, AICP
Principal in Charge + Project Lead
Jane Reasoner, AICP
Associate + Comprehensive Plan Project Manager
Abbey Eckberg, AICP
Project Planner
Wm. Christopher Cline, FASLA, PLA
Senior Principal + Downtown Master Plan Project Manager
Hank Moyers, PLA
Associate Principal + Urban Designer
Anna Vialle
Urban Designer
LELAND CONSULTING GROUP
Chris Zahas, AICP
Senior Strategic Advisor
Andrew Oliver
Senior Urban Development Analyst
GFT INFRASTRUCTURE, INC.
Deanne Winkelmann, AICP
Senior Transportation Planner
Andrew Young, AICP
Transportation Planner



CONFLUENCE | FIRM PROFILE

WHO WE ARE

Confluence is a professional consulting firm comprised of landscape architects, urban designers and planners. Our staff of 75+ includes 40 licensed landscape architects and AICP certified planners—and our firm is comprised of energetic, creative, and passionate people who are involved in making our communities better places to live. We assist our clients on a wide range of public, educational, institutional and private sector projects. Our landscape architects are licensed to practice in multiple states including Missouri, Kansas, Colorado, Idaho, and Illinois. Our planners are skilled in land use analysis, development strategies, neighborhood & corridor planning, downtown planning, and comprehensive planning, preparing communities for future success and resilience.

WHAT WE DO

Simply stated—we create places full of life. The diversity of our work and expertise has become a hallmark of our firm, and it's a big reason why our clients engage us again and again to help establish their next creative vision for the future. We offer a wide array of design and planning capabilities, handling everything from stakeholder and community engagement activities, to crafting urban design and community planning solutions, to representing our clients during construction implementation. With over twenty years of award-winning experience and hundreds of completed projects, Confluence has shaped the practice of landscape architecture, planning and urban design across the Midwest, and we love what we do. What can we do for you?

HOW WE WORK

Our creative process is focused on collaboration and insightful interaction with our clients, consultants and the community in which we work. We begin by gaining an insightful and objective understanding of each project, including how it fits into the surrounding context. From vision to completion, our team excels in collaborating to shape and achieve your "what's next"—while also planning ahead on your long-term strategy. The diversity of our practice and professional experience provides a solid framework upon which to build successful strategies for achieving our client's goals.

Confluence brings together people, energy and ideas to shape the future of our communities. We strive to achieve the inherent potential within each project while naturally making our world a better place.

LOCATIONS

KANSAS CITY
510 Walnut St. Suite 301
Kansas City, Missouri 64106
816.531.7227
thinkconfluence.com

Des Moines	**Omaha**
Sioux Falls	**Fargo**
Cedar Rapids	**Chicago**
Minneapolis	**Denver**









LELAND CONSULTING GROUP

LOCATION

610 SW Alder Street, Suite 1200
Portland, Oregon 97205
503.222.1600



Exceptional public and private leaders have ambitious visions for their neighborhoods, downtowns, employment centers, and communities. Leland Consulting Group helps to refine and realize those visions.

In more than 250 communities across the country, our strategies have resulted in policies and projects that improve residents' quality of life: diverse and affordable housing stock, thriving downtowns, memorable waterfronts, and timeless residential neighborhoods. As urban strategists, our role is to keep the big picture in sight, while simultaneously providing deep expertise in the market, financial, and economic elements that make projects possible and successful. We recognize that special and economically viable places result not just from one factor, but from the combination of quality design, supportive markets, appropriate regulation, developer capacity, and financial strength. During every assignment, we engage the public and private champions essential to rallying support and overcoming obstacles.

Leland Consulting Group provides the following services:

- Housing Strategies
- Market Research and Strategies
- Financial Analysis
- Economic Impact Analysis
- Public-Private Partnerships
- Economic Development Strategies
- Development Conceptualization

GFT

LOCATION

2400 Pershing Road, Suite 400,
Kansas City, MO 64108
816.329.8600



GFT Infrastructure, Inc. (GFT), formerly Gannett Fleming TranSystems Inc., is a leading planning, engineering, architecture, and construction services firm with more than 110 years of combined legacy. With over 5,000 professionals across North America, GFT is dedicated to delivering resilient, sustainable, and forward-thinking infrastructure solutions. The firm serves a diverse portfolio of sectors, including buildings, transportation, water, and power, with a mission centered on innovation, collaboration, and long-term client success.

At GFT, we focus on the "Infrastructure of Life," essential systems like transportation, water, power, and public facilities that improve the daily lives of the communities we serve. Our approach is defined by a commitment to technical excellence, a nimble and creative mindset, and strong, enduring relationships with clients and stakeholders.

AIMEE NASSIF, AICP
PRINCIPAL+ PROJECT LEAD



PROFESSIONAL + CIVIC AFFILIATIONS

American Institute of Certified Planners (AICP), Member | 2008 to Present
American Planning Association (APA) | Missouri, Kansas, and Kansas City Chapters
Missouri Main Street Connections Advisory Board | starting August 2026
Urban Land Institute (ULI), Member | 2009-2014 & 2023 to Present
Engaging Local Government Leaders (ELGL), Member | 2024 to Present
Missouri Women Leading Government, Member | 2024 to Present
Missouri Municipal League, Member | 2025 to Present

CURRENT + NOTABLE PROJECT EXPERIENCE

Lansing Comprehensive Plan | Lansing, Kansas
Johnson County Regional Community Housing Study | Johnson County, Kansas*
Johnson County Housing For All Toolkit | Johnson County, Kansas*
Downtown Active Transportation Plan | Olathe, Kansas*
Planning Commission Training and Joint Training with City Council | Olathe, Kansas*
Olathe 2040 Strategic Plan | Olathe, Kansas*
Communities For All Ages Plan | Olathe, Kansas*
175th Street Corridor Study | Olathe, Kansas*
Envision Olathe Downtown Plan Update | Olathe, Kansas*
Johnson County Courthouse and County Square Development | Olathe, Kansas*
Zoning and Development Criteria code updates | Olathe, Kansas*
1-35/Santa Fe Corridor Study | Olathe, Kansas*
Healthy Neighborhoods Initiative Program | Olathe, Kansas*
Comprehensive Plan Update | Chesterfield, Missouri*
Chesterfield's first Unified Development Ordinance | Chesterfield, Missouri*
Zoning and Development Criteria code updates | Chesterfield, Missouri*
Downtown Chesterfield Form Based Code | Chesterfield, Missouri*
Planning Commissioner Training | Chesterfield, Missouri*
Scherer Road Alignment Study | Lee's Summit, Missouri*
Housing Initiatives, Data, and Reporting | Lee's Summit, Missouri*
Zoning and Development Criteria updates | Lee's Summit, Missouri*
Development Services Department's Strategic Plan | Lee's Summit, Missouri*
Communities For All Ages Plan | Lee's Summit, Missouri*
Annual Ignite! Comprehensive Plan Updates | Lee's Summit, Missouri*
Lee's Summit's Downtown Green Street Market | Lee's Summit, Missouri*

** Work performed prior to starting with Confluence*

Before joining Confluence, Aimee served as Deputy Director of Development for Lee's Summit, Missouri, overseeing planning, project management, engineering, and codes administration, and previously held leadership roles in Olathe, Kansas, and Chesterfield, Missouri.

Her 24-year career reflects a strong commitment to community development through her involvement in local and national planning organizations. While in St. Louis, Aimee also taught a course on comprehensive plan implementation geared toward elected and appointed officials for the University of Missouri–St. Louis.

PROFESSIONAL EXPERIENCE
24 years of Experience
~1 years with Confluence

EDUCATION
University of Missouri-St. Louis
Master of Arts, Political Science with Public Policy Administration emphasis | January 2003

PROFESSIONAL REGISTRATIONS
American Institute of Certified Planners: #022733

WM. CHRISTOPHER CLINE, FASLA, PLA

SENIOR PRINCIPAL + DOWNTOWN MASTER PLAN PROJECT MANAGER

PROFESSIONAL + CIVIC AFFILIATIONS

American Society of Landscape Architects | Prairie Gateway Chapter

- Council of Fellows | 2025 Incudtee
- President | 2017 to 2019
- Member | Present

TIF Commission Chair, City of Parkville, Missouri | 2017 to 2019, 2021 to Present

Urban Land Institute | 2005 to Present

- National Urban Revitalization Council Member | 2026 to Present
- Membership Committee Chair | 2014 to 2016
- Programs Committee Chair | 2011 to 2014, 2020 to Present
- Chair of Mission Advancement | 2011 to 2013
- Management Committee Member | 2011 to 2016

American Planning Association | 2017 to Present

Downtown Council of Kansas City | 2001 to Present

- Infrastructure Committee | 2008 to Present

Parking + Transportation Committee | 2001 to 2005

Kansas City, Kansas Downtown Shareholders, Board of Directors | 2008 to 2014

Northland Redevelopment Partners, Clay County EDC | 2004 to 2006

Neighborhood Housing Services of Kansas City, Board of Directors | 1997 to 2000

CURRENT + NOTABLE PROJECT EXPERIENCE

Gladstone Downtown District | Gladstone, Missouri

Downtown Liberty Streetscape | Liberty, Missouri

Main Street District Streetscape Implementation | Kansas City, Missouri

Waldo District Streetscape Enhancement Plan | Kansas City, Missouri

Downtown Raytown Streetscape Design + Master Plan | Raytown, Missouri

Metcalf Corridor Planning Study | Downtown Overland Park and Mission, Kansas

North Kansas City Downtown Streetscape | North Kansas City, Missouri

Downtown Overland Park Streetscape + Roundabout Design | Overland Park, Kansas*

Downtown Streetcar Starter Line: Station + Streetscape Design | Kansas City, Missouri

North Oak Corridor Complete Street Plan | Gladstone, Missouri

Westport High School District Streetscape | Kansas City, Missouri

Armour Road Corridor Complete Streets Design | North Kansas City, Missouri

Burlington Corridor Complete Street Design | North Kansas City, Missouri

Pleasant Valley Road Corridor Enhancement | Gladstone and Kansas City, Missouri

North Scott Corridor Plan | Belton, Missouri

North Oak Corridor Streetscape Master Plan | Kansas City, Missouri

Highway 50 and Blackwell Road Interchange | Lee's Summit, Missouri

43rd Street Streetscape Design Implementation | Kansas City, Missouri



Chris brings creative urban design and planning experience to benefit clients and projects of all types. He is adept at establishing creative processes that build consensus through hands-on community involvement and stakeholder interaction.

PROFESSIONAL EXPERIENCE
34 Years of Experience
18 Years with Confluence

EDUCATION
Kansas State University
Bachelor of Landscape Architecture | Spring 1992

PROFESSIONAL REGISTRATIONS
Licensed Professional Landscape Architect:

- Missouri | #191
- Kansas | #548

JANE REASONER, AICP

ASSOCIATE + COMPREHENSIVE PLAN PROJECT MANAGER

PROFESSIONAL + CIVIC AFFILIATIONS

American Institute of Certified Planners (AICP) | 2019 to Present

American Planning Association (APA) | 2016 to Present

CURRENT + NOTABLE PROJECT EXPERIENCE

Ankeny Parks & Facilities Comprehensive Plan Update | Ankeny, Iowa
Ashland Comprehensive Plan | Ashland, Nebraska
Belton Comprehensive Plan 2050 | Belton, Missouri
Building Bondurant Comprehensive Plan | Bondurant, Iowa
City of Minot 2045 Comprehensive Plan | Minot, North Dakota
Crete Comprehensive Plan | Crete, Nebraska
Envision Newton 2042 Comprehensive Plan | Newton, Iowa
Grimes 2050 Growing Together Comprehensive Plan | Grimes, Iowa
Grow Carlisle 2040 Comprehensive Plan | Carlisle, Iowa
Independence Community Development Plan | Independence, Kansas
Indianola Housing Study & Needs Assessment | Indianola, Iowa
Knoxville Community + Housing Needs Analysis | Knoxville, Iowa
Iowa City Comprehensive Plan | Iowa City, Iowa
Merriam Comprehensive Plan 2040 | Merriam, Kansas
Pella 2050 Comprehensive Plan | Pella, Iowa
Planning Paola Comprehensive Plan | Paola, Kansas
Pleasant Hill 2050 Comprehensive Plan | Pleasant Hill, Iowa
Polk 2050 Comprehensive Plan | Des Moines, Iowa
Housing Sites of Opportunity l Polk County, Iowa
Stronger Together Norwalk 2042 Comprehensive Plan | Norwalk, Iowa
South Ankeny Blvd Revitalization Master Plan l Ankeny, Iowa
South of Gray's Lake Master Plan l Des Moines, Iowa
Tea 2050 Comprehensive Plan | Tea, South Dakota
The Ankeny Plan 2024 | Ankeny, Iowa
The Kalona Comprehensive Plan | Kalona, Iowa
Vision Van Meter 2040 Comprehensive Plan | Van Meter, Iowa
Webster County Comprehensive Plan 2043 | Fort Dodge, Iowa
Winterset Comprehensive Plan | Winterset, Iowa
Winterset Parks Master Plan | Winterset, Iowa
Wonderful Warren Comprehensive Plan | Warren County, Iowa
Waukee Parks and Recreation System Master Plan l Waukee, Iowa



Jane brings an interest in the environment and sustainability to every project. She has worked on many comprehensive plans across the Midwest designing interactive engagement strategies and providing population, environmental, parks and economic analyses.

