

PROPOSAL FOR ENGINEERING AND RELATED SERVICES

IDIQ Contracts for Engineering and Technical Support Services for Critical Projects *Statewide*

CONTRACTS NOS. 4400035363, 4400035364, 4400035365, 4400035366,
AND 4400035367

June 16, 2026

Submitted to:
Louisiana Department of Transportation and Development

Submitted by:
AECOM Technical Services, Inc.



AECOM
8555 United Plaza Blvd., Suite 300
Baton Rouge, LA 70809
aecom.com

Louisiana Department of Transportation and Development
1201 Capitol Access Road, Room 405-E
Baton Rouge, LA 70802
DOTDConsultantAds80@la.gov

June 16, 2026

Ref: Contract Nos 4400035363, 4400035364, 4400035365, 4400035366, and 4400035367 • IDIQ Contract for Engineering and Technical Support Services for Critical Projects Statewide

Dear Members of the Selection Committee:

AECOM Technical Services, Inc. (AECOM), is pleased to present its qualifications for an indefinite delivery/indefinite quantity contract to provide engineering and technical support services for critical projects authorized by the Louisiana Department of Transportation and Development. Our team is organized to be proficient and efficient in providing the advertised services, and we would be proud to once again serve DOTD in realizing your vision for your critical projects. The AECOM team offers the expertise, resources, and vision to deliver successful outcomes that meet your goals. Our commitment to DOTD can be summarized in one word: **RESPONSIVENESS.**

Our team is structured to be scaled and tailored to meet the needs of each task. We offer the following key advantages for delivering DOTD's critical projects:

Local Point of Contact. Our local project manager, Jonathan McDowell, PE, will be the point of contact, available to assist you in developing the right team and scope for each task. The AECOM office is located within 20 minutes of the DOTD office, and our team is ready to assist at a moment's notice. Jonathan has over 22 years experience in the design and construction of large, complex urban infrastructure projects throughout Louisiana for a variety of clients. His experience with varying delivery methods includes traditional design-bid-build, design-build, and construction manager at-risk. He is in regular contact with experts throughout the AECOM team who can provide Subject Matter Experts and Advisory Services on just about any subject. Jonathan has also worked successfully with all of the proposed subconsultants on projects and connected with them through professional organizations. He will maintain a directory of team staff that includes the subject matter experts and task leaders identified in our proposal.

- » **Prudent Engagement of Experienced Subject Matter Experts (SME).** An IDIQ contract with such a broad scope as this one requires a broad team that can perform just about any task needed to support DOTD's project managers. AECOM proposes subject matter experts (SMEs) who align with every scope item listed in the Scope of Services for this RFQ. While many of our SMEs are internal to AECOM, we have also partnered with local and regional subconsultants who have worked with both AECOM and DOTD on past projects. To expedite scoping and performing assignments, our project manager will have direct access to SMEs through Microsoft Teams and a project directory based on the organization chart. Whether the situation calls for a consultation phone call about a specialized issue or a larger assignment to provide ongoing support or prepare procurement documents, the AECOM team can engage and mobilize SMEs effectively and efficiently to assemble the right team to perform the task at hand.
- » **Efficient Procurement of Task Orders.** When you're ready, we're ready! A common delay at the start of many projects is the procurement process. On larger projects, getting the contracts fully executed often takes more time than expected. To mitigate these potential delays, AECOM has a special procurement team

that allows the project manager to focus on the project scope. Our procurement team will handle the administrative tasks, including working with our subconsultants to get them engaged quickly. All of our subconsultants already have Master Service Agreements (MSAs) with AECOM through prior projects. That way, we can hit the ground running.

- » **A Deep Pool of Local and National Resources.** AECOM has deep roots in Louisiana, maintaining continuous operations since 1970. Currently, AECOM has more than 225 engineers, planners, environmental professionals, and support staff located in Louisiana, with key offices in Baton Rouge and New Orleans. This project will be led from our Baton Rouge office at United Plaza — one of our centers of excellence for transportation — with more than 75 staff. In addition to our local Louisiana operations, AECOM is a global engineering firm with extensive experience designing and implementing complex urban transportation projects throughout the United States and abroad, with experience working for owners, developers, and design-builders of alternative delivery projects. This provides us with a unique perspective when it comes to delivering complex projects from feasibility studies through NEPA services and final design packages and construction support services.

Please consider the attached qualifications, approach to the scope of work, and other requested information. We greatly value our close working relationship with DOTD.

Yours sincerely,

AECOM Technical Services, Inc.

A handwritten signature in blue ink that reads "Jonathan D McDowell". The signature is fluid and cursive, with the first name "Jonathan" and last name "McDowell" clearly legible.

Jonathan McDowell
Associate Vice President and Project/Contract Manager
504.450.9904 • jonathan.mcdowell@aecom.com

Mid-Barataria Sediment Diversion Project: LA 23 Realignment and Bridge CMAR

State of Louisiana's largest Coastal Restoration project.

Relevance to Critical Projects IDIQ: CMAR
*Alternative Delivery, Project Agreement Support,
Traffic analysis, Construction Support, Geotechnical
Engineering, Hurricane Evacuation, Value
Engineering Review, Risk Analysis, Cost Estimating*



Sections

1-11

DOTD FORM: 24-102

Contract Nos. 4400035363, 4400035364,
4400035365, 4400035366, and 4400035367

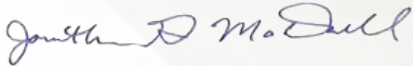
PROPOSAL TO PROVIDE CONSULTANT SERVICES

Prime consultant shall complete the DOTD Form 24-102 without altering the Form's text; however, the instruction and/or guidance for Sections 12 through 23 can be removed but do not remove Section title and number.

ANY CONSULTANT FAILING TO SUBMIT ANY OF THE INFORMATION REQUIRED ON THE DOTD FORM 24-102, OR PROVIDING INACCURATE INFORMATION ON THE DOTD FORM 24-102, MAY BE CONSIDERED NON-RESPONSIVE.

Prime consultant should enter the firm name in the footer at the bottom of this page. (It will carry over to subsequent pages.)

1. Contract Name as shown in the advertisement	IDIQ FOR ENGINEERING AND TECHNICAL SUPPORT SERVICES FOR CRITICAL PROJECTS STATEWIDE
2. Contract Number(s) as shown in the advertisement	Contract Nos. 4400035363, 4400035364, 4400035365, 4400035366, and 4400035367
3. State Project Number(s), if shown in the advertisement	NA
4. Prime consultant name (name must match as registered with the Louisiana Secretary of State where such registration is required by law)	AECOM Technical Services, Inc.
5. Prime consultant license number (as registered with the Louisiana Professional Engineering and Land Surveying Board (LAPELS) if registration is required under Louisiana law)	AECOM Technical Services, Inc. (AECOM) LAPELS No. EF.0002331
6. Prime consultant mailing address	8555 United Plaza Blvd., Suite 300 Baton Rouge, LA 70809
7. Prime consultant physical address (existing or to be established, if location is used as an evaluation criteria)	8555 United Plaza Blvd., Suite 300 Baton Rouge, LA 70809
8. Name, title, phone number, and email address of prime consultant's contract point of contact	Jonathan McDowell, PE Associate Vice President, Project Manager (225) 922-5700 • jonathan.mcdowell@aecom.com
9. Name, title, phone number, and email address of the official with signing authority for this proposal	Jonathan McDowell, PE Associate Vice President, Project Manager (225) 922-5700 • jonathan.mcdowell@aecom.com

10. This is to certify that all information contained herein is accurate and true, and that the team presently has sufficient staff to perform these services within the designated time frame. By submitting this proposal, proposer certifies that it is not engaged in a boycott of Israel and it will, for the duration of its contract obligations, refrain from a boycott of Israel. Proposer also certifies and agrees that the following information is correct: In preparing its response, the proposer has considered all proposals submitted from qualified, potential subcontractors and suppliers, and has not, in the solicitation, selection, or commercial treatment of any subcontractor or supplier, refused to transact or terminated business activities, or taken other actions intended to limit commercial relations, with a person or entity that is engaging in commercial transactions in Israel or Israeli-controlled territories, with the specific intent to accomplish a boycott or divestment of Israel. The proposer also has not retaliated against any person or other entity for reporting such refusal, termination, or commercially limiting actions. DOTD reserves the right to reject the response of the bidder or proposer if this certification is subsequently determined to be false, and to terminate any contract awarded based on such a false response.	 ----- Signature above shall be the same person listed in Section 9: Date: June 16, 2026
11. If a Disadvantaged Business Enterprise (DBE) goal has been set for this advertisement, indicate which firm(s) will be used to meet the DBE goal and each firm(s)' percentage.	NA

Mobility35 General Engineering Consultant

Client Feedback: "I cannot think of an example where AECOM submitted a sub-par product. Their on-site team is impressive in the technical level at which they are operating." "On-site team is on top of program. All AECOM team members that I am aware of are working at the highest levels."

Relevance to Critical Projects IDIQ: Planning, Alternative analysis, S&E design management, Hydrology & hydraulic analysis, Traffic analysis, Environmental, Public and stakeholder involvement, Utilities, Geotechnical



Sections

12-13

12. DISCIPLINE TABLE

Discipline(s)	% of Overall Contract	AECOM Technical Services, Inc.	ELOS Env., L.L.C.	Eustis Engineering, L.L.C.	Forte & Tablada, Inc.	T. Baker Smith, LLC	Terracon Consultants, Inc.	Vectura Consulting Services, LLC	Totals
Road	25.00%	50.00%	0.00%	0.00%	25.00%	25.00%	0.00%	0.00%	100%
Bridge	20.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
Traffic	15.00%	66.70%	0.00%	0.00%	0.00%	0.00%	0.00%	33.30%	100%
Geotech	6.00%	0.00%	0.00%	80.00%	0.00%	0.00%	20.00%	0.00%	100%
Survey	10.00%	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%	0.00%	100%
Environmental	10.00%	50.00%	35.00%	0.00%	0.00%	0.00%	15.00%	0.00%	100%
Planning	4.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
CPM	3.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
ITS	2.00%	80.00%	0.00%	0.00%	0.00%	0.00%	0.00%	20.00%	100%
Other- Road & Aesthetic Lighting	3.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
Other - SUE Services	2.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100%
Identify the percentage of work for the overall contract to be performed by the prime consultant and each sub-consultant.									
Percent of Contract	100.00%	59.10%	3.50%	4.80%	11.25%	13.25%	2.70%	5.40%	100.00%

13. TEAM SIZE

Firm Name	DOTD Job Classification	Number of Personnel Committed to this Contract	Total number of personnel available in this DOTD Job Classification (if needed)
AECOM Technical Services, Inc.	Principal	1	2
	Supervisor-Eng	7	10
	Supervisor-Other	8	8
	Engineer	23	30
	Engineer Intern	6	12
	Engineer-Other	12	12
	Environmental Manager	2	5
	Environmental Pro	4	8
	Biologist/Wetlands	1	3
	Historian	1	5
	Administrative	1	5
	Senior Technician	3	10
	Technician	2	6
ELOS Environmental, L.L.C.	Principal	1	2
	Environmental Manager	3	5
	Environmental Pro	6	10
	Geologist	1	1
	Archaeologist	2	2
	Archaeologist-Tech	1	1
	Historian	1	1
	Inspector	4	4
Eustis Engineering, L.L.C.	Principal	1	3
	Supervisor - Eng	2	9
	Supervisor - Other	1	7
Forte & Tablada, Inc.	Principal	1	2
	Supervisor - Eng	1	2
	Engineer	Up to 2	3
	Surveyor	Up to 3	5
	Supervisor - Other	1	1