PROFESSIONAL EXPERIENCE
11 years of Experience
10 years with Confluence

EDUCATION
Georgia Institute of Technology, MCRP, Master of City and Regional Planning | 2016
University of South Dakota, BA, Political Science | 2012

PROFESSIONAL REGISTRATIONS
American Institute of Certified Planners: #31893

ABBEY ECKBERG, AICP
PROJECT PLANNER

PROFESSIONAL + CIVIC AFFILIATIONS

American Institute of Certified Planners (AICP) | 2022 to Present

American Planning Association (APA) | 2021 to Present

CURRENT + NOTABLE PROJECT EXPERIENCE

Vision Zero Transportation Safety Action Plan | Des Moines, Iowa
Lincoln Trail Great Streets Plan | Fairview Heights, Illinois
South Ankeny Boulevard Revitalization Plan | Ankeny, Iowa
Envision Edgerton 2050 Comprehensive Plan | Edgerton, Kansas
Tomorrow Together 2040 Mission Comprehensive Plan | Mission, Kansas
Planning Paola Comprehensive Plan | Paola, Kansas
175th Street Corridor Study | Olathe, Kansas
2050 Grain Valley Comprehensive Plan | Grain Valley, Missouri
Belton Comprehensive Plan 2050 | Belton, Missouri
Bondurant Code Update | Bondurant, Iowa
Building Bondurant Comprehensive Plan | Bondurant, Iowa
City of Milnor Placemaking Project | Milnor, North Dakota
City of Minot 2045 Comprehensive Plan | Minot, North Dakota
Crete Comprehensive Plan | Crete, Nebraska
Grimes 2050 Growing Together Comprehensive Plan |Grimes, Iowa
Grand Farm Campus Master Plan | Grand Farm, North Dakota
Horizon 2035 Downtown Sioux Falls Plan | Sioux Falls, South Dakota
Independence Community Development Plan | Independence, Kansas
Independence Zoning Code Update | Independence, Kansas
Indianola Housing Study & Needs Assessment | Indianola, Iowa
Knoxville Community + Housing Needs Analysis | Knoxville, Iowa
Parker Street Land Use Study | Olathe, Kansas
Pella 2050 Comprehensive Plan | Pella, Iowa
Pleasant Hill 2050 Comprehensive Plan | Pleasant Hill, Iowa
Polk 2050 Comprehensive Plan | Des Moines, Iowa
Red River Greenway Master Plan | Fargo, North Dakota
Round Lake Area Park District Master Plan | Round Lake, Illinois
Sioux Falls Park Master Plan | Sioux Falls, South Dakota
Waukee Neighborhood Design Guidelines | Waukee, Iowa
The Crossings Corridor Master Plan | Gretna, Nebraska



Abbey's passion for planning stems from the desire to create communities for all to enjoy through interactive plan making and design.

PROFESSIONAL EXPERIENCE
5 years of Experience
5 years with Confluence

EDUCATION
Kansas State University, MA, Regional and Community Planning | 2021

PROFESSIONAL REGISTRATIONS
American Institute of Certified Planners: #34834

HANK MOYERS, ASLA, PLA

ASSOCIATE PRINCIPAL + LANDSCAPE ARCHITECT



Hank has developed a strong passion for the land and its inherent value provided through historic, cultural and ecological traditions. His belief in these values have allowed him to create landscapes that balance the needs of the sites with the desires of the client for an imaginative and responsive design which enhance the experiences of the people who take part in the site's final use.

PROFESSIONAL EXPERIENCE

23 years of Experience
13 years with Confluence

EDUCATION

Kansas State University, BS,
Landscape Architecture | 2003

PROFESSIONAL REGISTRATIONS

Licensed Professional
Landscape Architect:

- Kansas | #LA829

PROFESSIONAL + CIVIC AFFILIATIONS

American Society of Landscape Architects, Prairie Gateway Chapter | Member

Kansas Recreation & Park Association (KRPA) | Member

Missouri Park & Recreation Association (MPRA) | Member

Olathe Chamber of Commerce

- Member
- Leadership Olathe | Class of 2018

CURRENT + NOTABLE PROJECT EXPERIENCE

Downtown Liberty Streetscape | Liberty, Missouri

Downtown Merriam Corridor | Merriam, Kansas

Downtown Parkville Route 9 Corridor | Parkville, Missouri

River Market Alleyway Study | Kansas City, Missouri

Manhattan North Campus Corridor | Manhattan, Kansas

- Phase IV
- College & Kimball
- Kimball Ave Phase 9
- Kimball Ave Phase 10
- Schwab Eaton PC
- N. Manhattan Ave.

Overland Park Drive | Santa Fe Activation Study | Overland Park, Kansas

Basehor Active Transportation Master Plan | Basehor, Kansas

Waldo District Streetscape Master Plan | Kansas City, Missouri

Emporia Master Planned Community | Emporia, Kansas

Grain Valley Comp Plan and Parks and Rec Master Plan | Grain Valley, Missouri

City of Merriam Park Facilities Master Plan | Merriam, Kansas

Mt. Prospect Park District Comprehensive Master Plan | Mount Prospect, Illinois

Parks and Recreation Master Plan | Mission, Kansas

Parks and Recreation Master Plan | Olathe, Kansas

Long Range Parks and Recreation Strategic Master Plan | Shawnee County, Kansas

Mission Parks Master Plans | Mission, Kansas

- Task Ordinances 1 | Streamway Park Master Plan
- Task Ordinances 2 | Waterworks Park Master Plan
- Task Ordinances 3 | Mohawk Park Master Plan
- Task Ordinances 4 | Broadmoor Park Master Plan

Olathe Parks and Recreation Master Plan | Olathe, Kansas

Park City, KS, Parks Master Plan | Park City, Kansas

ANNA VAILLE

URBAN DESIGNER | CONFLUENCE

PROFESSIONAL + CIVIC AFFILIATIONS

American Society of Landscape Architects, Prairie Gateway Chapter | Member

CURRENT + NOTABLE PROJECT EXPERIENCE

Kansas City University: Oral Health + Education Center / Joplin, Missouri

Kansas City University: Center for Population Health & Equity | Joplin Missouri

Kansas City University: Campus Landscape Updates / Joplin, Missouri

Kansas City University: East Entry / Joplin, Missouri

Grant Park Framework: Chicago Front Yard Reimagined / Chicago, Illinois

Aspiria Campus Master Plan / Overland Park, Kansas

Aspiria Campus Signage Master Plan / Overland Park, Kansas

KCKCC Master Plan / Kansas City, Kansas

North Campus Corridor / Manhattan, Kansas

Indian Trails Aquatic Center / Lenexa, Kansas

Steelpointe Harbor / Bridgepoint, Connecticut

Overland Park Arboretum / Overland Park, Kansas

Lawrence Parks and Recreation Comprehensive Plan / Lawrence, Kansas

Park Hill School Distict / Kansas City, Missouri

Chico Area Recreation District Aquatic Center / Chico, California

Marty Park / Overland Park, Kansas

Live Nation / Kansas City, Missouri

LW Clapp Park Master Plan / Wichita, Kansas



Anna's creative passion for art and the outdoors led her to Kansas State University, where she earned a Master of Landscape Architecture. Her work focuses on ecological design, environmental education, and accessible recreation, aiming to enrich the human-nature connection within every project.

PROFESSIONAL EXPERIENCE

4 years of Experience In Landscape Architecture

3 years with Confluence

EDUCATION

Kansas State University, MLA, Landscape Architecture / 2023

CHRIS ZAHAS, AICP
MANAGING PRINCIPAL | LELAND CONSULTING



Chris Zahas is a real estate strategist and project manager with an emphasis on urban corridors, downtown revitalization, employment districts, transit-oriented development, and public-private partnerships. His project approach is to assist public and private sector clients in turning broad visions into prioritized and achievable action plans by combining market and economic research with strategic advice that is tied to the fundamental principles of real estate development. In over 25 years at Leland Consulting Group, he has managed more than 35 downtown and corridor implementation strategies and played a strategic advisor role in dozens more.

CURRENT + NOTABLE PROJECT EXPERIENCE

Downtown Plan Update | Sioux Falls, South Dakota

Downtown Corridor Analysis | Merriam, Kansas

2020 Master Plan Update | Parkville, Missouri

Comprehensive Plan Update | Belton, Missouri

Lincoln Trail/Highway 50 Corridor Plan | Fairview Heights, Illinois

Comprehensive Plan Update | Mission, Kansas

University Avenue Corridor | West Des Moines, Iowa

Neighborhood Nodes Analysis | Brighton, Utah

Merle Hay Road Market Study | Johnston, Iowa

PROFESSIONAL EXPERIENCE
25 years with Leland Consulting

EDUCATION
Master of Urban and Regional Planning, Portland State University, 2000

Bachelor of Arts, International Affairs, Lewis and Clark College, 1993



ANDREW OLIVER
SENIOR URBAN DEVELOPMENT ANALYST | LELAND CONSULTING

Andrew Oliver is a planner with a passion for helping to create more equitable and sustainable cities and regions through understanding the relationships between land use, access to housing and transportation, and the economics of development. At Leland Consulting Group, Andrew supports the firm's principals and associates with a variety of research, writing, GIS, and data analysis tasks. Before joining the firm, he worked for JM Goldson, a community planning firm in Boston, working on housing production plans for a number of Massachusetts municipalities. Andrew has a Master's degree in Urban and Regional Planning from Portland State University.

CURRENT + NOTABLE PROJECT EXPERIENCE

Northeast Business District Plan | University Place, Washington

Comprehensive Plan/Zone Change Support | Bend, OR (confidential client; in progress)

Telephone Hill Master Plan | Juneau, Arkansas

East Omak Industrial Site Readiness Report | Omak, Washington

SR305 Corridor Market Analysis and Feasibility Study | Poulsbo, Washington

Comprehensive Plan and Housing and Economic Analysis | Sequim, Washington

Comprehensive Plan Update | Post Falls, Idaho

Comprehensive Plan Update | San Juan County, Washington

PROFESSIONAL EXPERIENCE
4 years with Leland Consulting

EDUCATION
Master of Urban and Regional Planning, Portland State University, 2022

DEANNE WINKELMANN, AICP
SENIOR TRANSPORTATION PLANNER | GFT



Deanne is a senior planner, project manager, and Midwest Planning Team Leader with experience in both public and private sector planning. She is passionate about transportation and land use planning, particularly master plans and corridor plans that involve multiple modes of transportation. She also brings valuable skills in GIS analysis, communication and graphics, and public engagement strategies to support planning initiatives. Deanne's interdisciplinary approach to design helps create a bridge between communities and technical spheres such as engineering, architecture, planning, and urban design.

CURRENT + NOTABLE PROJECT EXPERIENCE

Joplin Area Bicycle and Pedestrian Plan, Joplin Area Transportation Study Organization (JATSO) | City of Joplin, Missouri

Joplin Transit System Analysis | City of Joplin, Missouri

Joplin TIGER Performance Measures | City of Joplin, Missouri

Belton Comprehensive Plan | City of Belton, Missouri

Monett Transportation Improvement Plan | City of Monett, Missouri

Southeast Kansas Safety Action Plan, Southeast Kansas Regional Planning Commission

PROFESSIONAL EXPERIENCE
13 years of Experience

EDUCATION
Kansas State University,
MRCP, Regional and Community Planning | 2014



ANDREW YOUNG, AICP
TRANSPORTATION PLANNER | GFT

Andrew's multimodal transportation experience includes both public and private sector planning. Andrew's zeal for equitable planning, particularly multimodal transportation initiatives, gives him the motivation and drive to help communities. Andrew is passionate about trying new public engagement techniques and brings a fresh perspective to GFT's planning team. He brings valuable skills in GIS analysis, communication, as well as public engagement strategies to support planning initiatives.

CURRENT + NOTABLE PROJECT EXPERIENCE

Joplin Transit Comprehensive Operational Analysis | City of Joplin, Missouri

Joplin TIGER Performance Measures | City of Joplin, Missouri

Grain Valley Comprehensive Plan | City of Grain Valley, Missouri

Belton Comprehensive Plan | City of Belton, Missouri

Southeast Kansas Safety Action Plan, Southeast Kansas Regional Planning Commission

PROFESSIONAL EXPERIENCE
9 years of Experience

EDUCATION
Kansas State University,
MRCP, Regional and Community Planning | 2019



SECTION FOUR

PROJECT COMPREHENSIVE PLAN AND DOWNTOWN PLAN VISION + CITY GOALS



COMPREHENSIVE PLAN AND DOWNTOWN MASTER PLAN VISION + CITY GOALS

The City of Joplin had done an excellent job of providing clear direction and expectations in the RFP as to what you are looking for with this comprehensive plan and downtown master plan effort. While the Comprehensive Plan and Downtown Master Plan have distinct work efforts and goals, they will function as coordinated and interconnected documents.

Our four-phase approach is designed to create a transparent, collaborative process that addresses the goals identified in the RFP while remaining flexible to respond to goals that emerge through this effort. Although the same overall strategy will guide both plans, each phase will be tailored to the distinct needs, objectives, and outcomes of the Comprehensive Plan and Downtown Master Plan.

01	02	03	04
Project Launch and Discovery	**Outreach and Engage**	**Recommendations, Review, and Drafting**	**Refine and Adopt**

JOPLIN COMPREHENSIVE PLAN



The Comprehensive Plan will establish the citywide framework and introduce the Downtown Master Plan as a focused effort within that broader vision for Joplin. During phase 1 we will review all existing documents such as the **2012 Joplin Moving Forward Comprehensive Plan, Joplin Development Code, Downtown Joplin Revitalization Plan, Bicycle and Pedestrian Transportation Plan, Connected Active Transportation Plan and Community Plan to Address Homelessness, and Comprehensive Housing Market Analysis.** Phase 1 will also include existing conditions, housing, and market analysis.

Community engagement will occur throughout all phases, with a particular focus during Phase 2 as detailed in Section 8 of this proposal. Recommendations prepared by our team in Phase 3 will include elements for **land use, community facilities + infrastructure, parks + open space, transportation + mobility, community character, celebrating history, housing, and strategic action plan/implementation strategy.** During Phase 4, we will

refine recommendations and draft elements based on community feedback and input from the City. All final deliverables will be provided to the City during Phase 5, as identified in the RFP, along with guidance and tools to set you up for success with the strategic action plan/ implementation strategy.

DOWNTOWN JOPLIN MASTER PLAN



The Downtown Master Plan will serve as one of the implementation tools for the City's new Comprehensive Plan, transforming Joplin's long-term vision and policy goals into specific strategies and development priorities for a vibrant, resilient downtown. Phase 1 will include a walking audit of the downtown area in addition to review of plans and initiatives such as the **Downtown Design Review Standards, Downtown Historic Preservation Plan, Downtown Joplin Revitalization Plan, Joplin Downtown Parking Study, in addition to the existing Downtown Joplin boundary map.**

These plans will be in addition to those already reviewed with the Comprehensive Plan effort. Phase 1 will also include existing conditions and market analysis.