13. TEAM SIZE

Firm Name	DOTD Job Classification	Number of Personnel Committed to this Contract	Total number of personnel available in this DOTD Job Classification (if needed)
T. Baker Smith, LLC	Supervisor - Eng	2	4
	Engineer	6	8
	Surveyor	3	3
	Senior Technician	4	4
	CADD Technician	1	2
Terracon Consultants, Inc.	Principal	1	2
	Geologist	1	3
	Engineer	1	2
	Supervisor – Other	2	0
	Driller	2	8
	Technician	5	3
Vectura Consulting Services, LLC	Supervisor - Eng	2	2
	Engineer	3	5
	Engineer Intern	2	2
	Inspector	0	2
	Supervisor – Other	1	1
	Clerical	1	1

Gordie Howe International Bridge (P3/DBFOM), Windsor, ON, Canada, and Detroit, MI

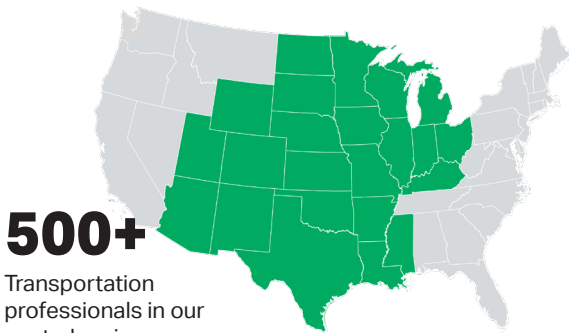
AECOM acted as the lead designer and design manager for the Gordie Howe International Bridge project, a significant and complex endeavor involving over 800 staff, 25 subconsultants, and more than 30 AECOM offices across three continents. The bridge, which spans approximately 1.5 miles, connects Windsor, Ontario, Canada, with Detroit, Michigan, USA, linking to the new extension of Highway 401 in Ontario and the I-75 and I-96 in Michigan. The project was delivered through a public-private partnership (P3), with Bridging North America serving as the P3 client consortium 1. The Gordie Howe International Bridge project has been recognized with numerous awards, including the Outstanding Emerging Project Award from the National Council for Public-Private Partnerships in 2019.

Relevance to Critical Projects IDIQ: *Planning, Alternative analysis, S&E design management, Hydrology & hydraulic analysis, Traffic analysis, Environmental, Public and stakeholder involvement, Utilities, Geotechnical, Road Design, Bridge Design*



Sections

14-15



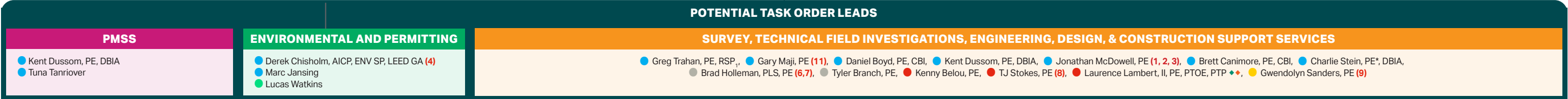
AECOM ADVANTAGE

With over 500+ transportation professionals across our (23) state Central Region, AECOM brings the required capacity and discipline specific expertise to DOTD's Critical Project IDIQ.

Our team is organized to align with the scope of work and segmented effectively to deliver specified requirement of up to (6) task orders at one time. Discipline Leads will be assigned as TO Leads based on TO scope of services.



- Legend:**
- ELOS Environmental, LLC
 - Eustis Engineering, LLC
 - Forte & Tablada
 - T. Baker Smith, LLC
 - Terracon
 - Vectura Consulting Services, LLC
 - AECOM
 - (#) MPR Staff
 - ♦ TEPR
 - ♦ ATSSA Certified
 - * PE Not Registered in LA



1 Project Management and Support

Value Engineering
Phil Vogelsang, PE*
Tammy Dow, PEng*, CVS

Cost-Risk-Schedule Assessment
Tuna Tanriover

Cost Estimating
Eric Jones
David Cabage, CCP

CPM Scheduling
Matthew Freih, PE, PSP*
Christina Patierno
Steven Gubernot
Frank Perricelli, PE, PSP*
Steve Hurst

Project Management Plans
Joanna Rocco

Initial Financial Plans
Tuna Tanriover
Carey Barr
Nathan Brierly

Grant Applications & Agreements
Lincoln James
Toni Horst, PhD

Project Agreement Development
Aaron Singer

2 Quality Control Reviews and Peer Reviews

Engineering Plans and Independent Peer Reviews

Bridge
Daniel Boyd, PE, CBI
Stephen McCullough, PE

Bridge/Constructibility
Gary Maji, PE (11)

Traffic
Sheelagh Brin Ferlito, PE, PTOE (5) ♦♦

Road
Janice Williams, PE
Jonathan McDowell, PE (1, 2, 3) ♦♦
David Wymore, PE (10)

Geotech
Gwendolyn Sanders, PE (9)

H&H
Anthony Holder, PE

3 Environmental and Permitting Services

NEPA Support/Related Laws
Derek Chisholm, AICP, ENV SP, LEED GA (4) ♦
Tom Hunter
Lucas Watkins
Marc Jansing

Wetlands Delineations/ T&E Species
Jonathan Vasseur
Bonnie Porter
Basile Dardar
Brian Fortson

Cultural Resources
Shelley Hartsfield
Gary Hawkins
Christopher Wilson
Julian Blaine
Jacob O'Neal
Sarah Knauer (Architectural Historian)

Phase I/Phase II ESAs
Zoe Knesl

Noise Analysis
Tom Herzog
Brian Fortson
Michael Bellone

Public Engagement
Derek Chisholm, AICP, ENV SP, LEED GA (4) ♦
Abby Tomlinson
Shakira Gonzales
Frances Jordan

Permit Application Development
Jonathan Vasseur
Basile Dardar
Brian Fortson

Mitigation Compliance
Lucas Watkins
Steven Latiolais

Material Sampling & Testing

Air Monitoring
Drake Arnone
Stephen Osborne

Groundwater Sampling
Brian Fortson
Stephen Osborne

Soil Sampling
Michael Bellone
Stephen Osborne

4 Traffic Engineering and Design Services – Analysis and Reports

Traffic Data Collection
Gustavo Clavijo
Laurence Lambert, II, PE, PTOE, PTP ♦♦
Zachary Koerner

Traffic Modeling & Analysis
Kordel Braley, PE, PTOE (5) ♦
Peter Bakhit, PhD, PE ♦
Bonnie Dial, PE*, PTOE ♦
Laurence Lambert, II, PE, PTOE, PTP ♦♦
Kristen Farrington, PE, PTOE

Traffic Control & Signal Design
Sheelagh Brin Ferlito, PE, PTOE (5) ♦♦
Reece Rodrigue, PE, PTOE, RSP,
Bonnie Dial, PE*, PTOE ♦
Bridget Robicheaux, PE, PTOE ♦
Jacob Sessions, PE

Safety Analysis
Greg Trahan, PE, RSP,
Ryan Eckenrode, PE, PTOE, RSP,
Reece Rodrigue, PE, PTOE, RSP,
Kristen Farrington, PE, PTOE, RSP,
Brian Duffey, PE, PTOE, RSP,

Intersection Signing & Pavement Markings Design
Jonathan Giardina, PE
Brin Ferlito, PE, PTOE (5) ♦♦
Reece Rodrigue, PE, PTOE, RSP,
Dung Huynh, PE*
Brady Smith, PE, PMP
Allison Schilling, PE

Geometric Designs & Reviews
Jonathan McDowell, PE (1, 2, 3) ♦♦
Dung Huynh, PE*
Brady Smith, PE, PMP
Allison Schilling, PE

TMP/MOT/Construction Sequencing
Greg Trahan, PE, RSP,
Jonathan McDowell, PE (1, 2, 3) ♦♦
Laurence Lambert, II, PE, PTOE, PTP ♦♦

AJR/IJR/IMR Requests
Kordel Braley, PE, PTOE (5) ♦
Laurence Lambert, II, PE, PTOE, PTP ♦♦
Ashley Schulze, PE*, PTOE

5 Surveying Services and Right of Way Maps

Topographic & Bathymetric Surveys

Right of Way Maps
Brad Holleman, PLS, PE (6,7)
Ross Wilson, PLS
Rachel Waldroup, PLS
Trenton Iglehart
Jean Ruelet, III, PLS (6,7)
Ryan DiSalvo
Anthony Burns

Topographic Survey
Brad Holleman, PLS, PE (6,7)
Ross Wilson, PLS
Trenton Iglehart
Blake Bonnette
Jean Ruelet, III, PLS (6,7)
Ryan DiSalvo
Anthony Burns

Hydrographic/Bathymetric Survey
Jean Ruelet, III, PLS (6,7)
Matt Stevens
Anthony Burns
Brad Holleman, PLS, PE (6,7)
Ross Wilson, PLS
Rachel Waldroup, PLS
Trenton Iglehart
Blake Bonnette

Drainage Map Development
Ross Wilson, PLS
Rachel Waldroup, PLS

Boundary Survey
Rachel Waldroup, PLS
Trenton Iglehart
Anthony Burns

Title Take-offs/Title Work
Rachel Waldroup, PLS
Ryan DiSalvo

6 Subsurface Utility Engineering (SUE) and Utility Relocation

SUE Levels (A-D)
TJ Stokes, PE (8)
Austin LaCombe, PE

Utility Oversight & Coordination
TJ Stokes, PE (8)
Brad Holleman, PLS, PE (6,7)

7 Geotechnical Engineering Services

Geotechnical Field Investigations
Lawrence "Larry" Rome, C.E.T.
Patrick Thurmond, PE
Ryan Poindexter, PE

Laboratory Testing & Analysis
Lawrence "Larry" Rome, C.E.T.
Matt Morales, PE
Matthew Minton

Geotechnical Analysis & Design
Patrick Thurmond, PE
Matt Morales, PE
Ryan Poindexter, PE

8 Roadway Design and Hydraulic Engineering Services

Road Design/Reviews
David Wymore, PE (10)
Greg Trahan, PE, RSP,
Matthew Gunn, PE*
Dung Huynh, PE*
Jonathan Giardina, PE
Allison Schilling, PE
Kenny Belou, PE

Hydraulic Analysis & Design
Sreeni Bollu, PE, CFM, PMP
Clay Loyless, PE
Anthony Holder, PE, CFM
Miryam Roostae, PE, PhD
Donna Pizzini, EI
Tyler Branch, PE
Kelly Radecker, PE

9 Bridge Design Services

Bridge & Structural Inspections
Brett Canimore, PE*, CBI
Landon Whitton, PE, CBI
Daniel Boyd, PE, CBI
Henry Fix, PE
Jon Eberle, PE
Daniel Binet, PE

NDT Testing
Ed Zhou, PE*

Bridge/Structural Analysis & Design
Gary Maji, PE (11)
Daniel Boyd, PE, CBI
Douglas Hively, PE
Craig Parent, PE*
Stephen McCullough, PE
Jon Eberle, PE

Complex Bridge
Ken Butler, PE (11)
Bob Anderson, PE

Mechanical/Electrical
Carlos Turcios, PE
Brad Kopping, PE

Bridge Condition Rating
Jason Zimpfer, PE (Load Rating)
Sarah Elsawah, PE
Daniel Boyd, PE

10 Plan Development and Letting Support Services

Project Plan Development
Jonathan McDowell, PE (1, 2, 3) ♦♦

Conduct Plan Review Meetings
Greg Trahan, PE, RSP, ♦♦

Bidder Inquiries/Update Contract Documents
Daniel Boyd, PE, CBI

11 Construction Support Services

Construction Drawing Reviews
Jonathan McDowell, PE (1, 2, 3) ♦♦
Greg Trahan, PE, RSP,
Daniel Boyd, PE
Gregory Lyons, PE*
John Fuller
David McDowell, PE

Respond to RFIs
Greg Trahan, PE, RSP,
Jon Eberle, PE
Gary Maji, PE (11)
Allison Schilling, PE
Brady Smith, PE, PMP

Review Value Engineering Proposals
David Wymore, PE (10)
Stephen McCullough, PE

Review Non-Conformance Reports
Jonathan McDowell, PE (1, 2, 3) ♦♦
Gary Maji, PE (11)

Provide Updated Contract Documents
Jonathan Giardina, PE
Greg Trahan, PE, RSP,
Daniel Boyd, PE, CBI
Allison Schilling, PE
Carlos Turcios, PE
Brady Smith, PE, PMP

12 Other Services

Tolling Implementation Design/Support
Saad Shbaklo, PE*
Joseph Silva
David Weeks, PE*
Robert Edelstein, PhD, PTOE

ITS Design and Support
Robert Edelstein, PhD, PTOE
Victor De La Garza, PE
Bonnie Dial, PE*, PTOE ♦
Laurence Lambert, II, PE, PTOE, PTP ♦♦

Roadway/Bridge and Aesthetic Lighting Design
Rollin Ewart, PE*
Greg Reilly, PE

Graphic Design and Professional Presentation Materials
Sarah Hanson
Jeff Coleman
Andres Calzada

Public Relations and Communications Advisory Services
Abby Tomlinson
Brady Smith, PE, PMP

Alternative Delivery Technical Services

Procurement/Advisory Services
Charlie Stein, PE*, DBIA
Kent Dussom, PE, DBIA
Aaron Flautt, PE*
Aaron Singer

Other Specialty Services

Aesthetics/Bridge Architecture
Bradley Touchstone, FAIA

Facilities
Adam Skwirsk, AIA, GGP
Miguel Sanchez, RA

Context Sensitive Solutions/Complete Streets
Derek Chisholm, AICP, ENV SP, LEED GA (4)
Jonathan Giardina, PE
Kelly Duggan, AICP

Landscape Architecture
Keith Villere, RLA

Railroad Coordination
Marc Chidgey
Audra Rodgers, PE*
Chris Johnson, RLA

Prime consultant name: AECOM Technical Services, Inc. (AECOM)

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15. MINIMUM PERSONNEL REQUIREMENTS

MPR No.	Personnel being used to meet the MPR <i>(Individual(s) may not satisfy more than one MPR unless specifically allowed by Attachment B of the advertisement)</i>	Firm employed by	Type of license and discipline meeting MPR/ certification & number	State of license	License / certification expiration date
1	Jonathan McDowell, PE	AECOM	PE/Civil/PE.0030508	LA	03/31/2027
2	Jonathan McDowell, PE	AECOM	PE/Civil/PE.0030508	LA	03/31/2027
3	Jonathan McDowell, PE	AECOM	PE/Civil/PE.0030508	LA	03/31/2027
4	Derek Chisholm, AICP, ENV SP, LEED GA	AECOM	N/A	N/A	N/A
5	Kordel Braley, PE, PTOE	AECOM	PE/Civil/PE.0047329	LA	03/31/2027
5	Sheelagh Brin Ferlito, PE, PTOE	Vectura	PE/Civil/PE.0025383	LA	09/30/2027
6	Bradley S Holleman, PLS, PE	Forte and Tablada, Inc.	PLS - 5082	LA	09/30/2026
6	Jean Reulet, III, PLS	T. Baker Smith, LLC	PLS - 5145	LA	03/31/2028
7	Bradley S Holleman, PLS, PE	Forte and Tablada, Inc.	PLS - 5082	LA	09/30/2026
7	Jean Reulet, III, PLS	T. Baker Smith, LLC	PLS - 5145	LA	03/31/2028
8	TJ Stokes, PE	T. Baker Smith, LLC	PE (Industrial) - 40079	LA	03/31/2028
9	Gwendolyn Sanders, PE	Eustis Engineering L.L.C.	PE/Civil/PE.0027104	LA	09/30/2027
9	Lynne Roussel, PE	Terracon Consultants, Inc.	PE/Civil/P.E.0035152	LA	03/31/2028
10	David Wymore, PE	AECOM	PE/Civil/PE.0043157	LA	03/31/2027
11	Gary Maji, PE	AECOM	PE/Civil/PE.0043044	LA	03/31/2027
11	Ken Butler, PE	AECOM	PE/Civil/PE.0031476	LA	03/31/2027

Brent Spence Bridge Progressive Design Build, Cincinnati, OH and Covington, KY

AECOM is serving as lead designer for the landmark \$3.1 billion Brent Spence Bridge Corridor Project. The project calls for renovation and rehabilitation of the Brent Spence Bridge, which serves as a major gateway for travelers along Interstates 71 and 75 between Ohio and Kentucky, and construction of a new companion bridge to reduce congestion. As lead designer, AECOM is providing comprehensive design and engineering for critical upgrades that address safety and traffic flow; increase capacity between the states, improve the complex interchange geometry; and upgrade the interstate multiple miles into Kentucky. AECOM will serve as Engineer of Record for the new double-decked companion bridge over the Ohio River and southward through Kentucky to facilitate this connectivity.

Relevance to Critical Projects IDIQ: *Planning, Alternative analysis, S&E design management, Hydrology & hydraulic analysis, Traffic analysis, Environmental, Public and stakeholder involvement, Utilities, Geotechnical, Road Design, Bridge Design, Progressive Design-Build Alternative Delivery*



Section

16

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Jonathan McDowell, PE (MPR 1, 2, & 3) Title: Associate Vice President		Years of Relevant Experience with this Employer	23
		Years of Relevant Experience with Other Employer(s)	6
Degree(s) / Years / Specialization		BS / 1996 / Civil Engineering	
Active Registration Number / State / Expiration Date		PE.0030508 / LA / 03.31.2027 Additional active license: PE: MS, AR, & TX; ATSSA Traffic Control Supervisor – LA State Specific (2023/Exp. 2027); LADOTD Traffic Process and Report Parts 1, 2 and 3 (2018); FHWA-NHI-142005 NEPA and Transportation Decision-Making (2011); AASHTO Highway Safety Manual (2013)	
Year Registered		2003	Discipline Civil Engineering
Contract Role(s) / Brief Description of Responsibilities		MPR 1, 2, & 3. Project Manager; 2. Quality Control Reviews - Road; 4. Traffic Engineering and Design Services - TMP/MOT/Construction Sequencing; 10. Plan Development/Letting Support - Project Plan Development; 11. Construction Support Services - Construction Drawing Reviews, Review Non-Comformance Reports. Jonathan has served as a principal, project manager, and project engineer for a wide variety of transportation and public infrastructure projects in Louisiana and throughout the southeastern U.S. His roles have included numerous Stage 0 feasibility planning studies, NEPA EAs and EISs, line and grade alternatives development for new roadways and improvements to existing roadways, construction contract administration, and construction engineering and inspection for highway and public infrastructure projects. Design projects have included interstate highways, complex urban and rural roadways, major bridges crossings, railroads, drainage canals and culverts, and intermodal yard and port security improvements. Through his experience, he has the understanding of the project delivery process required to bring a transportation project from an idea to a built reality.	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
07/15 – Present	LADOTD, I-49 Connector, Lafayette Regional Airport to I-10/I-49/US 167 Interchange, (SP No. H.004273.5), Lafayette Parish, LA. Project Manager, Leadership Team Member, and Railroad Coordination and Alignment Modifications Task Manager. NEPA Supplemental EIS and Design of a 5-mile urban freeway corridor. The project includes a very elaborate Context Sensitive Solutions process that is occurring concurrently with the environmental process. The project includes a signature bridge, an urban master plan for local road and frontage road connections, implementation strategies and modifications to an adjacent railroad track including the replacement of up to three at-grade crossings with underpasses and possible modifications to an Amtrak station platform. Other rail modifications include replacing the at-grade crossing with highway overpasses. In addition, Jonathan will also perform tasks associated with highway geometrics, highway traffic, and environmental and public involvement tasks.		
05/13 - 07/15	DOTD (H.001779), Red River Bridge at Jimmie Davis Highway (LA 511) Environmental Assessment, Bossier and Caddo Parishes, LA. Lead roadway design engineer to design geometric alternatives to improve the capacity and accommodate pedestrian and bicycle access for the bridge crossing of the Red River along Jimmie Davis Highway. Tasks include the development of the purpose and need statement, the project design criteria, and the geometric alternatives of the bridge, interchange ramps on each side of the bridge, and roadway approaches. Developed a median U-turn concept for LA 511.		
10/21 – Present	Louisiana Intermodal Terminal Preliminary Design, Port of New Orleans, Violet, LA. Deputy Project Manager and Project Engineer. Preliminary design of the full intermodal container yard facility along the Mississippi River. Responsible charge for the conceptual design for the relocation of St Bernard Highway (LA 46), improvements along Judge Perez Drive (LA 39), and the access interchange and the new port access road to the terminal gate. Developed conceptual layout for the container terminal internal road plans and developed the geometric design of the wharf ramps. Developed the conceptual design for the relocation of the mainline Norfolk Southern railroad and the yard lead tracks, intermodal railroad yard tracks, and support yard tracks. Managed team of engineers and support staff to deliver 30% Plans for two highway improvements packages and the rail relocation and new industrial yard tracks package. Leading the permitting process for DOTD and Railroad ROW permits. Developed yard layout, circulation and access points.		