Phase 2 shifts to listening to the community and targeted engagement specific to downtown Joplin. Engagement will occur throughout each phase but heightened during Phase 2 and 3. Phase 3 brings everything together into a set of draft recommendations. Recommendations will include such elements as a detailed **economic development plan, parking solutions, transportation, mobility, infill, land use, redevelopment, downtown character, historic preservation, streetscape, infrastructure + placemaking, and downtown boundary.**

During Phase 4, we will refine recommendations based on community feedback and input from the City and downtown Joplin stakeholders. All final deliverables will be provided to the City during Phase 5 as specified in the RFP along with a plan of action specific to this Downtown Master Plan to set the community up for success.









SECTION FIVE

REVEVANT EXPERIENCE

RELEVANT EXPERIENCE

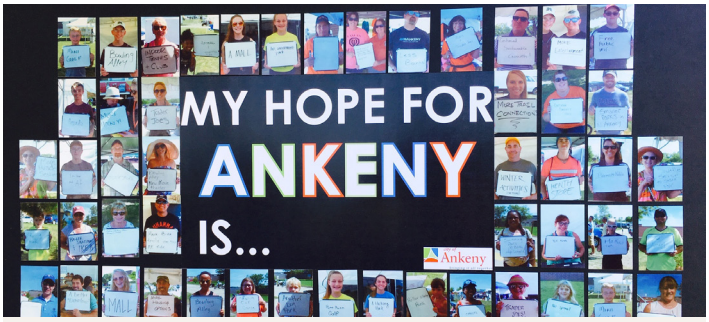
Confluence has decades of planning experience for both comprehensive and other planning efforts. Below is a list of selected projects to view that showcase our work and skillset for comprehensive plans and downtown master plans completed within the last 10 years.

COMPREHENSIVE PLANS

- Grimes 2050 Comprehensive Plan—Grimes, Iowa | http://books.thinkconfluence.com/books/gpwv/
- Belton Comprehensive Plan—Belton, Missouri | http://books.thinkconfluence.com/books/lxfp/
- Building Bondurant Comprehensive Plan—Bondurant, Iowa | http://books.thinkconfluence.com/books/vnch/
- Tomorrow Together Comprehensive Plan—Mission, Kansas | http://books.thinkconfluence.com/books/qpxw/
- Merriam Comprehensive Plan 2050—Merriam, Kansas | http://books.thinkconfluence.com/books/hyti/
- Polk 2050 Comprehensive Plan—Des Moines, Iowa | http://books.thinkconfluence.com/books/zxbm/
- Parkville Master Plan 2050—Parkville, Missouri | http://books.thinkconfluence.com/books/jqtq/
- Roeland Park Comprehensive Plan—Roeland Park, Kansas | http://books.thinkconfluence.com/books/ohvq
- Ankeny 2050 Comprehensive Plan—Ankeny, Iowa | http://books.thinkconfluence.com/books/dslc/
- Pleasant Hill Comprehensive Plan—Pleasant Hill, Iowa | http://books.thinkconfluence.com/books/lxfp/
- Mission Hills Comprehensive Plan—Mission Hills, Kansas | http://books.thinkconfluence.com/books/fcrw/
- Grain Valley Comprehensive Plan—Grain Valley, Missouri | http://books.thinkconfluence.com/books/fuqh/
- Crete Comprehensive Plan—Crete, Nebraska | http://books.thinkconfluence.com/books/ndnb/

DOWNTOWN MASTER PLANS

- 2035 Downtown Sioux Falls Master Plan—Sioux Falls, South Dakota
  https://online.fliphtml5.com/udkk/downtownplan2035920/
- Downtown Urbana Public Realm Study—Urbana, Illinois
  https://online.fliphtml5.com/udkk/downtown_public_realm_study_2023_-EvWJ/
- Gardner Destination Downtown—Gardner, Kansas
  https://online.fliphtml5.com/udkk/Gardner-Destination-Downtown-Plan/
- Red Cloud Downtown Revitalization Plan—Red Cloud, Nebraska
  https://online.fliphtml5.com/udkk/22112-Red-Cloud-DTR-Report/
- Downtown Merriam Corridor Plan—Merriam, Kansas
  https://online.fliphtml5.com/udkk/ldrx/
- Downtown KC 2030 Strategic Plan—Kansas City, Missouri
  https://online.fliphtml5.com/udkk/Imagine-DT-Final-Plan_IM/
- South of Gray's Lake Master Plan—Des Moines, Iowa
  http://books.thinkconfluence.com/books/iocz/



THE ANKENY PLAN 2040 COMPREHENSIVE PLAN

PROJECT DETAILS

LOCATION Ankeny, Iowa
CLIENT City of Ankeny, Iowa
SIZE 58,612 Population (at time of adoption)
76,207 Population (2024)

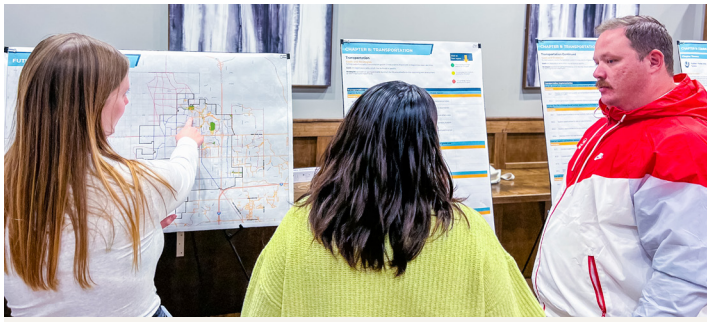
This comprehensive plan created a vision and guide to manage development in one of the fastest-growing cities in the United States.

Confluence is helping the City of Ankeny to manage future growth and development in their community, which has experienced record-breaking population gains. The future needs of the community were determined through a robust public engagement strategy that included meetings with an advisory committee, sharing information through a project website, facilitating multiple public workshops, and utilizing booths at several special events to obtain numerous stakeholder interviews.

The final plan outlined a set of priorities and implementable strategies for the City to accomplish, many of which have already been initiated. These include a Subdivision and Zoning Code Update and a new Parks and Recreation Master Plan.

The Ankeny Plan 2040 Comprehensive Plan can be viewed at this link: http://books.thinkconfluence.com/books/dslc/





GRIMES 2050 COMPREHENSIVE PLAN

PROJECT DETAILS

LOCATION Grimes, Iowa
CLIENT City of Grimes, Department of Development Services
SIZE 16,362 Population (2023)

Confluence led a team with Kirkham Michael to produce a long-range comprehensive plan for the City of Grimes.

Grimes is a growing community in the Des Moines Metro Area. This once rural community is experiencing strong economic development. Recommendations in the Plan range from detailed sub-area plans for strategic investments in key areas of the planning boundary to continued best practices and policies to maintain a high-level quality of life. The Plan logo created as part of the branding and marketing package ultimately evolved into the City's new city logo and branding, showcasing consistency in messaging and identity from the City and Grimes 2050 Comprehensive Plan.

In addition to the Grimes 2050 Comprehensive Plan, a Retail Demand and Market Study is being completed as an add-service, utilizing market analysis tools and programs to identify current activity hubs and propose industries or services to fill the gaps in the market.

The Grimes 2050 Comprehensive Plan can be viewed at the link below: http://books.thinkconfluence.com/books/gpwv/





2050 BELTON COMPREHENSIVE PLAN

PROJECT DETAILS

LOCATION	Belton, Missouri
CLIENT	City of Belton, Community Development Department
SIZE	25,420 population (2023)

Thoughtful public engagement, data illustrations, and 3D land use modeling helped create a dynamic and user-friendly plan to stand the test of time.

Confluence led a full-scale comprehensive plan update that helped set a new vision for Belton, Missouri, a suburb of the Kansas City Metro. This plan included a full team of consultants to help complete market and infrastructure analyses and a statistically valid survey. Guiding documents, such as the Key Recommendations report set the stage for detailed action items throughout the Belton 2050 Comprehensive Plan.

Our team, in collaboration with City Staff, hosted a series of public engagement opportunities, including a Box City event in which we teamed with local high school and elementary students to build a vision for the community. A public engagement website, stakeholder interviews, public workshop, focus groups, and charettes are just some of the other ways in which we met with a variety of residents and businessowners in Belton. To ensure this plan is approachable and user-friendly, our team prioritized vibrant colors, dynamic infographics, and 3D visualizations to convey the vision and information housed in the Comprehensive Plan. Confluence's Digital Studio created 3D models of each land use definition to illustrate what each could look like in the built environment. Additional 3D models were created of two subareas to support development and marketing efforts in each area. The City of Belton is a vibrant community with thoughtful Staff and residents that are prepared for a bright future. To view a full copy of the Comprehensive Plan, please click the link below: https://online.fliphtml5.com/udkk/qxhe/



BUILDING BONDURANT COMPREHENSIVE PLAN

PROJECT DETAILS

LOCATION	Bondurant, Iowa
CLIENT	Bondurant, Iowa, Planning and Community Development Department
SIZE	~9.1 sq. mi | 8,035 population

The City has booming light industrial and residential growth, and this plan was created to help the community plan for growth while retaining its hometown feel.

Bondurant is a historic railroad town outside of Des Moines, Iowa, that has seen a significant uptick in light industrial and population growth following the selection of the community for the region's two Amazon logistic facilities. Alongside this new growth and opportunity are a series of quaint and historic core neighborhoods and a small downtown with a significant and unique opportunity for expansion due to a soon-to-be abandoned co-op grain elevator facility. The community wants to protect its history and hometown feel while also allowing thoughtful new growth opportunities in the emerging east side of the Des Moines region.

The new Comprehensive Plan, entitled Building Bondurant, provides a thoughtful set of strategies to allow for expanded housing choice and commercial and industrial development with an overarching theme of community character preservation. A copy of the approved plan can be found at this link: http://books.thinkconfluence.com/books/nqto





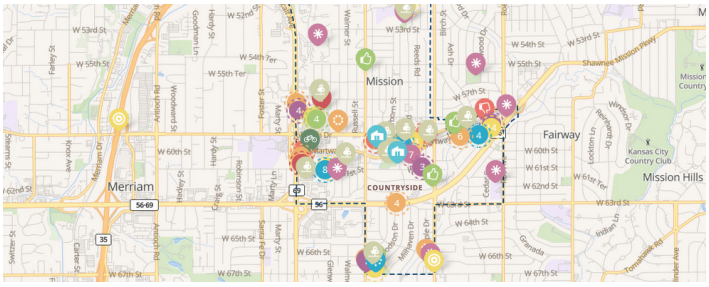
TOMORROW TOGETHER COMPREHENSIVE PLAN

PROJECT DETAILS

LOCATION	Mission, Kansas
CLIENT	City of Mission, Community Development Department
SIZE	~2.68 sq miles | 9,813 population (2022)

Mission is a landlocked, first-ring suburb of Kansas City, MO, and desired a plan that incorporated sustainability throughout the community and makes the most of their development potential.

The City of Mission, Kansas, a first-ring suburb of Kansas City, Missouri, was seeking a plan to help identify how to put sustainability at the forefront of decision-making while also making the most of their limited redevelopment potential. Confluence partnered with WSP to create a new Comprehensive Plan that identified strategic opportunities to enhance streetscapes, expand mixed-use corridors, enhance the trail network, increase housing supply, and promote transit. Significant time was spent planning for the Johnston Drive corridor, an important arterial roadway that also is home to their Downtown, major commercial areas, and much of their recent redevelopments. The final plan includes a main report and two appendices highlighting the robust existing conditions analysis and public outreach that took place to create the final recommendations. A copy of the plan can be found at this link : http://books.thinkconfluence.com/books/qpxw





PARKILLE 2040 MASTER PLAN

PROJECT DETAILS

LOCATION	Parkville, Missouri
CLIENT	City of Parkville, Missouri, Community Development Department
SIZE	~9.1 sq. mi | 8,035 population

The City has been experiencing tremendous growth over the last decade, and this planning process was designed to help the community properly guide future development while recommending the establishment of appropriate annexation priorities and policies.

Parkville has a quaint and historic downtown area that is thriving with new local shops, restaurants, and boutique lodging accommodations, and is uniquely positioned directly adjacent to the Missouri River. The community wants to protect this place while also encouraging complimentary growth and investment that allow it to reach its full potential. At the same time, the community is expanding exponentially with new apartments and a broad array of more affordable housing choices, retail, and a tournament-oriented baseball complex on the west side along the I-435 corridor - which is shifting the density dynamic within the community. Using our creative online platform, our team was able to successfully engage the community throughout the planning process to shape the plan - including a future land use plan and policy recommendations for the preservation of existing trees, streams, and steep slopes. The plan also calls for a complete streets methodology to guide future multi-modal enhancements to the transportation network.
A copy of the plan can be found at this link
http://books.thinkconfluence.com/books/jqtq/



SOUTH ANKENY BOULEVARD REVITALIZATION PLAN

PROJECT DETAILS

LOCATION Ankeny, Iowa
CLIENT City of Ankeny Department of Economic Development
SIZE Population 76,207 (2024)

South Ankeny Boulevard is a strategic retail corridor in a fast-growing, affluent suburb of Des Moines, Iowa.

The City of Ankeny recognized that a revitalization plan would improve the long-term functionality and economic health of the region. The Confluence led team evaluated existing conditions and facilitated engagement with key stakeholders. CoStar and Placer.ai data was used to create an understanding of local commercial properties. Results expectedly revealed the corridor plays an important role in the region with key opportunities for improvement.

The revitalization plan included a proposed Future Land Use Plan for the corridor, new street cross sections to improve mobility, and a set of strategic opportunities relating to new development, facade improvements, roadway extension, streetscape enhancements, affordable housing preservation, public art, and trail-centric mixed-use development potential developments.

The plan can be viewed here:
https://online.fliphtml5.com/udkk/ygay/

Over 7,000 from 2,800 visitors

Total Contributions
1,020 contributions from 693 people



DOWNTOWN OLATHE

PROJECT DETAILS

LOCATION Downtown Olathe, Kansas
CLIENT City of Olathe
SIZE Population 149,035 (2024)

Revitalizing downtown through coordinated community partnerships that honor Olathe's history while cultivating a vibrant future.

Ms. Nassif served as Chief Planning and Development Officer for the City of Olathe, Kansas for over 6 years. In this capacity she was responsible for leading planning, development, housing, and quality of life initiatives. Much of her work during this time focused on projects, plans and initiatives to reinvigorate downtown Olathe.

Aimee's team lead the Envision Olathe Downtown Plan update in 2017. Following that Plan, much needed high density housing development was submitted to the City. To help encourage reinvestment in the historic buildings, also Aimee developed a downtown Olathe Storefront Matching grant which was available to all business owners in downtown Olathe.