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16. STAFF EXPERIENCE

10/20 – Present	City of Baton Rouge/Parish of East Baton Rouge, College Drive Improvements (Perkins Road to Bawell), Baton Rouge, LA. <i>Project Manager and Task Manager.</i> Complex urban Road Design and Complete Streets improvements to College Drive. The project includes a Design Study to develop a corridor and street network plan that includes potential connecting side road improvements, access management solutions, and other improvements along College Drive and the I-10 ramps to provide congestion relief and improve driver and pedestrian safety. The selected alternative will move to preliminary and final design.
11/24 - Present	DOTD (H.000445), US 190 UPRR Overpass near Opelousas, St. Landry Parish, LA. Lead roadway designer in responsible charge for the horizontal and vertical geometry for the replacement of the railroad overpasses over the UPRR railroad tracks just east of the I-49 interchange and implementation of safety improvements at the ramp termini and adjacent to the US 190 and I-49 interchange. Developed road geometrics and maintenance of traffic for US 190, a complex urban highway, through the I-49 interchange, for intersection I-49 frontage roads and for exit and entrance for Prudhomme Street loop road.
03/02 - 11/08	I-49 South, Raceland to Westbank Expressway, Louisiana Department of Transportation & Development (LADOTD), Lafourche, St. Charles, and Jefferson Parishes, Louisiana. Responsible charge for the preparation of Line and Grade Engineering Report and supported a NEPA Environmental Impact Statement and for the construction of 38 miles of proposed interstate highway in a complex urban environment. Mr. McDowell's responsibilities included planning and geometric design of the interstate highway, interchange ramps and intersections at ramp termini; preparation of cost estimates for alignment alternatives, and participation in Public Meetings and public involvement process. AECOM, formerly DMJM Harris, was the Program Manager for a team that provided line and grade engineering, the public information process, traffic analysis, website development, cultural resource investigation, and the preparation of two Environmental Impact Statements, one for each of the two Sections of Independent Utility. AECOM directly performed the Line and Grade and Public Information services as well as provided Program Management services. This was the first project undertaken by the Department of Transportation and Development in which a private firm has been engaged as Program Manager.
06/15 - 01/23	Coastal Restoration and Protection Authority of the State of Louisiana, Maurepas Sediment Diversion, (SP No. BA-0153), St. John the Baptist, LA. Task Manager and Lead Engineer. Responsible for Preliminary Engineering for improvements to US 61 and LA 44 for the crossing diversion channel. Reviewed MOT plans for the diversion construction to provide truck entry points along I-10 and US 61 near the diversion channel crossings of each roadway. Developed horizontal and vertical geometry for preliminary layouts of US 61 raise over the levee for a bridge condition and an earthen condition. Considered guardrail requirements for a floodwall gate condition. Developed a layout for service roads along US 61 in the vicinity of the bridge crossing and considered the use of the roads during construction and permanent conditions. Reviewed design of improvements to an at grade rail crossing at the intersection of LA 54 and the CN railroad due to the raising of the track elevation to traverse the sediment diversion channel. Currently providing technical QC review and support to the design team as project progresses to final design.
07/15 – Present	LADOTD (SP No. 700-92-0016), Florida Avenue Bridge over IHNC, New Orleans, LA. <i>Deputy Project Manager and Project Engineer.</i> Responsible for the geometric design of a high-level bridge with 158 ft vertical clearance and associated interchange ramps and approach roadways. Coordinated with utility companies and railroad agency for proposed relocations of a 48" water main, a 54" sewer force main, a 72" sewer force main, an electrical duct bank, a temporary railroad relocation, and several other utilities that were affected by the construction of the bridge. Proposed modifications to the site layout and parking area for an operator house associated with the existing adjacent draw bridge and a drainage pump station located under the proposed bridge. Prepared cost estimates for the main span and approach bid packages. Assisted in PM duties.
11/04 – 02/17	Coastal Restoration and Protection Authority of the State of Louisiana, Maurepas Sediment Diversion, (SP No. BA-0153), St. John the Baptist, LA. <i>Task Manager and Lead Engineer.</i> Responsible for Preliminary Engineering for improvements to US 61 and LA 44 for the crossing diversion channel. Reviewed MOT plans for the diversion construction to provide truck entry points along I-10 and US 61 near the diversion channel crossings of each roadway. Developed horizontal and vertical geometry for preliminary layouts of US 61 raise over the levee for a bridge condition and an earthen condition. Considered guardrail requirements for a floodwall gate condition. Developed a layout for service roads along US 61 in the vicinity of the bridge crossing and considered the use of the roads during construction and permanent conditions. Reviewed design of improvements to an at grade rail crossing at the intersection of LA 54 and the CN railroad due to the raising of the track elevation to traverse the sediment diversion channel. Currently providing technical QC review and support to the design team as project progresses to final design.

16. STAFF EXPERIENCE

Firm		AECOM Technical Services, Inc.			
	Name: Derek Chisholm, AICP, ENV SP, LEED GA (MPR 4)		Years of Relevant Experience with this Employer		11
	Title: Senior Transportation/ Environmental Planner		Years of Relevant Experience with Other Employer(s)		23
Degree(s) / Years / Specialization		MPA / 1997 / Public Affairs; BS / 1994 / Organizational Management			
Active Registration Number / State / Expiration Date		American Institute of Certified Planners (AICP); Leadership in Energy and Environmental Design, Green Associate; (LEED GA); Envision Sustainable Professional (ENV SP); LADOTD Traffic Process and Report Parts 1, 2 and 3 (2021)			
Year Registered		N/A	Discipline		N/A
Contract Role(s) / Brief Description of Responsibilities		MPR 4. 3. Environmental and Permitting Services - NEPA Support/Related Laws, Public Engagement; 12. Other Services- Contact Sensitive Solutions/Complete Streets. Derek will apply his understanding of NEPA and his familiarity with DOTD to accelerate approvals and verify compliance.			

Experience Dates	Experience and qualifications relevant to the proposed contract.
10/16 – Present	LADOTD, I-49 Lafayette Connector Project, Lafayette, LA. NEPA Lead. Derek started work on the I-49 Connector as an environmental advisor and now leads the NEPA process that will publish a DSEIS this summer. Derek is the primary author.
03/19 – 08/21	Windsor-Detroit Bridge Authority, Gordie Howe International Bridge, Detroit, MI to Windsor, Canada. Environmental QA/QC. AECOM delivered the designs and NEPA approvals for the longest span bridge in North America. Derek assisted the project based on his previous experience working on sustainable design and construction issues for similar projects. He helped in the pursuit of both LEED and ISI Envision certifications for the bridge and portals
11/17 – 06/18	LADOTD, Jimmie Davis Bridge Supplemental Environmental Assessment, Bossier and Caddo Parishes, LA. Senior Advisor; QA Reviewer. Provided quality control review and assisted with environmental and planning issues including bicycle connectivity, Section 4(f) considerations, and responses to FHWA comments on the Supplemental Environmental Assessment. Derek was a supporting author of the NEPA Documents.
09/20 – Present	City of Baton Rouge / Parish of East Baton Rouge, College Drive Feasibility Study and Report (TEPR), Baton Rouge, LA. Context Sensitive Solutions (CSS) Task Lead. Leading planning and design study for roadway improvements along College Drive between Perkins Road and Bawell Street, including the I-10 interchange. Supporting green infrastructure and Complete Streets planning elements.
03/06 – 02/13	Columbia River Crossing, Portland, OR. NEPA Lead. This project included a major bridge over a navigable waterway with multi-modal improvements between Portland Oregon and Vancouver Washington. As the Consultant Environmental Team Manager, Derek worked with the design teams and others to prepare environmental documentation, plan amendments, and numerous impact analyses. The environmental work won National Environmental Excellence Awards. Derek was a primary author.
10/18 – 04/2020	I-11 Corridor Alternative Selection Report and Tier 1 Environmental Impact Statement (EIS), AZ. Environmental Justice Senior Advisor. The I-11 Corridor Study involves conducting alternatives analysis and preparing a Tier 1 Environmental Impact Statement (EIS) to assess a new 280-mile high-capacity, access-controlled transportation corridor in Arizona. Derek provided guidance and quality control.
11/18 – 04/20	Federal Highway Administration (FHWA), National Complete Streets Assessment, Nationwide. Project Manager. Led development of a national baseline study evaluating Complete Streets implementation across all U.S. states and territories. Developed survey tools, analyzed Key Performance Areas, and identified notable practices and gaps to inform future FHWA guidance. Derek was the primary author.
11/18 – Present	FHWA Synthesis Report on Automated Vehicles and NEPA, Nationwide. Project Manager. Derek led this national study of the manner in which automated vehicles are being incorporated in NEPA analysis. The final report includes over a hundred pages with a literature review covering all relevant legislation and guidance as well as the findings from numerous modeling studies showing the benefits of platooning, connectivity and other advancements on highway system performance.

16. STAFF EXPERIENCE

	Firm	AECOM Technical Services, Inc.		
	Name: Kordel Braley, PE, PTOE (MPR 5)	Years of Relevant Experience with this Employer		8
	Title: Associate Vice President	Years of Relevant Experience with Other Employer(s)		11
Degree(s) / Years / Specialization	MS / 2007 / Civil & Environmental Engineering; BS / 2005 / Civil & Environmental Engineering			
Active Registration Number / State / Expiration Date	PE.0047329 / LA / 03.31.2027 Additional active licenses: PTOE / 3173 / 11.30.2026; LADOTD Traffic Process and Report Parts 1, 2 and 3 / 2022; PE UT; NV; TX; ID; CO; AZ			
Year Registered	PE LA: 2022; PTOE: 2011	Discipline	Civil/PTOE	
Contract Role(s) / Brief Description of Responsibilities	MPR 5. 4. Traffic Engineering and Design Services – Analysis and Reports - Traffic Modeling & Analysis, AJR/IJR/IMR Requests. Kordel is an expert practitioner in developing robust and data-driven traffic models to help decision makers and designers confidently make important infrastructure decisions.			

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Experience Dates	Experience and qualifications relevant to the proposed contract.
01/26 – Present	New Orleans East-West Bank Bus Rapid Transit Preliminary Engineering and NEPA Clearance, New Orleans, LA. <i>Senior Traffic Advisor.</i> Kordel is serving as a senior traffic advisor for this BRT project which will delivering faster, more frequent, and more reliable service in the regional transit network. The corridor connects established destinations and underserved communities while unlocking new opportunities for housing, economic development, and neighborhood revitalization. Kordel is leading efforts to follow the TEPR process while also providing technical expertise with modeling transit, including Transit Signal Priority functionality, to the VISSIM modeling process.
10/18 – 08/25	TxDOT, LP 1604 and I-10 Schematic and IAJR, San Antonio, TX. <i>Traffic Lead.</i> Led development and calibration of a VISSIM model covering more than 20 miles of freeway and frontage road corridor. The model was used to evaluate operational scenarios and support preparation of the Interchange Access Justification Report (IAJR). Work included crash trend analysis and predictive safety analysis using ISATe. Currently leading review of traffic control plans for construction to maintain safe operations for all travel modes.
09/19 – 04/22	TxDOT, I-35W at US 67 IAJR, Alvarado, TX. <i>Traffic Lead.</i> Led preparation of an Interchange Access Justification Report evaluating safety and operational impacts to I-35W mainlanes, frontage roads, and cross streets. The analysis identified a safety issue in the proposed design that was addressed during planning, improving overall project safety.
3/20 – 12/21	Salt Lake City, 200 South Transit Corridor Study, Salt Lake City, UT. <i>Deputy Project Manager / Traffic Engineering Lead.</i> Led traffic engineering analysis and development of corridor concepts prioritizing transit and multimodal mobility in downtown Salt Lake City. Developed VISSIM models to evaluate travel time, level of service, and intersection queuing for multiple corridor alternatives.
07/19 – 12/20	South Salt Lake Strategic Mobility Plan, South Salt Lake, UT. <i>Project Manager.</i> Managed development of the city's first transportation master plan, including public involvement, visioning workshops, development of goals and policies, and preparation of multimodal system maps for freight, transit, pedestrian, and bicycle networks. Developed a prioritized list of catalytic transportation projects.
01/15 - 12/18	UDOT Traffic Study Support, Statewide, UT. While at a previous firm, Kordel led their efforts in assisting the Division of Traffic and Safety in performing traffic studies on an on-call basis. Comprehensive traffic studies were required to be delivered on short notice, usually within one week of request. Over a three-year period, Kordel's team completed nearly 300 studies, including signal warrants; HAWK warrants; advanced warning system warrants; left-turn studies; pedestrian crosswalk studies; speed studies; passing zone studies; and advisory curve speed studies. These studies were performed across all four regions in the State of Utah. Individual tasks on these studies included data collection, analysis, report preparation, and coordination with the UDOT review team, who is responsible for approving the final studies. These studies also included a cursory safety review using data from UDOT's web-based crash portal (Numetric). Kordel also assisted the project team in evaluating and creating analysis methodologies, such as a warranting process for advance signal system installation, left-turn phasing, and pedestrian crossings. As a result, Kordel has collaborated with other consultants and UDOT staff to deliver quality traffic and safety engineering studies to the UDOT regions.