Aimee's most significant contribution was her 15-month collaboration with Johnson County government officials, City of Olathe leadership, engineers, planners, landscape architects, and other stakeholders on the development of the new Johnson County Courthouse and Courthouse Square in the downtown core. This transformative project has helped create a vibrant sense of place and strengthened community connections and economic development in downtown Olathe.



DOWNTOWN PUBLIC REALM STUDY

PROJECT DETAILS

LOCATION Urbana, Illinois
CLIENT City of Urbana
SIZE N/A

Confluence was commissioned by the City of Urbana to develop a strategy to improve the quality and vibrancy of the public spaces throughout downtown.

The goal of the initiative was to enhance the attraction of Downtown Urbana as a place to live, do business, and enjoy unique entertainment opportunities. The Market at the Square is Urbana's weekend farmers and maker market and it is an anchor for downtown. A primary objective of the study is to improve the pedestrian connectivity from the current market location to the shops along Main Street, currently two disconnected areas. Confluence conducted a detailed inventory of public spaces in Downtown Urbana and facilitated a series of advisory committee meetings, interviewed many downtown stakeholders, and conducted public planning workshops. The study, completed in spring 2023, recommends a series of long-term improvements along with temporary interventions to test various ideas before making significant capital investments in the future.





GARDNER DESTINATION DOWNTOWN

PROJECT DETAILS

LOCATION Gardner, Kansas
CLIENT Mid-America Regional Council
SIZE ~40 acres

The City undertook a placemaking and mobility enhancement project to advance the work completed during the Gardner Main Street Corridor Plan in 2018.

As part of our conversations with the Johnson County Fairgrounds, there was an appetite to study the opportunity to expand and potentially re-locating the farmers market. Directly behind City Hall, the Gardner Public Market would utilize a permanent overhead structure to increase attendance and ensure its long-term success. Located along the axis of the rear door of City Hall, the structure will anchor a larger plaza space intended to be used for community events of all sizes. While the market and events are not occurring, this area will satisfy the parking needs of City Hall and other nearby businesses. Sustainability and best management practices for stormwater management were important to the City and community. The concept incorporates stormwater infrastructure around this plaza space so that it positively contributes to Gardner's environmental sustainability goals. Confluence developed funding strategies and conducted project phasing exercises for that next step in the overall process. Conversations with The City of Gardner continue as they evaluate new businesses, land opportunities and available funding sources.





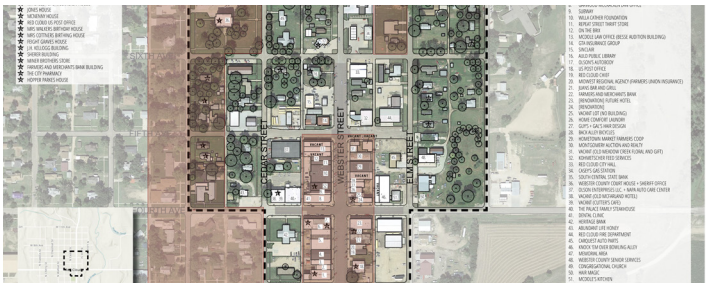
RED CLOUD DOWNTOWN REVITALIZATION PLAN

PROJECT DETAILS

LOCATION Red Cloud, Nebraska
CLIENT City of Red Cloud
SIZE 46 Acres

Nationally recognized for its historic character, the city of Red Cloud worked with Confluence to develop a Downtown Revitalization Plan centered on place-making strategies that aim to increase livability, tourism, and future economic growth while bolstering the area's unique identity and history.

This Downtown Revitalization Plan serves as a framework for enhancing the downtown in Red Cloud, Nebraska through tailored recommendations that will help guide city funding decisions and property investments by individual business owners. The resulting plan is grounded in public engagement exercises that provide insight into the community's goals and strategies to accomplish that vision. These strategies address building and signage improvements, business resources and incentives, streetscape improvements, plants and maintenance, neighborhood enhancements, and activation of public parks. Through these strategies, this plan aims to enrich the character of downtown Red Cloud and create a safe and welcoming environment for residents and visitors to enjoy.





DOWNTOWN MERRIAM CORRIDOR MASTER PLAN

PROJECT DETAILS

LOCATION Merriam, Kansas
CLIENT City of Merriam, Kansas

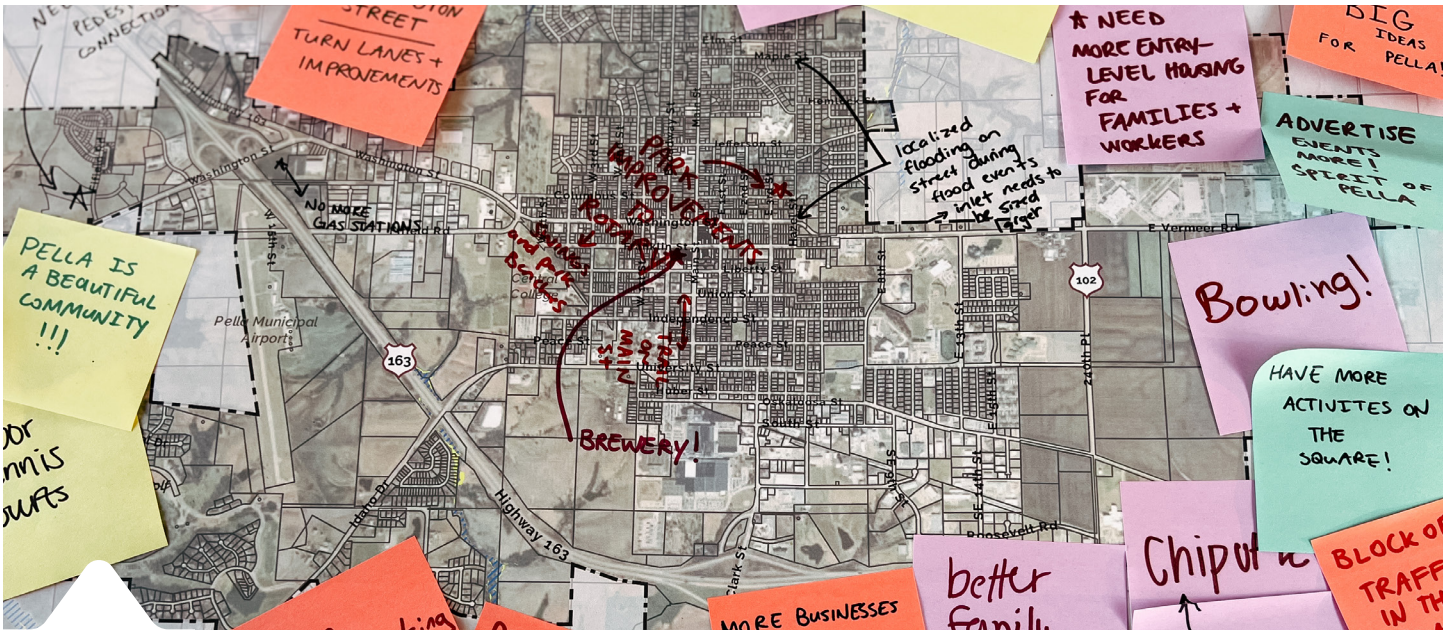
Confluence led a multi-disciplinary team to create a future vision for redevelopment and revitalization of Downtown Merriam, Kansas

The scope of work performed by Confluence included street layout for near-term and long-term, involving a future realignment of Merriam Drive to attract future mixed-use redevelopment possibilities. Included in this was the analysis of the adjacent Turkey Creek and it's existing impediment to redevelopment. Future modifications to the creek environs, park space offerings, and removal of channel constrictions are intended to contain the future floodplain within the channel and portions of the park spaces. Additionally, Confluence provided plans for placemaking, streetscape design and identity enhancement to develop a unique aesthetic environment conducive to attracting redevelopment



SECTION SIX

PUBLIC ENGAGEMENT PLAN



PUBLIC ENGAGEMENT PLAN

Confluence is an industry leader in providing interactive and fun engagement opportunities for planning projects. We utilize a variety of in-person and online tools to reach as wide an audience as possible. We work hard to ensure our engagement strategies are equitable, intuitive and fun for all age levels, languages, and abilities. Included within this section are a description of the specific activities and event types we would plan to use on this project as well as an overview of the defining characteristics of our engagement approach.

Once the planning process begins, our team will create a Public Engagement Plan for the Comprehensive Plan and another for the Downtown Master Plan. Each plan will detail the specific activities to be completed, potential timeframes, publicity options, and roles and responsibilities of City Staff and the Consultant Team. This Public Engagement Plan will focus on keeping everyone informed on the process and identifying the City's desired objectives and priorities for the Comprehensive Plan and Downtown Master Plan.

APPROACH TO ENGAGEMENT AND COLLECTING PUBLIC INPUT DATA

REACHING ALL SEGMENTS OF THE COMMUNITY

Our team believes community outreach should be equitable and intuitive. Equitable engagement provides opportunities for anyone who wants to be heard in a manner that is accessible for them. Whether our interaction with the public is in-person, online, or out in the community, we design our activities to be easy to use and understand. We go to where people are – hosting activities at local eateries, coffee shops, schools, and libraries to name a few. We will also work with City Staff to identify community groups, religious organizations, educational or social associations that we should engage with. We have successfully provided translation services for other communities working with **Hands Up Communications**. If desired, we will partner with them again to offer written translation services but can also work with local organizations for in-person events.

Ensuring that every resident has the opportunity to interact with the future planning of their community through inclusivity and accessibility is important to our team. We are dedicated to developing meeting all standard federal and state accessibility requirements, including **Web Content Accessibility Guidelines (WCAG)** for the online project website as well as all public-facing documents. Public documents, will be accompanied by an **Accessibility Verification Report** to show that the deliverables meet accessibility guidelines, including incorporating alternative text, bookmarking systems, hyperlinks/cross-references, paragraph/article tagging, and all other requirements for being a fully compliant digital document.

Our goal is for people from every background and at any age should be able to find an engagement activity option that fits their needs. Through targeted outreach, including social media, open houses, and collaboration with community organizations, we will build strong, meaningful connections with the community.

BUILDING CONSENSUS ACROSS DIVERSE INTEREST GROUPS

While Comprehensive Plans and Downtown Master Plans are not about getting everyone to agree on everything, a big component is to identify the core elements of agreement among the community. Through engagement, our team will sift through the feedback to narrow in on the key guiding principles and a vision statement for the plans.

We have a consensus-building philosophy that centers on finding the common ground or link that exists among diverse viewpoints. More often than not, this exists once you take the time to find it. Our job is to listen and lead with respect, authenticity, and transparency. We also know how to avoid letting one vocal person dominate a meeting through gentle guidance and facilitation.

We have found that addressing concerns or polar-opposite views in a genuine, open, and honest manner goes a long way. These are the individuals we like to work closely with and make sure they stay engaged so they can see and experience the real intent and purpose behind this work and turn these individuals into project champions.

THE POWER OF ART

Artwork plays a critical role in establishing and celebrating the character of a community and is a proven economic driver bringing life and interest to an area. We appreciate Joplin's understanding of this and history of embracing the arts with such efforts as the **Downtown Joplin Murals and Route 66 Mural Park**.

Our team celebrates the use of art not only in the end product, but as an innovative public engagement opportunity. Some art inspired engagement includes photo challenges, picture/coloring activities, and interactive visioning exercises. By integrating creative practices into each phase of outreach, we create exciting, inspiring plans that lead to vibrant places full of resiliency, activity, and life.









ENGAGEMENT ACTIVITIES

STEERING COMMITTEES

Our team endorses the use of a Steering Committee to provide regular input and guidance on all phases of the planning project. We have a history of successful collaboration and facilitation with these types of committees in communities across the country, and we look forward to engaging these appointed representatives and volunteers in helping to move this planning effort forward with momentum, energy, and purpose. Our goal is that these committee members can become project champions that help lead the implementation of the Comprehensive Plan and Downtown Master Plan.

COMMUNITY LISTENING SESSIONS

Early in the planning process, our team likes to host Community Listening Sessions to help establish the community profile of the entire community as well as Downtown Joplin. The focus of these sessions will be for our team to provide an opportunity for the public to let us know what is and what may not be working well in Joplin and the Downtown. Our team will facilitate conversations with attendees and use the information we receive to help craft targeted engagement efforts later in the planning process as well as contribute to the identification of the Community and Downtown Profile.

ONLINE ENGAGEMENT

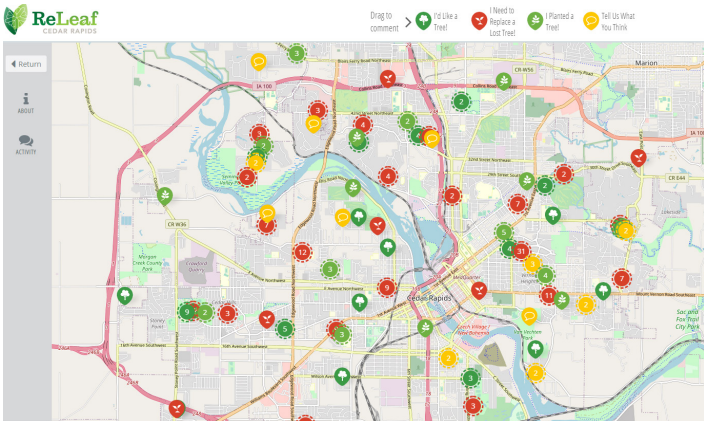
We take great pride in our ability and skillset in digital engagement. Our goal is to make the process easy to understand, informative, and meaningful. Our interactive engagement websites use Social Point and can be designed to include mapping activities, idea boards, surveying, image voting and priority ranking. This tool allows us to reach residents or stakeholders that are not able to attend in-person meetings but would still like to participate and provide feedback.

Social Point is equipped with translation services that can account for ten different languages as desired. Our team would ensure this is highlighted throughout the process to ensure everyone in the community has access and consistent messaging in the materials. Examples of recent websites we have created for planning projects are:

- The City of Lansing, Kansas https://engage.thinkconfluence.com/lansing-comprehensive-plan
- Lincoln Trails Great Streets Plan | Fairview Heights, Illinois https://engage.thinkconfluence.com/lincoln-trail-great-streets









STAKEHOLDER INTERVIEWS + FOCUS GROUPS

It is our team's experience that nothing can replace the type of candid feedback and connections made through one-on-one and small group interviews. These conversations provide some of the most valuable input to our planning projects. Stakeholders or focus groups can include property owners, business owners, civic organizations, and other related groups. We would collaborate with City Staff to create the list of individual interviews and smaller group meetings to learn more about the opportunities and constraints facing Joplin and its Downtown today.



DOWNTOWN WALK AUDIT

Our team will perform a community walk and mobility audits to gather insights for creating a pedestrian- and bike-friendly downtown. We will conclude our downtown audit at a local downtown establishment, creating an informal and welcoming setting for community members to share their ideas, concerns, and aspirations. This opportunity for direct engagement will help ensure the Downtown Master Plan reflects the community's vision and priorities for the future of downtown.



POP-UP EVENTS AND PUBLIC MEETING KIT OF PARTS

We do not just rely on people choosing to attend a public meeting or visit our project website. It is important for us to meet people where they are by setting up a booth at local community events. Here we will be available to answer questions about the planning process and provide information on additional ways to stay involved. We also provide some quick and easy but fun engagement activities as well.

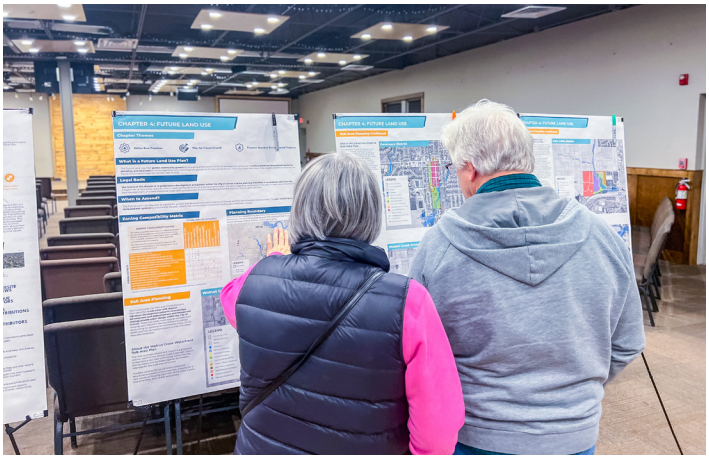
We understand that City Staff or the Steering Committee may wish to attend additional community events and our team can provide a Public Meeting Toolkit to those wishing to host additional events. This will include all the materials and information that may be needed.



PUBLIC VISIONING NEIGHBORHOOD WORKSHOPS

We will facilitate two structured, in-person Public Visioning Neighborhood Workshops. One will focus on Downtown Joplin and the other on community-wide topics. The intent is to identify key priorities and challenges facing Joplin and its Downtown today and continue conversations with residents. We will utilize a series of engagement activities including:

- Mapping activities
- Image polling
- Priority voting
- Land Use + Design illustration











These activities are consistent to what would be deployed to the interactive engagement website during Phase 2 as well to ensure consistency in questioning and messaging to all residents and stakeholders.

JOINT WORKSHOPS

It is important to our team that the Joplin City Council and Planning + Zoning Commission feel involved in this process to help create buy-in and support a smooth adoption and implementation. While we would encourage some members to serve on the Steering Committee, our team proposes three joint workshops throughout the process to keep these bodies up to date and involved throughout the process.

PUBLIC OPEN HOUSES

After drafts of the Comprehensive Plan and Downtown Master Plan are ready for public review and comment, our team will facilitate two Public Open Houses. These meetings will include a series of story boards and stations set up to explain the planning process, community profile and vision results, and core elements of the draft Comprehensive Plan and Downtown Master Plan. Our team will be present and available to answer any questions. We also encourage City Staff to participate if they desire. We will set up opportunities to provide feedback on key goals, strategies, and action items.



SECTION SEVEN

SCOPE OF WORK AND PROPOSED TIMELINE



SCOPE OF WORK

Our proposed scope of work is divided into four phases over approximately 18 months in a collaborative and cohesive planning process. We are flexible and can modify our approach and scope to meet the needs of the City of Joplin.

The Comprehensive Plan will begin first, with downtown-focused discussions and stakeholder engagement throughout the process. These conversations will help establish a preliminary vision and goals for Downtown Joplin that will be further refined through the more targeted downtown centered tasks, discussions, and milestones. Some items will be done in concert as these plans will be developed to support and complement each other; while other tasks and activities will be centered specifically on just the downtown area.

Tasks related specifically to the Downtown Joplin Master Plan only are identified separately (red font).

PHASE 1: PROJECT LAUNCH AND DISCOVERY (4 MONTHS)

1.1 KICK-OFF MEETING WITH CITY STAFF PROJECT MANAGEMENT TEAM

At the start of the project, this initial meeting with the City Staff Project Management Team will be to review the project schedule, schedule meetings, and begin data collection for both the Comprehensive Plan and Downtown Master Plan. This will include review of the existing 2012 Joplin Moving Forward Comprehensive Plan and all other documents identified in the RFP and section 4 of this proposal.

We will also use this opportunity with Staff to begin identifying members for a Comprehensive Plan Steering Committee (CPSC) and a Downtown Joplin Steering Committee (DJSC). Members may include individuals from the City Council, Planning & Zoning Commission, Joplin Chamber of Commerce, Joplin Industrial Authority, Historic Preservation Commission, Downtown Joplin Alliance, and other community stakeholders. The City may also consider including a representative of large employers, small businesses, residents, local universities, or community organizations to serve on either committee.

Project Check-In Meetings. Throughout the project, we are available to hold regularly scheduled video conference calls with City Staff to review the project status and coordinate meetings and project deliverables. We understand and respect Staff's time and do not want this project to be burdensome, so we will defer to Staff on the frequency they would like to meet as part of Task 1.1. Our recommendation would be monthly or every 3 weeks, but despite how often we hold a project check-in meeting, Project Lead Aimee Nassif will always be available for any questions or items you would like to discuss.

1.2 PUBLIC OUTREACH PLANS

Our team will work with the City to finalize a Public Outreach Plan for the Comprehensive Plan and a second for the Downtown Master Plan. Each Plan will identify the types of engagement methods to be used in the planning process as well as all preliminary dates and times for each meeting or activity. The Public Outreach Plans will also describe the purpose, expectations, and advertising plan for each proposed public engagement activity. These plans will determine responsibilities for both the City and the Consultant Team.

TASK 1.3.A KICK-OFF MEETING WITH COMPREHENSIVE PLAN STEERING COMMITTEE (CPSC)

The Consultant Team will facilitate a Kick-Off Meeting with the CPSC. The purpose of this meeting is to:

- Establish roles, responsibilities, and project contacts
- Review the project scope, schedule, and key meeting dates Identify key stakeholders
- Review of the Public Outreach Plan
- Perform visioning exercises with the group to begin discussing current issues and opportunities.

TASK 1.3.B KICK-OFF MEETING WITH DOWNTOWN JOPLIN STEERING COMMITTEE (DJSC)

Our team will also facilitate a Kick-Off Meeting with the DJSC. The purpose of this meeting will be the same as the CPSC meeting but also include an explanation of how this downtown plan will have a more focused look at the downtown area and result in more specific strategies and policy recommendations.

1.4 PROJECT BRANDING

Our team will work with the City staff to identify a brand (color scheme/font/logo) for the planning process that reflects the values and vision of the community. We can incorporate any existing brand standards into the logo design and final plan booklet layout. This can also serve as support for the future recommendations related to the Community Image and Branding task.

TASK 1.5.A EXISTING PLAN REVIEW + DATA ANALYSIS

Our team will gather the best available data to evaluate the existing conditions and trends of the community. High-quality maps, graphics, and illustrations will be developed to effectively communicate key concepts, analysis, and recommendations in a visually compelling and user-friendly format.

Analysis will cover many topics including:

- Recent regional and local planning work
- Demographic profile including population projections
- Employment and economic market analysis
- Existing land use and zoning
- Housing
- Existing and planned transportation data
- Natural features such as floodplain, slopes, and tree cover
- Parks, open space, and trails
- Public Art
- Community services
- Infrastructure

TASK 1.5.B DOWNTOWN JOPLIN EXISTING PLAN REVIEW + DATA ANALYSIS

Data collection and analysis will also begin for the Downtown area. This will include maps of the existing downtown boundary and previous plans and studies specific to the downtown area. Analysis will cover the same areas as above, in addition to:

- Mobility
- Streetscape and placemaking
- Historic preservation
- Downtown Mainstreet Accreditation
- Infill / Redevelopment

TASK 1.6 PROJECT WEBSITE LAUNCH

After project branding is identified, our team will create a project website using the Social Point platform. This website will host both planning efforts in a clear, engaging, and easy to navigate way. During Phase 1, this website will serve as an information management tool about the planning process and schedule. Later, engagement activities will be added to the site such as idea boards, mapping activities, and image voting.

TASK 1.7 COMMUNITY LISTENING SESSIONS (2 SESSIONS)

Our team will facilitate two Community Listening Sessions, one for Downtown Joplin and the other community wide, to hear the ideas about the community's desires for the future of Joplin and the downtown area. The feedback will be used to provide additional context for the data analysis to create a Community Profile. Additionally, this information will help shape the types of questions and engagement activities used in Phase 2.

TASK 1.8 DOWNTOWN JOPLIN WALK AUDIT

Data collection and analysis will also include a walk audit and tour of Downtown Joplin. We welcome others to join us and can schedule the walking tour at a time convenient for City Staff. At the end of the tour, we can visit a local eatery or coffee shop and host informal discussions with patrons on their thoughts and vision on the future of downtown. Typically, we coordinate with local business owners and have also offered gift cards to thank people for their participation.

TASK 1.9.A EXISTING CONDITIONS REVIEW MEETING WITH CITY STAFF AND THE CPSC

Our team will present to City Staff and the CPSC an overview of our team's analysis of the previous plans, existing conditions, and anticipated trends for the community and downtown area including:

- A preliminary assessment of issues and opportunities
- Community profile with population and housing analysis
- An employment and economic analysis
- A preliminary transportation assessment

We will discuss our findings and assessments with City Staff in preparation for the meeting with the CPSC.

TASK 1.9.B EXISTING CONDITIONS REVIEW MEETING WITH CITY STAFF AND THE DJSC

Our team will present to City Staff and the DJSC an overview of our team's analysis of the previous plans, existing conditions, and anticipated trends specific to the downtown area. As with Task 1.9.A above, we will collaborate with City Staff prior to this meeting to share and discuss our results and assessments. This will also include:

- A preliminary assessment of issues and opportunities
- An employment and economic analysis
- A preliminary transportation and mobility assessment
- Parking assessment
- Infill and redevelopment opportunities

TASK 1.10 EXISTING CONDITIONS ANALYSIS REVIEW JOINT WORKSHOP

We will facilitate a Joint Workshop with the Joplin City Council and Planning & Zoning Commission to share the results of the Community Profile, discuss information presented and ideas, and provide an overview of the planning process the Comprehensive Plan update as well as the Downtown Master Plan. This will also be an opportunity to engage directly with the elected and appointed officials early in the process.

PHASE 1 DELIVERABLES + MILESTONES

- **PUBLIC OUTREACH PLANS**
- **PROJECT BRANDING AND GUIDE**
- **PROJECT WEBSITE LAUNCH**

PHASE 2: OUTREACH + ENGAGEMENT

(4.5 MONTHS)

TASK 2.1 INTERACTIVE ENGAGEMENT ACTIVITIES ON PROJECT WEBSITE

At the start of Phase 2, we will update the Social Point project website to facilitate online engagement. We would anticipate using a mapping activity as well as an interactive idea board to help capture input on the site. This same site will host surveys and will be updated and utilized as part of Phase 4 to reveal the draft plans and seek public input.

We will create engagement activities tailored to garner input for both Downtown Joplin and the broader community. This website will be closed after adoption of both plans.

TASK 2.2 COMMUNITY SURVEY

Conducting a community survey is a great way to get feedback from the community in an easy, quick manner yet still provides valuable insight. Our team can create a digital survey that will be posted on the project website allowing full anonymity for survey takers. This survey will cover questions regarding the entire community as well as those specific to the downtown area.

Our team will develop, maintain and provide results of this survey for the City. While this survey will be published to the project website during Phase 2, we will monitor progress and participation and the survey can remain for an extended period as needed or desired by the City.

TASK 2.3 STAKEHOLDER INTERVIEWS

Our team will conduct key stakeholder interviews near the start of Phase 2. We will ask for assistance from City Staff and both Steering Committees to identify community stakeholders to connect with segments of the Joplin population that might not otherwise participate in the planning process, including low-income residents and older populations.

These one-on-one settings can be especially useful in creating relationships with more vulnerable populations or populations that have historically been left out of planning processes. Our goal would be to start conversations with individuals that can be gateways and advocates for different minority groups throughout the community. These interviews will be held virtually.

TASK 2.4 FOCUS GROUP ROUNDTABLE

Our team will facilitate a focus group discussion to gain insight into the issues and opportunities facing downtown and the entire community. We will partner with City Staff to help identify individuals to be invited to be a part of this small group engagement. We would recommend individuals from the business community, development community, universities, major employers, and social organizations.

TASK 2.5 POP-UP EVENTS (2 EVENTS)

Our team will attend three community events to advertise the plan to the public and encourage public participation. These pop-up events would include QR codes to direct visitors to the project website as well as on-site engagement. Engagement in the booth could include image voting, a simple mapping activity, idea wall, or a coloring activity. Locations could be at a local park, restaurant, or retailer.

TASK 2.5.B DOWNTOWN COFFEE CHATS

We can also partner with a local coffee shop or café downtown such as Bloom Coffee or Joplin Avenue Coffee Company to host brief, informal discussions or short surveys with patrons in a comfortable, familiar setting. We typically offer a small gift card or treat from the local business to entice participation and as a thank you to them and the host business.

TASK 2.6 PUBLIC ENGAGEMENT TOOLKIT

We understand City staff may wish to attend additional pop-up events throughout the planning process. Our team will prepare a public meeting kit-of-parts with meeting materials to help facilitate additional engagement events.

TASK 2.7 PUBLIC VISIONING WORKSHOP (2 WORKSHOPS)

Our team will facilitate two Public Visioning Workshops to identify key issues, priorities, opportunities, and preferences that will guide the direction of the Comprehensive Plan and Downtown Master Plan .