16. STAFF EXPERIENCE

		Firm Vectura Consulting Services, Inc.	
Name: Sheelagh Brin Ferlito, PE, PTOE (MPR 5) Title: Traffic Control & Signal Design		Years of Relevant Experience with this Employer	10
		Years of Relevant Experience with Other Employer(s)	27
Degree(s) / Years / Specialization		BS / 1988 / Civil Engineering	
Active Registration Number / State / Expiration Date		PE.0025383 / LA / 9.30.2027	
Year Registered		1993	Discipline Civil
Contract Role(s) / Brief Description of Responsibilities		MPR 5. 2. Quality Control Review/Peer Review - Traffic; 4. Traffic Engineering and Design Services – Analysis and Reports - Traffic Control & Signal Design, Intersection Signing & Pavement Markings Design. <i>Brin will collect, compile, and review traffic data required to support traffic studies and feasibility analyses.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
07/20 – Present	LADOTD, H.007160 - EBR Computerized Traffic Signal, Phase VB, Baton Rouge, LA. <i>Construction Engineering and Inspection Task Lead.</i> Brin is the task leader for Vectura for the Construction Engineering and Inspection of 24 traffic signals. Brin oversaw the review of signal mast arm shop drawings to assist the City-Parish of Baton Rouge in accepting the manufactured poles. Brin and Reece, with the DOTD, City-Parish and the Contractor conducted field visits to confirm pole foundation locations.
07/19 – Present	MOVEBR, New Capacity Projects Program Management, Baton Rouge, LA. <i>Lead Traffic Engineer.</i> Brin is the lead traffic engineer for the entire New Capacity Projects program management team. All traffic engineering scope of services, traffic/speed data collection, traffic design studies, safety studies, and traffic signal design plans are reviewed by Brin. She is in constant communication with the Traffic Engineering staff of DOTD and EBR Traffic Engineering Department. She understands the current requirements for all aspects of traffic engineering projects, including complex urban highway projects.
07/19 – Present	LADOTD, H.004791 DOTD Belle Chasse Bridge & Tunnel Replacement PPP, Belle Chasse, LA. <i>Project Manager.</i> Brin is the project manager for the temporary and permanent traffic signal plans for the intersections of LA 23 at Burmaster St and at Engineers Rd, which included complex urban design project. She based her traffic signal plans on design year volumes that were developed using growth rates from the New Orleans Regional Planning Commission Travel Demand Model. This project is the first ever Public-Private-Partnership performed by Louisiana DOTD.
04/18 – 06/21	LADOTD, H.011909.5-4 Roundabout: US 171 at Boone St, Vernon Parish, LA. <i>Project Manager for Design of Temporary Traffic Signals.</i> Brin reviewed 60 Percent Preliminary Signing and Striping Plans and developed documented comments based on LADOTD Road Design Manual, LADOTD Standard Details and MUTCD. She is also the project manager for the design of temporary traffic signal plans that will be implemented during the roundabout construction at the intersection of US 171 at Boone Street in Leesville, LA. She coordinated access management issues using aerials, aged traffic volumes and Synchro Software.
09/20 – 12/21	LADOTD, H.010960.5 LA 30 Roundabouts at Tanger I-10, Ascension Parish, LA. <i>Project Manager.</i> Brin is the project manager for the design of temporary traffic signal plans that will be implemented during the roundabout construction along LA 30 in Gonzales, LA. The complex urban design project involves replacing three existing signalized intersections with multilane roundabouts along LA 30 at I-10 Interchange ramps and at the Tanger Boulevard. Vectura also developed signal timing plans for each phase of the construction to maintain progression along LA 30.
02/20 – 06/25	LADOTD, H.010616 – I-20: LA 544 Overpass Replacement, Ruston, LA. <i>Project Manager.</i> Brin was the project manager for a Level 2 Transportation Management Plan (TMP) for a new four-lane bridge over I-20 and three, two-lane roundabouts along LA 544. Brin also developed temporary traffic signal plans with multiple setup configurations for the construction of the roundabouts on this complex urban design project.

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07/18 – 04/19	LA 1 Pedestrian Crosswalk Study and Traffic / Pedestrian Signal Design West Baton Rouge Parish, Addis, LA. <i>Lead Traffic Engineer.</i> Brin developed a Pedestrian Crosswalk Study and Traffic Signal Construction Plans for the intersection of LA 1 at LA 990 in Addis, LA. The study was based on DOTD Traffic Engineering Manual Crosswalk Guidelines followed by traffic signal design plans based on DOTD requirements. The study included traffic and pedestrian traffic data collection, a speed study, crash analyses, intersection analyses and progression analyses. The signal plans included pedestrian signal equipment, signal timing parameter calculations, crosswalk striping, signs, DOTD pay items, estimated quantities, and construction cost. Brin also assisted with the Parish with the DOTD Permit Request for Intersection Control Devices on a State Right of Way.
09/17 – 04/18	New Orleans Regional Planning Commission, US 11 at US 190 Bus Fremaux Ave, Pedestrian Crosswalk Study and Traffic / Pedestrian Signal Equipment Design, Slidell, LA. <i>Lead Traffic Engineer.</i> Brin developed a formal traffic study for a proposed crosswalk with pedestrian traffic signal equipment and pedestrian clearance timings based on DOTD requirements. Brin assisted with vehicle and pedestrian data collection, spot speed study, analyzed 3-year intersection crash data and developed signal timing for pedestrians to cross the street. From the design study, a set of Traffic Signal Modification Plans were developed to implement the recommended alternative.
02/17 – 10/17	LADOTD, Stage 0 Judge Tanner Boulevard at N Causeway Roundabout Study, St Tammany Parish, LA. <i>Safety Analysis.</i> Brin developed the safety analyses for a Stage 0 Study for 4 intersections in the Mandeville area. The study was based on EDSMs VI.1.1.1 / VI.1.1.5 and DOTD Traffic Engineering Manual Section 20.2. Brin assisted collecting 7-day, 24-hour counts w/ Classification, turning movement counts for peak periods and speed data for mainlines. She developed signal timing in the PTV Vistro software. The signal timings were then used in Sidra to complete the HCM analyses. Brin provided a quality control review of the traffic report.
06/16 – 09/17	LADOTD, H.004490 Stage 0 Roundabout Studies, Lafayette Parish, LA. <i>Lead Traffic Engineer.</i> Brin, along with Laurence, collected 7-day, 24-hour counts w/ classification, turning movement counts for AM and PM peak periods and speed data for mainlines. Brin provided a QC review of the Sidra analyses and developed traffic signal timing for 3 intersections for Years 2019 and 2039, AM & PM peak hours and developed a crash analyses as defined in Section 20.2 of TEM. CMF factors were identified for the preferred alternative to predict the number of crashes that could be eliminated. Brin provided a QC review of the final draft.
04/14 – 12/14	LADOTD, H.002301 Signal Design for N Sherwood Forest Dr Widening Project, Baton Rouge, LA. <i>Project Engineer.</i> As the project engineer, Brin was in responsible charge for data collection and design for three signalized intersections as part of a road widening project as per EBR DPW and DOTD requirements. Brin developed the traffic signal equipment, signal timing and communication construction plans, special provision specifications, quantities, and cost estimate. She also performed tasks to develop the striping plans and sequence of construction plans which included temporary signal equipment placement due to lane shifts during construction.
07/12 – 03/14	LADOTD, EBR 03-TS-CI-0026 CE&I for EBR Traffic Signal Systems Jefferson Highway Construction, Baton Rouge, LA. <i>Project Resident Engineer.</i> Brin was the Project Resident Engineer on behalf of EBR for performing CE&I services for the construction of 11 traffic signals. She maintained records of the contractor's daily operations, coordinated significant events that affected construction progress including utility issues, reviewed shop drawings, conducted monthly progress meetings, recorded daily installed quantities, developed change orders and monthly contractor pay estimates. She also coordinated with DOTD ITS division for fiber splicing into interstate I-12 fiber backbone and ATM / EOC building. She processed all monthly tasks in EBR formats as well as all items on the EBR project closeout checklist.
07/08 – 09/09	LADOTD & EBR, SPN 013-05-0043 CE&I for EBR Traffic Signal Systems Phase IV Construction, Baton Rouge, LA. <i>Project Resident Engineer.</i> Brin was the Project Resident Engineer for DOTD and EBR to perform CE&I services for the construction of 21 traffic signals. She developed the project Sample Plan, maintained records of the contractor's daily operations, coordinated significant events that affected construction progress including utility issues, reviewed shop drawings, conducted monthly progress meetings, recorded daily installed quantities, coordinated concrete sampling for DOTD Materials Lab, developed change orders and monthly contractor pay estimates. She also coordinated with DOTD ITS division for fiber splicing into Airline Highway fiber backbone and ATM / EOC building. She processed all monthly tasks electronically in DOTD Site Manager and in EBR required formats as well as all items on the DOTD Project Closeout Checklist including the 2059 Report.

16. STAFF EXPERIENCE

Firm		Forte & Tablaba	
	Name: Bradley S. Holleman, PLS, PE (MPR 6, 7) Title: Topographic Survey/Right of Way Maps/Bathymetric Survey/ Utility Oversight & Coordination		Years of Relevant Experience with this Employer 4.5 Years of Relevant Experience with Other Employer(s) 15
	Degree(s) /Years /Specialization BSCE / 2009 / Civil Engineering with Minor in Land Surveying		
Active Registration Number /State / Expiration Date		PLS 5082 / LA / 09.30.2026 Other active registration: PE 47165 / LA / 03.31.2027	
Year Registered		N/A	Discipline Land Surveying
Contract Role(s) /Brief Description of Responsibilities		MPR 6, 7. 5. Surveying Services and Right of Way Maps -Topographic & Bathymetric Surveys - Topographic Surveys - Right of Way Maps - Bathymetric Survey. 6. Subsurface Utility Engineering (SUE) and Utility Relocation- Utility Oversight & Coordination. <i>Bradley will serve as Survey Principal-in-Charge during this contract, and in that role, he will coordinate with the Survey Task Managers to assure task orders are estimated, started, and completed to meet scheduled deadlines, while also satisfying LADOTD deliverable standards and Forte and Tablada's quality standard. Bradley has 14 years of experience of managing field crews and office work on on-system LADOTD Topographic Surveys, Boundary Surveys and Right of Way Mapping with 9 years being the Supervising Professional and 3 years as Principal. He has managed over 130 task orders under 5 separate Topographic and Right of Way Mapping IDIQ Contracts with LADOTD. Bradley fulfills MPRs 6 and 7. He is a professional land surveyor, registered in the state of Louisiana, having a minimum of five (5) years of experience in conducting topographic surveys and a minimum of five (5) years of experience conducting boundary surveys and developing right-of-way maps for DOTD as shown below.</i>	
Experience Dates		Experience and qualifications relevant to the proposed contract.	
09/25 – Present		LADOTD, Contract #OLHC BB1- O.B.2025.04.016 through O.B.2025.04.023, O.B.2025.04.049- Bridge Bundle Program - 9 OLHC Project Numbers (9 Bridge Sites), District 04, LA. Principal-in-Charge. Responsible for topographic surveying and establishing existing right-of-way for 9 bridge sites on 2 lane State Highways for the Office of Louisiana Highway Construction.	
08/23 – Present		LADOTD, Contract 4400025029 - H.015547, H.015548, H.015549, H.015341, H.015551, H.015552, H.015545, H.015550, H.015544, H.015553 - Infrastructure Investment and Jobs Act (IIJA) Off-System Bridge Program - 10 State Project Numbers (13 Bridge Sites), East Baton Rouge Parish, LA. Principal-in-Charge. Responsible for topographic surveying and right-of-way mapping services for 13 bridge sites on 2 lane roadways.	
12/21 – Present		LADOTD, IDIQ Contract No. 4400021974 for Professional Surveying Services, Statewide, LA. Principal-in-Charge. Responsible for performing Topographic Surveys for LADOTD. To date, this IDIQ contract has included a total of 9 separate Task Orders for 7 State Highway Projects. Survey tasks included establishing deep rod control monuments, Conventional Topo, Hydrographic Survey, terrestrial and mobile LiDAR Survey, and producing Existing Drainage Maps.	
09/21 – Present		LADOTD, IDIQ Contract No. 4400021532 for Professional Surveying Services – Statewide with Majority of Work in Districts 03 and 07. Principal-in-Charge. Responsible for property surveys, establishing existing right-of-way, right-of-way maps and title take-offs for LA DOTD.	
06/21 – Present		LADOTD, Contract 4400019336 - H.014219, H.014222, H.014228, H.014231 and H.014236 – Rural Bridge Replacement Initiative Phase II; 5 State Project numbers (20 Bridge Sites) in Districts 04 and 05, LA. Principal-in-Charge. Responsible for topographic surveying and right-of-way mapping services for 20 bridge sites on 2 lane rural roadways.	
01/21 – Present		LADOTD, H.004273.5 – I-49 Connector – Lafayette Parish, LA. Principal-in-Charge. Responsible for providing topographic and property surveying services for the I-49 Connector. The project is in a dense urban area and is approximately 5 miles long.	