At these meetings, we will provide an overview of the comprehensive plan process and seek input on various aspects of the plan. Prior to commencing the community input activities, we will provide a brief "Planning 101" to explain what a Comprehensive Plan is, how it is used, and how will it impact them.

A series of hands-on engagement boards and activities will be provided to help generate an overall vision for Joplin and key project goals. This will include dot exercises, visual preference boards, land use puzzle activity, and more.

Joplin's population soars when you include students from the many universities located throughout Joplin. As such, we will also extend targeted invitations to local higher education institutions, including the KCU-Joplin Campus, Ozark Christian College, and Missouri Southern State University, to engage students who may become future homeowners, business owners, employees, and long-term residents of Joplin.

TASK 2.8.A COMMUNITY ENGAGEMENT REVIEW WITH CITY STAFF AND CPSC

Following these various public and stakeholder input meetings, our team will meet with the CPSC to share all the information gathered from the various engagement activities conducted to date.

Our team will brainstorm a possible vision statement and project goal ideas with the CPSC based upon the summary presentation of input received. This feedback will be used in Phases 1-2 to create vision, goals, and key recommendations for each Plan.

TASK 2.8.B. COMMUNITY ENGAGEMENT REVIEW WITH CITY STAFF AND DJSC

After the review meeting with the CPSC is held, we will meet with City Staff and the DJSC to share information gathered from the engagement activities to date specific to downtown. The goal of this meeting is the same as in Task 2.8.A above.

TASK 2.9 COMMUNITY VISIONING JOINT WORKSHOP

We will facilitate a second Joint Workshop with the Joplin City Council and Planning & Zoning Commission to review the results of the Community Visioning exercises and all public engagement to date. We will also use this time to provide project status updates and answer any questions.

OPTIONAL ADD-ONS TO CUSTOMIZE THE EXPERIENCE FOR JOPLIN:

ETC STATISTICALLY VALID COMMUNITY SURVEY

We can work with ETC Institute to develop and conduct a statistically valid community survey to complement our other engagement activities. A survey of this type can reach a broader range of the population and be more accurate than a traditional survey. This would be in addition to the survey that we still offer on the project website.

BOX CITY EVENT

Our team will coordinate the hosting of a Box City event either with a local elementary school or the library. This kids-focused event uses arts, crafts, and various shaped boxes to help kids get involved in community visioning. We set up a base community with streets, a river, and trees and encourage kids to fill out a "building permit", design, and place their desired development within the community. This allows kids to feel engaged and can help bring busy parents into the fold. This can also be performed during the Public Visioning Workshop to encourage parents to attend. This would be an additional expense.

PHASE 2 DELIVERABLES + MILESTONES

- **PROJECT ENGAGEMENT ACTIVITIES GO LIVE ONLINE**
- **COMMUNITY SURVEY LAUNCH**
- **STAKEHOLDER INTERVIEWS**
- **FOCUS GROUP ROUNDTABLE**
- **POP-UP EVENTS**
- **PUBLIC VISIONING WORKSHOPS**
- **PUBLIC ENGAGEMENT STAFF TOOLKIT**
- **PUBLIC & STAKEHOLDER ENGAGEMENT SUMMARY REPORT**
- **COMMUNITY SURVEY RESULTS STATUS REPORT**

PHASE 3: RECOMMENDATIONS, REVIEW, AND DRAFTING (6 MONTHS)

TASK 3.1 GOAL DEVELOPMENT

Based on feedback obtained throughout Phases 1-2, guiding principles and goals will be refined and finalized for each Plan. This will become the basis of recommendations for the goals and strategies outlined in each of the draft plans.

TASK 3.2 ECONOMIC DEVELOPMENT, MARKET ANALYSIS, AND LAND USE SCENARIOS

Working closely with City Staff, our team will complete an economic development and market analysis of the relative value of various land uses and their fiscal impact on the City. This will be done citywide as well as a few scenarios for the downtown area.

We will further create a series of scenarios for future growth or redevelopment opportunities on which the results can be evaluated specific to downtown Joplin. Our team will create maps that visualize the key concepts of each scenario and will summarize the likely development potential based on the results. This will also include recommendations related to the future boundary area for downtown and any core or outer ring classifications.

TASK 3.3.A DRAFT COMPREHENSIVE PLAN ELEMENTS

Our team will develop the full draft of the Comprehensive Plan including all necessary and desired plan elements/ chapters. The draft will be reviewed with the City Staff Project Management Team prior to being presented to the CPSC for their review and comment. At a minimum, the new Comprehensive Plan will cover the following topics:

- Public & Stakeholder Engagement Summary
- Community Profile Overview
- Land Use & Zoning
- Housing
- Economic Development Plan & Market Analysis
- Transportation & Mobility Plan
- Park & Open Space
- Community Facilities & Infrastructure
- Visioning and Goal Setting
- Strategic Action Plan/Implementation
- Community Image and Branding Recommendations

TASK 3.3.B DRAFT DOWNTOWN MASTER PLAN ELEMENTS

Our team will develop the full draft of the Downtown Master Plan including all necessary and desired plan elements/ chapters. We will provide the draft to the City Staff Project Management Team prior to being presented to the DJSC for their review and comment. At a minimum, the new Downtown Master Plan will cover the following topics:

- Business + Economic Development Plan
- Market Analysis
- Land Use + Zoning

- Mobility
- Parking
- Housing
- Streetscape and Placemaking
- Infill and Redevelopment

TASK 3.4 DRAFT PLANS REVIEW SESSIONS WITH CITY STAFF

We anticipate 3-4 meetings to review the draft Comprehensive Plan and Downtown Master Plan with City Staff. This will be done in sections, and all material will be shared in advance of our meeting to allow comment time and review.

TASK 3.5.A DRAFT PLAN REVIEW WITH COMPREHENSIVE PLAN STEERING COMMITTEE (1-2 MEETINGS)

After review by the City Staff and all necessary updates made, our team will present the draft plans to the CPSC for their review and feedback on the Comprehensive Plan.

TASK 3.5.B DRAFT PLAN REVIEW WITH DOWNTOWN JOPLIN STEERING COMMITTEE (1 MEETING)

After review by the City Staff and all necessary updates made, our team will present the draft plans to the DJSC for their review and feedback on the Downtown Master Plan.

TASK 3.6 STAKEHOLDER INTERVIEWS + FOCUS GROUP MEETING FOLLOW-UPS (2 MEETINGS)

Once both Plans are drafted, our team will host a Joint Draft Plan Review Session for those individuals who participated in interviews and our focus group meeting in Phase 2. At this meeting, we will review the recommendations and provide insight into how the feedback we received was incorporated into the recommendations. One meeting will be held for each of the Plans.

TASK 3.7 DRAFT PLANS JOINT WORKSHOP

Our team will present an overview of the draft Comprehensive Plan update and Downtown Master Plan to the City Council and Planning & Zoning Commission and provide a review of the public comments from the Public Open House and the general public comment period. Our team will record feedback and update and modify the draft as needed. The schedule and format for this Task will be determined in partnership with City Staff.

TASK 3.8 PUBLIC COMMENT AND REVIEW

Following the Joint workshop, our team will upload the drafts on the interactive project website for public review and comment on the draft Plans. Feedback will be summarized and changes will be recommended to City Staff.

TASK 3.9 DRAFT PLANS PUBLIC OPEN HOUSE EVENT

Our team will host a public open house to review the draft plans. This will include a series of story boards that overview the key recommendations and help explain the process of plan development. This will be one open house event with two different stations (one for review of the comprehensive plan and a second for review of the downtown plan). This way, the public can view both plans if they are interested and see how the plans complement each other and work together.

TASK 3.10 | PLAN REFINEMENT

Our team will take all input gathered from the draft reviews and make necessary refinements and updates to the language. A final draft plan update will be completed and provided to City Staff.

PHASE 3 DELIVERABLES + MILESTONES

- SUMMARY OF PUBLIC COMMENTS AND RECOMMENDED UPDATES
- ECONOMIC DEVELOPMENT AND MARKET ANALYSIS SUMMARY
- DRAFT PLAN JOINT WORKSHOP
- DRAFT PLAN PUBLIC OPEN HOUSE
- DRAFT PLAN
- DRAFT STRATEGIC ACTION PLAN/IMPLEMENTATION STRATEGY

PHASE 4: FINAL PLAN + ADOPTION

(3 MONTHS)

TASK 4.1 FINAL DRAFT PLANS

Our team will finalize a Final Draft Plan of the Comprehensive Plan and Downtown Master Plan and provide to the City Staff Project Management Team for final review and revisions. We will have all requested revisions or updates completed prior to advancing to the public hearing before the Planning & Zoning Commission.

TASK 4.2 DRAFT STRATEGIC ACTION PLANS/ IMPLEMENTATION

Our team will create two well-defined implementation strategies or Strategic Action Plans—one for the Comprehensive Plan and another for the Downtown Master Plan. The Strategic Action Plan will include short- and

long-term initiatives, potential partnerships and funding mechanisms, and policy considerations to ensure that initial investments are used wisely and successfully build upon one another. In addition, we will also provide recommended action steps including prioritization, order of magnitude investment requirements, potential funding sources, and participating agencies or private partners.

TASK 4.3 PLANNING &ZONING COMMISSION PUBLIC HEARING

The Consultant Team will attend the Planning & Zoning Commission Public Hearing for the review and recommendation on the adoption of both Plans. We will present the Plans and will make subsequent revisions to each as may be requested by the Commission and submit updated copies to City Staff.

TASK 4.3 CITY COUNCIL PRESENTATION

The Consultant Team will attend the City Council meeting to present the Plans as approved by the Planning & Zoning Commission. We will assist the City Staff with the presentation of the Plans and will make subsequent revisions to the Plan as may be requested by the City Council and submit updated copies to City Staff.

TASK 4.4 FINAL DELIVERABLES

Upon complete adoption, our team will deliver the final Comprehensive Plan and Downtown Master Plan and all documents, images, graphics, or similar materials, including GIS data and maps, as stated in the RFP.



TASK 4.5 WRAP PARTY – ACTION PLAN SUPPORT

To celebrate the completion of the Comprehensive Plan and Downtown Master Plan and recognize all the individuals who contribute to its success, we recommend hosting a project "Wrap Party" after adoption of the Plans. This event provides an opportunity to thank City Staff, elected officials, Planning & Zoning Commission members, and community stakeholders for their time, input, and commitment throughout the project.

The Wrap Party serves as both a celebration and an educational opportunity to share information on what the implementation phase will look like and the importance of maintaining project champions.

Implementation is not an afterthought but a major component of this process. Our team treats moving into the implantation phase as something to celebrate and be inspired by. We keep up to date with established and emerging best practices in planning and policy solutions to assist in problem solving. We are committed to delivering plans that can be implemented and as such we prioritize the process of developing your implementation strategy.

While the Strategic Action Plans will be reviewed and finalized in Task 4.1, we will also follow up with City Staff shortly after adoption of the Plans to determine if any further refinement is needed.

PHASE 4 DELIVERABLES + MILESTONES

- FINAL COMPREHENSIVE PLAN (PDF, INDESIGN, EXCEL, AND HARD COPIES AS REQUESTED)
- FINAL DOWNTOWN MASTER PLAN (PDF, INDESIGN, EXCEL, AND HARD COPIES AS REQUESTED)
- MAPS AND GIS DATA (PDF, INDESIGN, AND ARCGIS FILES)
- EXISTING CONDITIONS ANALYSIS REPORTS (2) (PDF)
- PUBLIC & STAKEHOLDER ENGAGEMENT SUMMARY REPORTS (PDF)
- EXECUTIVE SUMMARIES
- ECONOMIC DEVELOPMENT PLANS
- MARKET ANALYSIS SUMMARIES (PDF)
- PRESENTATIONS (PPT AND PDF)
- STRATEGIC ACTION PLANS FOR IMPLEMENTATION
- WEB-BASED VERSION OF THE PLANS
- DATABASE OF RECOMMENDATIONS FOR EACH PLAN (PDF AND EXCEL OR INDESIGN)
- PROJECT WRAP PARTY – ACTION PLAN SUPPORT

PROPOSED TIMELINE

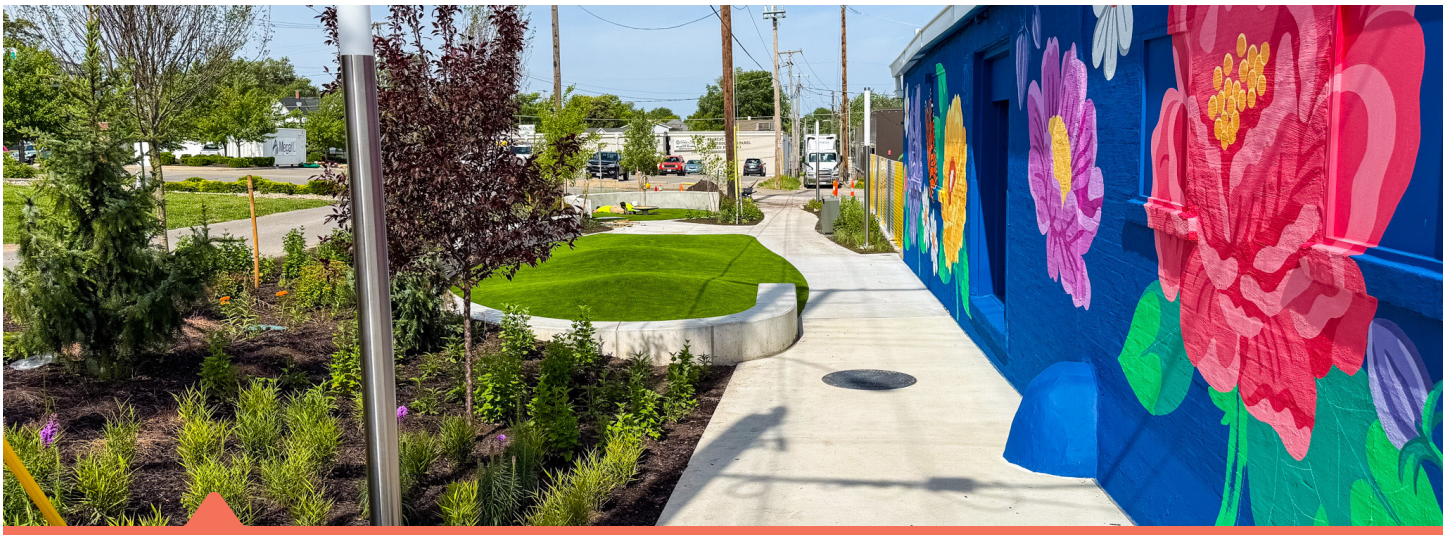
Below is our proposed project schedule over an approximately 18-month period with an anticipated start in August 2026 and project completion by January 2028. We are flexible and can modify our approach and scope to best meet the needs of the City of Joplin. Below is a legend for the proposed schedule.

JOPLIN COMPREHENSIVE PLAN + DOWNTOWN MASTER PLAN

PROJECT TIMELINE		AUG 2026	SEP 2026	OCT 2026	NOV 2026	DEC 2026	JAN 2027	FEB 2027	MAR 2027	APR 2027	MAY 2027	JUN 2027	JUL 2027	AUG 2027	SEP 2027	OCT 2027	NOV 2027	DEC 2027	JAN 2028
PHASE 1: PROJECT LAUNCH AND DISCOVERY																			
1.1	KICK-OFF MEETING WITH CITY STAFF PROJECT MANAGEMENT TEAM																		
	REGULARLY SCHEDULED CHECK-IN MEETINGS - AS REQUESTED BY CITY STAFF																		
1.2	PUBLIC ENGAGEMENT PLAN																		
1.3.A	KICK-OFF MEETING WITH COMP PLAN STEERING COMMITTEE (CPSC)																		
1.3.B	KICK-OFF MEETING WITH DOWNTOWN JOPLIN STEERING COMMITTEE (DJSC)																		
1.4	PROJECT BRANDING																		
1.5.A	EXISTING PLAN REVIEW + DATA ANALYSIS																		
1.5.B	DOWNTOWN JOPLIN - EXISTING PLAN REVIEW + DATA ANALYSIS																		
1.6	PROJECT WEBSITE LAUNCH																		
1.7	COMMUNITY LISTENING SESSIONS (2 SESSIONS)																		
1.8	DOWNTOWN JOPLIN WALK AUDIT																		
1.9.A	EXISTING CONDITIONS REVIEW MEETING WITH CPSC																		
1.9.B	EXISTING CONDITIONS REVIEW MEETING WITH DJSC																		
1.10	EXISTING CONDITIONS ANALYSIS REVIEW JOINT WORKSHOP																		
PHASE 2: OUTREACH AND ENGAGE																			
2.1	INTERACTIVE ENGAGEMENT ACTIVITIES ON PROJECT WEBSITE																		
2.2	COMMUNITY SURVEY																		
2.3	STAKEHOLDER INTERVIEWS																		
2.4	FOCUS GROUP ROUNDTABLE																		
2.5.A	POP UP EVENTS (2 EVENTS)																		
2.5.B	DOWNTOWN COFEE CHATS																		
2.6	PUBLIC ENGAGEMENT TOOLKIT																		
2.7	PUBLIC VISIONING WORKSHOPS (2 WORKSHOPS)																		
2.8.A	COMMUNITY ENGAGEMENT REVIEW WITH CPSC																		
2.8.B	COMMUNITY ENGAGEMENT REVIEW WITH DJSC																		
2.9	COMMUNITY VISIONING JOINT WORKSHOP #2																		
	OPTIONAL ADD-ON - ETC STATISTICALLY VALID SURVEY																		
	OPTIONAL ADD-ON - BOX CITY EVENT																		
PHASE 3 - VISIONING + KEY RECOMMENDATIONS																			
3.1	GOAL DEVELOPMENT																		
3.2	ECONOMIC DEVELOPMENT, MARKET ANALYSIS, AND LAND USE SCENARIOS																		
3.3.A	DRAFT COMPREHENSIVE PLAN ELEMENTS																		
3.3.B	DRAFT DOWNTOWN MASTER PLAN ELEMENTS																		
3.4	DRAFT PLAN REVIEW SESSIONS WITH CITY STAFF (3-4 MEETINGS)																		
3.5.A	DRAFT COMPREHENSIVE PLAN REVIEW SESSION WITH CPSC (1-2 MEETINGS)																		
3.5.B	DRAFT DOWNTOWN MASTER PLAN REVIEW SESSION WITH DJSC																		
3.6	STAKEHOLDER INTERVIEWS + FOCUS GROUP MEETING FOLLOW-UPS (2 MEETINGS)																		
3.7	DRAFT PLANS JOINT WORKSHOP																		
3.8	PUBLIC COMMENT AND REVIEW																		
3.9	DRAFT PLANS PUBLIC OPEN HOUSE EVENT																		
3.10	PLAN REFINEMENT																		
PHASE 4: FINAL PLAN + ADOPTION																			
4.1	FINAL DRAFT PLANS																		
4.2	DRAFT STRATEGIC ACTION PLANS/IMPLEMENTATION																		
	PLANNING AND ZONING COMMISSION PUBLIC HEARING																		
4.3	CITY COUNCIL PRESENTATION																		
4.4	FINAL PLAN DELIVERABLES																		
4.5	WRAP PARTY - ACTION PLAN SUPPORT																		

SECTION EIGHT

FEE PROPOSAL AND COST BREAKDOWN



FEE PROPOSAL AND COST BREAKDOWN

Our proposed fee based on our proposed Scope of Work is summarized below. Our team remains flexible to review specific components of our approach, work plan, schedule, and fee to adjust if needed to best meet needs of the City of Joplin.

Phase 1 Community and Downtown Profile	$58,500
Phase 2 Community Input + Visioning	$69,500
Phase 3 Draft Plan + Review	$116,000
Phase 4 Final Plan + Adoption	$27,500
Expenses	$16,000
Total Not-to-Exceed Fee	**$287,500**

OPTIONAL ADD-ONS

Box City Event

Our team will coordinate the hosting of a Box City event either with a local elementary school or the library. This kids-focused event uses arts, crafts, and various shaped boxes to help kids get involved in community visioning. We set up a base community with streets, a river, and trees and encourage kids to fill out a "building permit", design, and place their desired development within the community. This allows kids to feel engaged and can help bring busy parents into the fold. This can also be performed during the Public Visioning Workshop to encourage parents to attend. This would be an additional expense.

Cost: $3,250

ETC Statistically Valid Community Survey

We can work with ETC Institute to develop and conduct a statistically valid community survey to complement our other engagement activities. A survey of this type can reach a broader range of the population and be more accurate than a traditional survey. This would be in addition to the survey that we still offer on the project website.

Cost: $16,000

SECTION NINE

REFERENCES

REFERENCES

Our team has completed comprehensive plans for numerous communities across the Midwest. Included on the following pages are project sheets detailing a few of those completed plans. Included below are references.

STEPHEN LACHKY, AICP | PARKVILLE, MISSOURI

Community Development Director, City of Parkville, Missouri
8880 Clark Avenue, Parkville, MO 64152
816.741.7676 | slachky@parkvillemo.gov



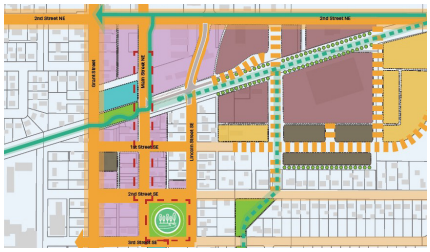
JONATHAN RAICHE, AICP | KIRKWOOD, MISSOURI*

Director of Planning and Development, City of Kirkwood
139 S Kirkwood Road, Kirkwood, MO 63122
314.984.5926 | Raichjd@kirkwoodmo.org
**reference for Project Lead Aimee Nassif*



MARKETA OLIVER | BONDURANT, IOWA

City Administrator, City of Bondurant, Iowa
200 2nd St NE Box 37, Bondurant, IA 50035
515.967.2418 | moliver@cityofbondurant.com



MATT WRIGHT | BELTON, MISSOURI

Community Development Director, City of Belton, Missouri
520 Main Street, Belton, MO 6401
816.892.1266 | mwright@belton.org



SECTION TEN

SIGNATURE PAGE FORM

reject any and all Responses and re-solicit for new Responses, or to reject any and all proposals and temporarily or permanently abandon the Project. The City makes no representations, written or oral, that it will enter into any form of agreement with any respondent to this RFP for any project and no such representation is intended or should be construed by the issuance of this RFP.

Acceptance of Evaluation Methodology - By submitting its Responses to this RFP, Respondent accepts the evaluation process and acknowledges and accepts that the determination of the "most qualified" firm will require subjective judgments by the City.

No Reimbursement for Costs - The Respondent acknowledges and accepts that any costs incurred from the Respondent's participation in this RFP shall be at the sole risk and responsibility of the Respondent.

Reference Checks - Respondent acknowledges and accepts that through the RFP evaluation process reference checks and background investigations may be conducted as a part of the due-diligence process.

Disposition of Proposals - All submitted proposals become the property of The City.

Nonconforming Terms and Conditions - A proposal that includes terms and conditions that do not conform to the terms and conditions in the RFP is subject to rejection as non-responsive. The City reserves the right to permit the Proposer to withdraw nonconforming terms and conditions from its proposal prior to a determination by The City of non-responsiveness based on the submission of nonconforming terms and conditions.

Debarment - By submitting a proposal, the Proposer certifies that it is not currently debarred with submitting proposals for contracts issued by any political subdivision or agency of the State of Missouri or the Federal government and that is not a person or entity that is currently debarred from submitting proposals for contracts issued by any political subdivision or agency of the State of Missouri or the Federal government.

Attachment B

THE CITY OF JOPLIN REQUEST FOR PROPOSAL SUBMISSION FORM

RFP # P25AF01712-004

Company CONFLUENCE

Address 510 WALNUT ST, SUITE 310, KANSAS CITY, MO 64106

Contact Person AIMEE NASSIF

Telephone Number 816.531.7227

Email ANASSIF@THINKCONFLUENCE.COM

NOTE TO RESPONDENTS: SUBMIT ENTIRE SECTION WITH RESPONSE. THIS EXECUTION OF OFFER MUST BE COMPLETED, SIGNED, AND RETURNED WITH THE RESPONDENT'S QUALIFICATIONS. FAILURE TO COMPLETE, SIGN AND RETURN THIS EXECUTION OF OFFER WITH THE QUALIFICATIONS MAY RESULT IN REJECTION OF THE QUALIFICATIONS. SIGNING A FALSE STATEMENT MAY VOID THE SUBMITTED QUALIFICATIONS OR ANY AGREEMENTS OR OTHER CONTRACTUAL ARRANGEMENTS, WHICH MAY RESULT FROM THE SUBMISSION OF RESPONDENT'S QUALIFICATIONS, AND THE RESPONDENT MAY BE REMOVED FROM ALL PROPOSER LISTS. A FALSE CERTIFICATION SHALL BE DEEMED A MATERIAL BREACH OF CONTRACT AND, AT THE JRC'S OPTION, MAY RESULT IN TERMINATION OF ANY RESULTING CONTRACT.

By signature hereon, Respondent acknowledges and agrees that (1) this RFP is a solicitation for Interest and is not a contract or an offer to contract; (2) the submission of Responses by Respondent in response to this RFP will not create a contract between the City and Respondent; (3) Neither the City or the Committee, or any of their representatives, have made a representation or warranty, written or oral, that one or more contracts with the City will be awarded under this RFP; and (4) Respondent shall bear, as its sole risk and responsibility, any cost which arises from Respondent's preparation of a response to this RFP.

By signature hereon, Respondent offers and agrees to furnish to the City all of the products and/or services more particularly described in its Responses, and to comply with all terms, conditions and requirements set forth in the RFP documents and contained herein.

By signature hereon, Respondent affirms that they have not given, nor intends to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor or service to a public servant, elected officials, leadership or staff of the City or partner organizations in connection with the submitted Responses.

By signature hereon, the Respondent hereby certifies that neither the Respondent nor the firm, corporation, partnership or Developer represented by the Respondent, or anyone acting for such firm, corporation, or institution has violated the antitrust laws of this state, or the Federal antitrust laws, nor communicated directly or indirectly the Responses made to any competitor or any other person engaged in such line of business.

By signature hereon, Respondent represents and warrants that:

Respondent is a reputable company regularly engaged in providing products and/or services necessary to meet the terms, conditions and requirements of the RFP;

Respondent has the necessary experience, knowledge, abilities, skills, and resources to satisfactorily perform the terms, conditions and requirements of the RFP;

By signature hereon, Respondent certifies that the individual signing this document and the documents made part of the RFP is authorized to sign such documents on behalf of the company and to bind the company under any agreements or other contractual arrangements, which may result from the submission of the Response.

By signature hereon, Respondent affirms that no compensation has been received for participation in the preparation of the specifications for this RFP.

By signature hereon, Respondent affirms that it has not violated any of the noted No-Lobbying provisions or specification contained in this RFP.

By signature hereon, Respondent agrees to defend, indemnify, and hold harmless the City and the Committee, all of their officers, agents and employees from and against all claims, actions, suits, demands, proceedings, costs, damages, and liabilities, arising out of, connected with, or resulting from any acts or omissions of Respondent or any agent, employee, subcontractor, or supplier of Respondent in the execution or performance of any agreements or other contractual arrangements which may result from the submission of these Responses.

Submitted and certified this 23 **day of** June.

BY: Signature Date: 6/23/2026

Name (Printed): Aimee Nassif

Title: Principal

Signature:

Attachment C

Federal Professional Services/A&E Contract Clauses

Contracts $100,000 or greater

Debarment, Suspension, Ineligibility and Voluntary Exclusion- The Contractor shall comply and facilitate compliance with U.S. DOT regulations, "Nonprocurement Suspension and Debarment," 2 C.F.R. part 1200, which adopts and supplements the U.S. Office of Management and Budget (U.S. OMB) "Guidelines to Agencies on Governmentwide Debarment and Suspension (Nonprocurement)," 2 C.F.R. part 180. These provisions apply to each contract at any tier of $25,000 or more, and to each contract at any tier for a federally required audit (irrespective of the contract amount), and to each contract at any tier that must be approved by an FTA official irrespective of the contract amount. As such, the Contractor shall verify that its principals, affiliates, and subcontractors are eligible to participate in this federally

funded contract and are not presently declared by any Federal department or agency to be:

A. Debarred from participation in any federally assisted Award

B. Suspended from participation in any federally assisted Award

C. Proposed for debarment from participation in any federally assisted Award

D. Declared ineligible to participate in any federally assisted Award

E. Voluntarily excluded from participation in any federally assisted Award; or

F. Disqualified from participation in any federally assisted Award.

Energy Conservation- The contractor agrees to comply with mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act.