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08/19 – Present	LADOTD, H.011670- I-10/Loyola Interchange Improvements, Kenner, LA – Surveyor-in-Charge/Principal-in-Charge providing Topographic Survey, Right-of-Way Survey, Drainage Survey, and Right-of-Way Monument Mapping. <i>The project stretches along I-10, from the levee in Kenner to the Williams Blvd. off ramp, as well as Loyola Avenue and portions of Veterans Blvd for approximately 3.2 miles of roadway. Bradley originally managed SJB Group's portion of the Survey and is now serving as Principal-in-Charge for any Present or new work Forte and Tablada is tasked with.</i>
03/24 – 04/24	LADOTD, H.015935 LA Hwy 47 Over Bayou Bienvenue - Emergency Bridge Replacement, St. Bernard/Orleans Parish, LA. <i>Principal-in-Charge.</i> Responsible for providing topographic surveying for an emergency bridge replacement of the LA 47 bridge over Bayou Bienvenue. In addition to Conventional Topographic survey, Hydrographic survey of the Bayou was included. The bridge deck features and substructures were scanned through terrestrial LiDAR methods. Due to the emergency status of the project, the project was completed in a condensed timeline.
01/21 – 12/22	LADOTD, Contracts 4400010587 - Task Order 18; 4400015237- Task Order 1; 4400021974 - Task Orders 1, 3, and 4- H.003931 - Calcasieu River Bridge (HBI) – Calcasieu Parish, LA. <i>Principal-in-Charge.</i> Responsible for providing topographic survey, Mobile and Terrestrial LiDAR, Multibeam Hydrographic survey of Lake Charles, and drainage mapping. This project is in a high-traffic industrial area along I-10 and is approximately 7 miles long. This Survey included four Phases of work, which were completed within a condensed timeline, requiring up to 6 Survey Crews being mobilized in order to meet deadlines for each Phase.
01/21 – 06/22	LADOTD, Retainer Contract No. 4400010587 for Professional Surveying Services – Statewide with Majority of Work in Districts 02, 03, 07, 61 and 62, LA. <i>Principal-in-Charge.</i> Performed Topographic Surveys for LA DOTD. This Retainer contract included a total of 18 separate Task Orders for 11 State Highway Projects. Survey tasks included establishing deep rod control monuments, Conventional Topo, Hydrographic Survey, terrestrial and mobile LiDAR Survey, and producing Existing Drainage Maps.
01/21 – 03/22	LADOTD, Contract 4400017598 - H.013979, H.013995, H.013992, H.013994, H.013985, H.013954, H.013990- Rural Bridge Replacement Initiative Phase I; 7 State Project Numbers (22 Bridge Sites) in Districts 04, 05, 08 and 58, LA. <i>Principal-in-Charge.</i> Responsible for topographic surveying and right-of-way mapping services for 22 bridge sites on 2 lane rural roadways.
11/19 – 12/20	LADOTD, H.012083- Calcasieu River Bridge Investigation, Calcasieu Parish, LA. <i>Surveyor.</i> Responsible for providing Mobile LiDAR scanning services for the I-10/Lake Calcasieu bridge in Lake Charles, LA. Terrestrial scans were done underneath the bridge for 10 spans on the East and West side, on top the deck to capture the superstructure, as well as from the water below to capture the sub structure.
01/18 – 04/20	LADOTD, H.004100- I-10: LA 415 to Essen Lane, East Baton Rouge Parish, LA. <i>Surveyor-in-Charge.</i> Responsible for the topographic survey and 3D Mobile laser scanning. This project was for the widening design of Interstate 10 from LA 415 to Essen Lane in East Baton Rouge Parish. This Survey was part of a larger project that extended West to LA 415 and included a team of 4 Survey firms to complete the work on schedule.
04/17 – 10/19	LADOTD, H.002151 LA 339 and LA 339S Bayou Parc, South Louisiana Survey Retainer, LA. <i>Surveyor-in-Charge.</i> Responsible for the property survey and right of way map. This project was for the construction of a bridge replacement and improvements along LA 339. The work consisted of conducting field and office analysis to determine the existing right of way and produce a set of right of way maps, according to LA DOTD specifications, for acquisition of parcels required for construction. This project demonstrates Bradley's ability to fulfill the minimum personnel requirement of having over five (5) years of experience in conducting boundary surveys and right-of-way.
05/18 – 04/19	LADOTD, H.012591- I-10: Paris Road Lake Pontchartrain, New Orleans, LA. <i>Surveyor-in-Charge.</i> Responsible for the topographic survey, 3D Mobile laser scanning and existing drainage map. This project was for the design of Interstate 10 improvements of an 8 mile stretch in New Orleans East.
06/16 – 02/17	LADOTD, H.000263 Chef Menteur Pass Bridge. <i>Surveyor-in-Charge.</i> Responsible for the topographic survey, 3D laser scanning and existing drainage map. This project was for the design of new bridge to replace the existing swing bridge on US 90 over Chef Menteur Pass. The work consisted of completing a topographic survey, according to the LA DOTD Location and Survey Manual.

	Firm T. Baker Smith, LLC		
Name: Jean Reulet, III, PLS (MPR 6, 7) Title: Topographic Survey/Right of Way Maps/Hydrographic Survey		Years of Relevant Experience with this Employer	5
		Years of Relevant Experience with Other Employer(s)	13
Degree(s)/Years/Specialization	BS / 2011 / Geomatics		
Active Registration Number/State/Expiration Date	PLS.5145 / LA / 03.31.2028		
Year Registered	2015	Discipline	Professional Land Surveyor
Contract Role(s)/Brief Description of Responsibilities	MPR 6, 7. 5. Surveying Services and Right of Way Maps - Topographic & Bathymetric Surveys - Topographic Survey - Hydrographic Survey. Jean will manage Right of way and topographic surveying services and satisfies MPR #6 & #7.		

MPR

Experience Dates	Experience and qualifications relevant to the proposed contract.
11/21 – Present	LADOTD, Contract 44-21973 IDIQ for Professional Surveying Services, Statewide, LA. Project Manager/Surveyor of Record. Jean serves as the project manager and surveyor of record for this Surveying Services IDIQ. He is responsible for manhour estimate preparation and contract negotiations. Jean coordinates with private landowners, railroads, and other entities to obtain right-of-entry prior to survey commencement. He oversees the topographic data collection and processing, utility research, and drainage map development. He also provides QA/QC and ensures delivery according to project schedule. To date, Jean has successfully completed 12 task orders (H.009892, H.014414, H.015587, H.016324, H.016326, H.014308, H.015308, H.015449, H.016322, H.016323, H.016333) with one more currently active (H.011242).
09/25 – Present	LADOTD, S.P. No. H.008069 Peters Road Bridge and Extension (Phase 3);, Jefferson and Plaquemines Parishes, LA. Surveyor of Record. Responsible for field crew oversight, data processing and review, and deliverables preparation. Performing Topographic, Bathymetric, and Property surveys across approximately 2.8 miles of Virgin terrain for construction of a road between Walker Road and Engineers Road, including a bridge over the Intracoastal Waterway and Bayou Barataria. Right of Way Maps are included in this effort to aid in acquisition of the required Right of Way.
02/15 – 04/16 *	LADOTD, S.P. No. H.011137 & S.P. No. H.011152, I-12 (LA 21 to US 190) & I-12 (US 190 to LA 59), St. Tammany Parish, LA. Senior Project Manager. Responsible for field crew oversight, data processing and review, and deliverables preparation. Performed topographic survey for widening of Interstate 12, including bridge over the Tchefuncte River.
03/17 – 04/18 *	LADOTD, H.004987 US 190 Collins Blvd. Widening, St. Tammany Parish, LA. Surveyor of Record. Performed a Topographic Survey for the widening of approximately 3 miles of US 190 in St. Tammany Parish, LA including the replacement of a bridge over the Bogue Falaya River. Coordinated with field crews, technicians, and Subsurface Utility Engineer. Provided QA/QC and assisted in Deliverables preparation.
01/24 – 02/24	LADOTD/St. Tammany Parish, S.P. No. H.015555, LA 1077 & Brewster Rd Roundabout, St. Tammany Parish, LA. Sr. Project Manager. Jean established project control and performed topographic survey, including development of an existing drainage map, for the design and construction of a roundabout at the intersection of LA 1077 and Brewster Road near Madisonville, Louisiana.
09/22 – 06/23	St. Tammany Parish Government, S.P. No. H.015405, Keller Street Bridge Replacement, St. Tammany Parish, LA. Sr. Project Manager. Performed field crew coordination, data processing, project QA/QC and management for Topographic Survey for this bridge replacement project.
06/23 – Present	LADOTD, Contract 44-25027, Infrastructure Investment and Jobs Act (IIJA) Off System Bridge Program District 08, District 08, LA. Sr. Project Manager/Surveyor of Record. Oversaw the completion of topographic surveys, property surveys, and right of way maps for the replacement of 12 bridges. Responsible for field crew coordination, project QA/QC, title research, and deliverables preparation. Surveys were performed to LADOTD Location and Survey standards.

07/21 – 02/24	LADOTD, Contract 44-19336, Rural Bridge Replacement Initiative, Ph II (40 bridge structures), Districts 04, 05, LA. <i>Survey Project Manager.</i> Coordinated field crews, processed data daily, and provided QA/QC of deliverables. TBS performed control, topographic, and right of way surveys for the replacement of 40 bridge structures in northern Louisiana. Data was captured to detail the existing bridges themselves, roadways on either side, and surrounding terrain to ensure proper tie into to existing surfaces. Cross sections of the channels they cross were also surveyed to provide information for hydraulic modeling. Data is then processed and QA/QC performed and coordinated with in-house engineers designing the replacement bridges. Property surveys of affected tracts of land were also surveyed for any takings or servitudes, and these lines portrayed on right of way maps.
09/21 – 01/23	LADOTD, Contract 44-17598, Rural Bridge Replacement Initiative, Ph I (47 bridge structures), Districts 04, 05, 08, 58. <i>Survey Project Manager.</i> Coordinated field crews, processed data daily, and provided QA/QC of deliverables. TBS performed control, topographic, and right of way surveys for the replacement of 47 bridge structures in northern Louisiana. Data was captured to detail the existing bridges themselves, roadways on either side, and surrounding terrain to ensure proper tie into to existing surfaces. Cross sections of the channels they cross were also surveyed to provide information for hydraulic modeling. Data is then processed and QA/QC performed and coordinated with in-house engineers designing the replacement bridges. Property surveys of affected tracts of land were also surveyed for any takings or servitudes, and these lines portrayed on right of way maps.
08/19 – 11/19*	LADOTD, SP. No. H.005121.5 LA 1/LA 415 Connector, West Baton Rouge Parish, LA. <i>Senior Project Manager.</i> Responsible for field crew oversight, data processing and review, and deliverables preparation. Performed Topographic survey for construction of a connector Road between LA 415 and LA 1. This project included a hydrographic Survey of a portion of the Intracoastal Waterway.
08/22 – 01/26	LADOTD/Ascension Parish, S.P. No. H.014918 LA 73 Roundabout at Bluff Road Connector, Ascension Parish, LA. <i>Surveyor of Record.</i> Responsible for field crew oversight, data processing and review, and deliverables preparation. Performed Topographic Survey, Property Surveys, and Right-of-Way Mapping for the design and construction of a Roundabout at the intersection of LA 73 and the proposed Bluff Road Connector.
07/21 – 01/22	LADOTD, S.P. No. H.013116, LA 20 Widening: LA 307 to S. Vacherie, St. James & Lafourche Parishes, LA. <i>Project Surveyor.</i> Performed quality control for the Final R/W Maps for the asymmetrical widening of a 2.7 mile stretch of LA 20 near Vacherie, LA.
* Previous Employer	

		Firm T. Baker Smith, LLC	
Name: TJ Stokes, PE (MPR 8) Title: SUE Levels (A-D)		Years of Relevant Experience with this Employer	5
		Years of Relevant Experience with Other Employer(s)	12
Degree(s)/Years/Specialization	BS / 2009 / Industrial Engineering		
Active Registration Number/State/Expiration Date	PE.40079 / LA / 03.31.2028		
Year Registered	2015	Discipline	Industrial Engineering
Contract Role(s)/Brief Description of Responsibilities	MPR 8. 6. Subsurface Utility Engineering (SUE) and Utility Relocation - SUE Levels (A-D), Utility Oversight, Utility Contract Matrix. TJ will lead and oversee Subsurface Utility Engineering and satisfies MPR #8.		

MPR

Experience Dates	Experience and qualifications relevant to the proposed contract.
05/23 – Present	LADOTD, S.P. No. 4400025511, IDIQ SUE Services, Statewide, LA. <i>Transportation Practice Leader.</i> Acts as Transportation Practice Leader for multiple task orders involving Subsurface Utility Engineering (SUE) services, providing technical leadership and program oversight throughout project delivery. Oversees the execution of Quality Level B and Quality Level A investigations in accordance with project requirements and applicable industry standards. Directs QA/QC reviews of topographic survey data submitted to LADOTD to verify compliance with ASCE 38-22 guidelines and facilitate accurate utility mapping, coordination, and conflict resolution for transportation infrastructure projects.
03/21 – 10/23	LADOTD, S.P. No. 44-14661, IDIQ SUE Services, Statewide, LA. <i>Project Manager and Engineer of Record.</i> Served as Project Manager and Engineer of Record, supporting 15 separate task orders involving Subsurface Utility Engineering (SUE) and Utility Coordination. Responsibilities included overseeing and delivering Quality Level B and Quality Level A SUE services in accordance with project-specific scopes. Conducted comprehensive QA/QC reviews of topographic survey data submitted to LADOTD to verify adherence to ASCE 38-02 guidelines. Additionally, evaluated and guided all utility coordination processes, including the development of conflict matrices and conflict resolution plans.
05/21 – 03/24	LADOTD, S.P. No. H.003931.5, Calcasieu River Bridge (HBI), Calcasieu Parish, LA. <i>Project Manager/Engineer of Record.</i> Responsible for all Subsurface Utility Engineering and Utility Coordination. Oversaw all Quality Level B and Quality Level A SUE services and performed QA/QC on the topographic survey submitted to LADOTD to ensure compliance with ASCE 38-02. Reviewed all utility coordination procedures including conflict matrix and conflict plan creation.
12/21 – 12/25	MDOT, Project No. NH-0055-04(096)V21/100222-203000, IDIQ SUE Services, Statewide, MS. <i>Project Manager and Engineer of Record.</i> Provided Subsurface Utility Engineering (SUE) Quality Level B and Quality Level A investigations and utility coordination throughout the design and construction phases. Managed and verified compliance of all SUE activities with ASCE 38-22 standards. Led utility coordination efforts, including development of utility conflict matrices and conflict resolution plans, review of utility permits, and confirmation that utility relocations were completed in accordance with approved construction plans.
11/21 – 02/22	LADOTD, S.P. No. H.014670.5, LA 1270: LA 77 to End of Control Section, Iberville Parish, LA. <i>Contract Administrator/Engineer of Record.</i> Responsible for all Subsurface Utility Engineering Quality Level B services and performed QA/QC on the topographic survey performed by LADOTD to ensure compliance with ASCE 38-02. LADOTD Location and Survey field staff performed the topographic survey and we ensured a smooth working environment for data collection.
03/21 – 01/22	Ascension Parish Government, Move Ascension, LA 44 & Parker Roundabout, Subsurface Utility Engineering, Ascension Parish, LA. <i>Lead Professional.</i> Provided Subsurface Utility Engineering for the LA 44 & Parker Roundabout as part of the Move Ascension Program. Quality Level B services were provided throughout the project limits to determine the horizontal location of utilities to assist with the roadway design. Quality Level A test holes were also provided to provide vertical information where utilities would conflict with roadway or drainage design.

02/22 – 05/22	Ascension Parish Government, Move Ascension, Parker Road and LA 929 Widening, Ascension Parish, LA. <i>Lead Professional.</i> Provided Subsurface Utility Engineering for the Parker Road and LA 929 Widening project as part of the Move Ascension Program. Quality Level B services were provided throughout the project limits to determine the horizontal location of utilities to assist with the roadway design. Quality Level A test holes were also provided to provide vertical information where utilities would conflict with roadway or drainage design.
01/22 – 07/22	LADOTD, S.P. No. H.012541.5, LA 594: Overpass I-20, Ouachita Parish, LA. <i>Project Manager.</i> Served as Project Manager for this interstate widening project in northern Louisiana, overseeing the execution of Subsurface Utility Engineering (SUE) Quality Level B services to support roadway design efforts. Responsibilities included conducting comprehensive QA/QC reviews of topographic survey data submitted to LADOTD to verify compliance with ASCE 38-02 guidelines and ensure accurate utility identification and depiction throughout the project corridor.
09/23 – 10/23	LADOTD, S.P. No. H.011684.5, LA 327 Spur: Starring Lane Extension, East Baton Rouge Parish, LA. <i>Contract Administrator.</i> Served as Contract Administrator for this accelerated Subsurface Utility Engineering (SUE) project, providing Quality Level B services along a onemile corridor to verify the location of multiple underground sewer force mains. Successfully managed project delivery under an expedited schedule, completing utility investigations and providing all required deliverables within 30 days of Notice to Proceed (NTP).
9/24 – 11/24	LADOTD, S.P. No. H.015569.5, LA 44: I-10 Roundabouts, Ascension Parish, LA. <i>Project Manager and Engineer of Record.</i> Served as Project Manager and Engineer of Record for this project, initiated after roadway design was already underway and utility information was identified as a critical project need. Managed the rapid development of the utility file to prevent impacts to the roadway design schedule. Successfully directed the completion of all Quality Level A and Quality Level B Subsurface Utility Engineering (SUE) services, including utility file preparation and coordination, within two months of Notice to Proceed (NTP).

16. STAFF EXPERIENCE

	Firm	Eustis Engineering, LLC		
	Name: Gwendolyn P. Sanders, PE (MPR 9)		Years of Relevant Experience with this Employer	33
	Title: Geotechnical Analysis & Design		Years of Relevant Experience with Other Employer(s)	0
Degree(s)/Years/Specialization		MA / 1992 / Engineering BS / 1990 / Civil Engineering		
Active Registration Number/State/ Expiration Date		PE.0027104 / LA / 09.30.27		
Year Registered		1997	Discipline	Civil Engineering
Contract Role(s)/Brief Description of Responsibilities		MPR 9. 7. Geotechnical Engineering Services - Geotechnical Analysis & Design. As President, Gwendolyn will be responsible for the overall services provided by Eustis Engineering L.L.C. She also exceeds the Minimum Personnel Requirement No. 9 of this RFQ and will serve as an additional resource for the team. Gwendolyn began her career with Eustis Engineering L.L.C. in 1993 and has advanced through the engineering ranks to serve as president of the firm. With more than three decades of experience at a leading Gulf Coast geotechnical firm, she brings extensive expertise in soft soil conditions and coastal Louisiana projects. Gwendolyn has managed all phases of geotechnical engineering work, including scope development, field investigations, laboratory testing programs, engineering analyses, report preparation, construction phase services, peer review, and client consultation. In addition to her project experience, Gwendolyn is widely recognized for her leadership in the profession. She served as Program Advisor for the Deep Foundations Institute's 42nd Annual Conference in 2017 and was recognized as Outstanding Civil Engineer of the Year by ASCE New Orleans Branch and the Louisiana Section in 2022.		
Experience Dates	Experience and qualifications relevant to the proposed contract.			
01/21 - Present	LADOTD, Bayou Barataria Bridge Replacement (24515.00-.03), Jefferson Parish, LA. <i>Geotechnical Analysis and QA/QC.</i> The goal of this project is a full replacement of the Bayou Barataria Bridge. Eustis Engineering obtained relevant permits and drilled 24 borings over water, marsh, and land. Geotechnical analyses followed AASHTO LRFD and LaDOTD design requirements and include vertical and lateral pile analyses, pile scour capacity, lateral load analyses, pile group settlement, ground settlement, settlement surcharge/remediation, retaining wall recommendations, slope stability, and pavement design. Gwendolyn assisted in the project scope development for the design services. She is also providing independent reviews for selected contractor submittals as part of the QA/QC requirements.			
06/21 – Present	Port of New Orleans, Louisiana International Terminal (24618.00-.12), Violet, LA. <i>Stakeholder Coordination.</i> Eustis Engineering is the geotechnical designer of record for the wharf and ramps as well as land-side features for the Louisiana International Terminal (LIT). This involved an extensive program of soil borings, cone penetration tests, and electrical resistivity tomography. Eustis Engineering's design services continued with the geotechnical instrumentation and monitoring of two test embankments and a pile load test program. In addition to design phase services, Eustis Engineering's contributions to the LIT project include construction materials testing (CMT) for field test studies that were an extension of the design phase services. Gwendolyn provides guidance for progress options and collaborates with stakeholders during various portions of this project.			
03/20 – 06/25	LADOTD, I-10 and I-12 College Flyover Ramp Design-Build Project (B0646), East Baton Rouge Parish, LA. <i>Sr. Reviewer and Design Services.</i> Eustis Engineering performed geotechnical exploration, laboratory testing, and design services for this project. As Principal, Gwendolyn put in over 300 hours on this project to perform senior level reviews associated with the design and construction services. She participated in weekly progress meetings both with the design team and with the owner's representatives.			