Access to Records- The Contractor agrees to provide the Purchaser, the FTA Administrator, the Comptroller General of the United States or any of their authorized representatives access to any books, documents, papers and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts and transcriptions. The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed. The Contractor agrees to maintain all books, records, accounts and reports required under this contract for a period of not less than three years after the date of termination or expiration of this contract, except in the event of litigation or settlement of claims arising from the performance of this contract, in which case Contractor agrees to maintain same until the Purchaser, the FTA Administrator, the Comptroller General, or any of their duly authorized representatives, have disposed of all such litigation, appeals, claims or exceptions related thereto. Reference 49 CFR 18.39(i)(11).

Fraud and False or Fraudulent Statements or Related Acts- (1) The Contractor acknowledges that the provisions of the Program Fraud Civil Remedies Act of 1986, as amended, 31 U.S.C. 3801 et seq. and U.S. DOT regulations, "Program Fraud Civil Remedies," 49 C.F.R. Part 31, apply to its actions pertaining to the Project. Upon execution of the underlying contract, the Contractor certifies or affirms the truthfulness and accuracy of any statement it has made, it makes, it may make, or causes to be made, pertaining to the underlying contract or the FTA assisted project for which this contract work is being performed. In addition to other penalties that may be applicable, the Contractor further acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification, the Federal Government reserves the right to impose the penalties of the Program Fraud Civil Remedies Act of 1986 on the Contractor to the extent the

Federal Government deems appropriate. (2) The Contractor also acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification to the Federal Government under a contract connected with a project that is financed in whole or in part with Federal assistance originally awarded by FTA under the authority of 49 U.S.C. 5307, the Government reserves the right to impose the penalties of 18 U.S.C. 1001 and 49 U.S.C. 5307(n)(1) on the Contractor, to the extent the Federal Government deems appropriate. (3) The Contractor agrees to include the above tow clauses in each subcontract financed in whole or in part with Federal assistance provided by FTA. It is further agreed that the clauses shall not be modified, except to identify the subcontractor who will be subject to the provisions.

Federal Changes- Contractor shall at all times comply with all applicable FTA regulations, policies, procedures and directives, including without limitation those listed directly or by reference in the Agreement (Form FTA MA (6) dated October, 1999) between Purchaser and FTA, as they may be amended or promulgated from time to time during the term of this contract. Contractor's failure to so comply shall constitute a material breach of this contract.

Civil Rights and Equal Opportunity

The City of Joplin is an Equal Opportunity Employer. As such, the City agrees to comply with all applicable Federal civil rights laws and implementing regulations. Apart from inconsistent requirements imposed by Federal laws or regulations, the City agrees to comply with the requirements of 49 U.S.C. 5323(h)(3) by not using any Federal assistance awarded by FTA to support procurements using exclusionary or discriminatory specifications.

Under this Agreement, the Contractor shall at all times comply with the following requirements and shall include these requirements in each subcontract entered into as part thereof.

Nondiscrimination in Federal Public Transportation Programs- In accordance with Federal transit law 49 U.S.C. 5332, the Contractor agrees that it will not discriminate against any employee or applicant for employment because of race, color, religion, national origin, sex (including sexual orientation and gender identity), disability, or age. In addition, the Contractor agrees to comply with applicable Federal implementing regulations and other implementing requirements FTA may issue.

Race, Color, Religion, National Origin, Sex-In accordance with Title VII of the Civil Rights Act, as amended, 42 U.S.C. 2000e seq., and Federal transit laws at 49 U.S.C. 5332, the Contractor agrees to comply with all applicable equal employment opportunity requirements of U.S. Department of Labor (U.S. DOL) regulations, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor," 41 C.F.R. chapter 60, and Executive Order No. 11246, "Equal

Employment Opportunity," September 24, 1965, 42 U.S.C. 2000e note, as amended by any later Executive Order that amends or supersedes it, referenced in 42 U.S.C. 2000e note. The Contractor agrees to take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, national origin, sex (including sexual orientation and gender identity). Such action shall include, but not be limited to the following: employment, promotion, demotion or transfer, recruitment or recruitment advertising, layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. In addition, the Contractor agrees to comply with any implementing requirements FTA may issue.

Age-In accordance with the Age Discrimination in Employment Act of 1967, 29 U.S.C. 621-634,U.S. Equal Employment Opportunity Commission (U.S. EEOC) regulations, "Age Discrimination in Employment Act," 29 C.F.R. part 1625, the Age Discrimination Act of 1975, as amended, 42 U.S.C. 6101 et seq., U.S. Health and Human Services regulations, "Nondiscrimination on the Basis of Age in Programs or Activities Receiving Federal Financial Assistance," 45 C.F.R. part 90, and Federal transit law at 49 U.S.C. 5332, the Contractor agrees to refrain from discrimination against present and prospective employees for reason of age. In addition, the Contractor agrees to comply with any implementing requirements FTA may issue.

Disabilities-In accordance with section 504 of the Rehabilitation Act of 1973, as amended, 29 U.S.C. 794, the Americans with Disabilities Act of 1990, as amended, 42 U.S.C. 12101et seq., the Architectural Barriers Act of 1968, as amended, 42 U.S.C. 4151 et seq., and Federal transit law at 49 U.S.C. 5332, the Contractor agrees that it will not discriminate against individuals on the basis of disability. In addition, the Contractor agrees to comply with any implementing requirements FTA may issue.

Incorporation of Federal Transit Administration (FTA) Terms- The preceding provisions include, in part, certain Standard Terms and Conditions required by DOT, whether or not expressly set forth in the preceding contract provisions. All contractual provisions required by DOT, as set forth in FTA Circular 4220.1D, dated April 15, 1996, are hereby incorporated by reference. Anything to the contrary herein notwithstanding, all FTA mandated terms shall be deemed to control in the event of a conflict with other provisions contained in this Agreement. The Contractor shall not perform any act, fail to perform any act, or refuse to comply with any City of Joplin requests which would cause City of Joplin to be in violation of the FTA terms and conditions.

No Obligation by the Federal Government:

(1) The City of Joplin and the contractor acknowledge and agree that, notwithstanding any concurrence by the Federal Government in or approval of the solicitation or award of the underlying contract, absent the express written consent by the Federal Government, the Federal Government is not a party to this contract

and shall not be subject to any obligations or liabilities to the City of Joplin, contractor, or any other party (whether or not a party to that contract) pertaining to any matter resulting from the underlying contract.

(2) Contractor agrees to include the above clause in each subcontract financed in whole or in part with Federal assistance provided by FTA. It is further agreed that the clause shall not be modified, except to identify the subcontractor who will be subject to its provisions.

Termination Provisions:

(1) If contractor refuses or fails to prosecute the work or any separable part, with the diligence that will ensure its completion within the time specified in this contract including any extension, or fails to complete the work within this time, the City of Joplin may, by written notice to contractor, terminate the rights to proceed with the work (or the separable part of the work) that has been delayed. In this event, the City of Joplin may take over the work and complete it by contract or otherwise, and may take possession of and use any materials, appliances, and plant on the work site necessary for completing the work. The contractor and its sureties shall be liable for any damage to the City of Joplin resulting from contractor's failure or refusal to complete the work within the specified time, whether or not contractor's right to proceed with the work is terminated. This liability includes any increased costs incurred by the City of Joplin in completing the work.

(2) Contractor's right to proceed shall not be terminated nor contractor charged with damages under this clause if:

(A) The delay in completing the work arises from unforeseeable causes beyond the control and without the fault or negligence of contractor. Examples of such cause include (i)Acts of God or of the public enemy, (ii) Acts of the City of Joplin in either its governmental or contractual capacity, (iii) Acts of another Contractor in the performance of a contract with the City of Joplin, (iv) strikes, (v) freight embargoes, (vi) unusually severe weather, or (vii) delays of subcontractors or suppliers on any tier arising from unforeseeable causes beyond the control and without the fault or negligence of both contractor and the subcontractors or suppliers; and

(B) Contractor, promptly following the beginning of any delay (unless extended by the City of Joplin), notifies the City of Joplin orally and followed up in writing in the causes of delay. If, in the judgment of the City of Joplin, the findings of fact warrant such action, the time for completion the work shall be extended. The findings of the Director of Public Works shall be final and conclusive

(3) The rights and remedies of the City of Joplin in this clause are in addition to any

other rights and remedies provided by law or under this agreement.

(4) The City of Joplin, by written notice, may terminate this contract in whole or in part, when it is in the City's interest. If this contract is terminated, the City of Joplin shall be liable only for payment under the payment provisions of the contract for services rendered before the effective date of termination. If reasons beyond the control of the City of Joplin (such as reduction in funding appropriation) so dictate, the City of Joplin may cancel this contract for convenience upon thirty (30) days written notice to contractor. Upon such termination, any materials, supplies or equipment for which the City of Joplin pays will be delivered to the City of Joplin. Additionally, the City of Joplin retains the right to cancel the contract for convenience in the event that contractor or its agents behave in any manner detrimental for the security of the City of Joplin personnel or property. In the even of any such termination for convenience, the City of Joplin shall pay to contractor reasonable expense of termination including costs associated with the early termination of any leases and employee termination expenses.

(5) Contractor may terminate this agreement in the event that the City of Joplin fails to pay the agreed compensation, outlined elsewhere in this agreement. In the event that contractor determines that termination is necessary, Contractor shall provide the City of Joplin with written notice of their intentions thirty (30) days prior to termination.

Privacy Act- (1) The Contractor agrees to comply with, and assures the compliance of its employees with, the information restrictions and other applicable requirements of the Privacy Act of 1974, 5 U.S.C. 552a. Among other things, the Contractor agrees to obtain the express consent of the Federal Government before the Contractor or its employees operate a system of records on behalf of the Federal Government. The Contractor understands that the requirements of the Privacy Act, including the civil and criminal penalties for violation of that Act, apply to those individuals involved, and that failure to comply with the terms of the Privacy Act may result in termination of the underlying contract. (2) The Contractor also agrees to include these requirements in each subcontract to administer and system of records on behalf of the Federal Government financed in whole or in part with Federal assistance provided by FTA.

Disadvantaged Business Enterprises (DBEs):-The contractor, subrecipient or subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The contractor shall carry out applicable requirements of 49 C.F.R. part 26 in the award and administration of DOT-assisted contracts. Failure by the contractor to carry out these requirements is a material breach of this contract, which may result in the termination of this contract or such other remedy as the recipient deems appropriate, which may include, but is not limited to:

(1) Withholding monthly progress payments;

(2) Assessing sanctions;

(3) Liquidated damages; and/or

(4) Disqualifying the contractor from future bidding as non-responsible. 49 C.F.R. § 26.13(b).

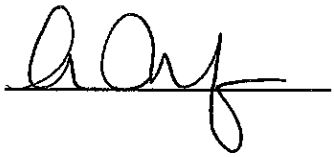
Further, prime contractors are to pay subcontractors for satisfactory performance of their contracts no later than 30 days from receipt of each payment the recipient makes to the prime contractor. 49 C.F.R. § 26.29(a). Finally, for contracts with defined DBE contract goals, the contractor shall utilize the specific DBEs listed unless the contractor obtains the recipient's written consent; and that, unless the recipient's consent is provided, the contractor shall not be entitled to any payment for work or material unless it is performed or supplied by the listed DBE. 49 C.F.R. § 26.53(f) (1).

Seat Belt Use- The Contractor is encouraged to adopt and promote on-the-job seat belt use policies and programs for its employees and other personnel that operate company-owned vehicles, company rented vehicles, or personally operated vehicles. The terms "company-owned" and "company-leased" refer to vehicles owned or leased either by the Contractor or City of Joplin.

Distracted Driving- The Contractor agrees to adopt and enforce workplace safety policies to decrease crashes caused by distracted drivers, including policies to ban text messaging while using an electronic device supplied by an employer, and driving a vehicle the driver owns or rents, a vehicle Contractor owns, leases, or rents, or a privately-owned vehicle when on official business in connection with the work performed under this agreement.

Prohibition on Certain Telecommunications Equipment- The Contractor is prohibited to procure or obtain, extend or renew a contract to procure or obtain, or enter into a contract (or extend or renew a contract) to procure or obtain equipment, services, or systems that use covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. As described in Public Law 115-232, section 889, covered telecommunications equipment is telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities).

The Contractor also agrees to include these requirements, the contract clauses listed in Attachment C, in each subcontract financed in whole or in part with Federal assistance provided by FTA, modified only if necessary to identify the affected parties.



Signature of Contractor's Authorized Official

AIMEE NASSIF, PRINCIPAL **Name and Title of Authorized Official**

6/23/2026 **Date**

Certification Regarding Lobbying

The undersigned (Contractor) certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of te undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form—LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions (as amended by "Government wide Guidance for New Restrictions on Lobbying," 61 Fed. Reg. 1413 (1/19/96). Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995 (P.L 104-65, to be codified at 2 U.S.C. 1601, et seq.)

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and nor more than $100,000 for each such failure.

Note: Pursuant to 31 U.S.C. 1352©(1)-(2)(A), any person who makes a prohibited expenditure or fails to file or emend a required certification or disclosure form shall

be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such expenditure or failure.

The Contractor, Aimee Nassif, **certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. A 3801, et seq., apply to this certification and disclosure, if an.**

_____ **Signature of Contractor's Authorized Official**

Aimee Nassif, Principal **Name and Title of Authorized Official** **Date** 6/23/2026

STATE OF Missouri)
) ss.
COUNTY OF Jackson)

AFFIDAVIT OF COMPLIANCE
(Missouri Unauthorized Alien Workers Act)

My name is Aimee Nassif and I am the Principal of the Confluence. I hereby represent, affirm and certify to the City of Joplin that my company does not knowingly employ any person who is an unauthorized alien in connection with contracted services with the City. I further affirm that my company is actively enrolled and participating in a federal work authorization program with respect to all employees working in connection with the contract services provided to the City.

Affiant

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my official seal this 22 day of June, 2026.

Notary Public

My commission expires:

08/07/2027

CORTNEY PARK
MY COMMISSION EXPIRES
8-7-2027
NOTARY SEAL
#23629177
CASS COUNTY
NOTARY PUBLIC, STATE OF MISSOURI