MPR

02/18 – 9/19	Greater New Orleans Expressway Commission (GNOEC), Lake Pontchartrain Causeway, Safety Bay Improvements (23800), Jefferson and St. Tammany Parishes, LA. <i>Engineering Manager and Project Principal.</i> As engineering manager and project principal, Gwendolyn was involved in the development of the geotechnical scope of work as well as field and laboratory programs. She provided general oversight and review of the engineering analyses during the geotechnical exploration and design including development of the pile data table and testing program. She also provided oversight and evaluation during the construction phase including review of the verification testing of indicator piles and monitor piles as well as adjustment of driving criteria and acceptance criteria.
01/12 – 06-24	State of Louisiana, Route I-10, Williams Boulevard, Veterans Boulevard, and Loyola Drive to Williams Boulevard, S.P. Nos. H009087.5 and H.003074.5 (21687.00-.05), Jefferson Parish, LA. <i>Project Manager.</i> Gwendolyn served as the project manager during the 2012 exploration phase of these projects and preliminary design. She assisted with rating determinations of the existing Veterans Boulevard and Duncan Avenue canal bridges and the Loyola Drive and Williams Boulevard overpasses. This rating included recommended resistance factors associated with the available pile load tests to be used to assess the existing structure's ability to meet current Load Resistance Factor Design (LRFD) requirements. Engineering analyses included settlement evaluations for various embankment fill heights and widths, settlement and differential settlement of pile foundations, slope stability of each canal crossing, and ultimate vertical pile capacity estimates. Gwendolyn provided senior level review during later project phases when a bridge replacement, rather than widening, was selected. The replacement bridge required the evaluation of a preload/surcharge program for project phasing. Prefabricated vertical drains (wick drains) were considered within the surcharge areas to meet construction phasing durations.
03/11 – 08/16	LADOTD, Wisner Boulevard Overpass (22972, 22637, 21349, 21966), Orleans Parish, LA. <i>Subsoil Design.</i> Gwendolyn developed subsoil design parameters used to estimate ultimate compressive pile load capacity for alternative pile sizes of precast concrete piles. Other factors considered in our engineering analyses included drag loads due to fill placement, estimated total settlement due to structural loads, pile installation recommendations, and recommended inspection and monitoring of existing structures. In addition to the design team, LADOTD, and contractor, project stakeholders involved in progress meetings and coordination efforts included the City of New Orleans and New Orleans City Park representatives.

		Firm Terracon	
Name: Lynne E. Roussel, PE (MPR 9) Title: Geotechnical Analysis & Design		Years of Relevant Experience with this Employer	21
		Years of Relevant Experience with Other Employer(s)	0
Degree(s) / Years / Specialization	MS / 2005 / Geotechnical Engineering; BS / 2003 / Civil Engineering		
Active Registration Number / State / Expiration Date	PE 35152 / LA / 03.31.28		
Year Registered	2009	Discipline	Civil Engineer
Contract Role(s) / Brief Description of Responsibilities	MPR 9. 7. Geotechnical Engineering Services - Geotechnical Analysis & Design. Lynne meets the MPR of Nos. 9 with 21 years of experience in geotechnical engineering; as a Principal; as a LA PE in civil engineering; and over 10 years of experience overseeing an accredited Geotechnical Soils Lab in Louisiana. Lynne will provide contract management and technical oversight of the tasks and ensure appropriate resources are assigned as needed.		

MPR

Experience Dates	Experience and qualifications relevant to the proposed contract.
12/20 – Present	LADOTD, IDIQ Contracts for Professional Geotechnical Services Statewide Contract No. 4400019014, LA. <i>Contract Manager and Project Reviewer.</i> Managed the retainer contract for services to perform geotechnical exploration and engineering. The contract value is \$2.5 Million.
03/25 – 03/25	LADOTD, H.012059 - LA19 - Bridges near Zachary, Zachary, LA. <i>Project Reviewer.</i> Performed quality review on engineering analyses and reporting.
01/24 – Present	LADOTD, H.015447 – IJJA Off-System Bridge Program, Simmesport, LA. <i>Project Reviewer and Contract Manager.</i> Terracon is conducting the geotechnical investigation. The scope includes a 122-foot soil boring using flight auger and mud rotary drilling, with soil samples being collected at regular intervals. Laboratory tests will assess moisture content, Atterberg limits, dry unit weight, grain size, and undrained unconsolidated compression. The site was classified as Seismic Site Class D, with surface geology identified as Holocene and Pleistocene alluvial deposits. Terracon will provide recommendations for earthwork, foundations, floor slabs, and pavements based on the findings.
07/23 – Present	LADOTD, H.012048 - Castor Creek and Relief Bridges, Tullos, LA. <i>Project Reviewer and Contract Manager.</i> Terracon provided geotechnical services focusing on subsurface soil and groundwater conditions and seismic site classification per IBC standards. The scope included 16 soil borings to depths of 60–110 feet using rotary drilling, with samples collected via Shelby tubes and SPT methods. Groundwater levels were monitored during drilling. Laboratory testing assessed moisture content, plasticity, particle-size distribution, density, and shear strength, following ASTM standards and USCS classification. Results were documented in detailed boring logs and graphs.
10/22 – 02/25	LADOTD, H.003931.5-2 - I-10 - Calcasieu River Bridge Additional Borings – Lake Charles, LA. <i>Project Reviewer and Contract Manager.</i> Terracon conducted subsurface exploration and laboratory testing to support the replacement of the I-10 Calcasieu River bridge in Lake Charles, LA. Their work included 37 deep bridge borings—some over water and within a navigable channel—and 39 shallow roadway borings. They later advanced 17 additional borings using marsh buggy and ATV-mounted drill rigs along various segments of the I-10 corridor. Soil samples were collected using standard methods, and groundwater levels were monitored during drilling. In the lab, Terracon performed tests for moisture content, plasticity, particle-size distribution, density, and triaxial compression strength, all in accordance with ASTM and LDOTD standards.

09/22 – 10/25	LADOTD, H.002868 I-49 Frontage Road Bridges PDA Testing, Lafayette, LA. <i>Project Reviewer and Contract Manager.</i> Terracon provided geotechnical design of the substructure of two bridges and global stability and settlement analysis for several MSE walls to be constructed as part of this design build project. Terracon developed nominal capacity and resistance factors for pile foundations for the bridge substructures and developed driving criteria using WEAP analysis for the proposed pile driving equipment. Dynamic Pile Testing was performed during construction to verify pile capacities.
06/19 – 3/20	LADOTD, H.004100 I-10 Widening, Baton Rouge, LA. <i>Senior Engineer.</i> Supervised the subsurface evaluation and lab testing. All testing was performed in accordance with LADOTD sampling and guidelines. The team worked safely around traffic and lane closures on the interstate near College Drive.
05/18 – Present	LADOTD, H.011235.5: I-49 South @ Verot School Road US 90, Lafayette, LA. <i>Project Manager.</i> Overseeing the design of the substructure of two bridges and global stability and settlement for several MSE walls to be constructed as part of this design build project. Terracon developed nominal capacity and resistance factors for pile foundations for the bridge substructures and developed driving criteria using WEAP analysis for the proposed pile driving equipment.
05/18 – 11/20	LADOTD, H.005967: Nelson Road Extension and Bridge, Lake Charles, LA. <i>Project Manager.</i> Managed the subsurface evaluation and geotechnical engineering design for the Nelson Road Extension and Bridge Project. Terracon completed the subsurface exploration including water borings in Contraband Bayou and provided 90% design of the substructure for the bridge over Contraband Bayou. Terracon performed settlement analysis for the planned embankment approaches. The scope also included design support for impact dolphins to be constructed in front of the bridge in the Bayou to protect the bridge superstructure from impact of possible runaway ocean-going ships from the nearby Port of Lake Charles facility.
10/16 – 01/18	LADOTD, H.002238 Robinson Canal Bridge, Terrebonne Parish, LA. <i>Project Manager.</i> Provided geotechnical engineering services for the project that included field exploration, laboratory testing and geotechnical engineering for the bridge. Pile capacities were developed for the bridge bents.
01/12 – 01/13	LADOTD, H.009187.5 – 23rd Street Bridge over Canal No. 17, Jefferson Parish, LA. <i>Project Engineer.</i> Provided geotechnical engineering for the subsurface evaluation and engineering design of this DOTD Off System Bridge project. The bridge at 23rd Street over Canal No. 17 was replaced. DOTD boring logs and LRFD Pile Calculations were provided to the design engineer.
01/10 – 03/12	LADOTD, H.0051.21 - LA-1 to I-10 Connector, Port Allen, LA. <i>Project Manager.</i> Managed the design of a new connector between LA 1 and I-10 near the Intracoastal Canal in West Baton Rouge Parish, Louisiana. The project consisted of a bridge over the Intracoastal Canal, a flyover connector to LA 1 and associated roadway. Soil borings and Cone Penetrometer Test (CPT) probes associated with the bridges and roadway were completed. All calculations were consistent with DOTD pavement design standards. Settlement analysis was performed for the approach embankments. Pile capacities were also provided for the elevated structure.
09/08 – 11/08	LADOTD, Interstate 12 Widening, East Baton Rouge and Livingston Parishes, LA. <i>Project Manager.</i> Managed the interstate highway improvement. Terracon performed drilling and laboratory activities for the project. The project consisted of the widening of Interstate 12 to six lanes from O'Neal Lane eastward in both East Baton Rouge and Livingston Parishes. The project needed to be performed under a compressed time schedule of 30 days for DOTD to release a Design-Build procurement package.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: David Wymore, PE (MPR 10) Title: Vice President, Gulf Coast Highway Department Manager		Years of Relevant Experience with this Employer	13
		Years of Relevant Experience with Other Employer(s)	13
Degree(s) / Years / Specialization		BS / 2002 / Civil Engineering	
Active Registration Number / State / Expiration Date		PE.0043157 / LA / 3.31.2027	
Year Registered		2018	Discipline Civil Engineering
Contract Role(s) / Brief Description of Responsibilities		MPR 10. 2. Quality Control Reviews/Peer Reviews- Road. 8. Roadway Design and Hydraulic Engineering Services - Road Design/Reviews; 11. Construction Support Services - Review Value Engineering Proposals. David specializes in the management and design of transportation projects in complex urban and rural highway environments. He has performed the roles of GEC, Owner's representative, engineering manager, and project manager for the past 15 years, including design-build projects.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
12/18 – 05/19	LADOTD, I-10 to Loyola Dr. Interchange (Design Build) (S.P. No. H.011670), Tender Offer, Boh Bros, Jefferson Parish, LA. Roadway Design Manager. Design build proposal to modify the I-10 interchange at Loyola Drive to provide direct access connector ramps for traffic flowing to and from the new passenger terminal at Louis Armstrong International Airport. Led QC design team in review of proposal plans, proposal narrative, and ATC evaluations. Checked quantity takeoffs for consistency with plan set. Contributed to development of design build teams proposal narrative.
01/19 – Present	City of San Antonio, Broadway St. Design-Build for Reconstruction of Main Lanes from Houston St. to IH 35, San Antonio, TX. Design Manager. Oversaw the design of 1 miles of city street reconstruction. The reconstruction consisted of a complete replacement of the city street. The project consisted of reconstructing an existing 4-lane City of San Antonio street. The project included a complete street concept, side street parking, multiple utility relocates, ESA I&II, sidewalks traffic signals, and drainage improvements. He also managed six subconsultants.
08/14 – 12/16	TxDOT, IH-10, PS&E, Sealy, TX. Project Manager. David oversaw the design of Segment 1 which is 3.0 miles of main lane and frontage road reconstruction. The reconstruction consisted of a complete replacement of main lanes, frontage road, cross streets, and bridges. The project consisted of reconstructing an existing 4-lane main lane concrete pavement divided facility to a proposed 6-lane concrete pavement undivided facility and reconstructing existing frontage roads on either side. David developed the horizontal and vertical alignments for the main lanes, two frontage roads, nine ramps, two cross streets and four bridges. He designed 11 mechanically stabilized earth (MSE) retaining walls. David designed a traffic control plan which narrowed lanes but maintained the existing number of lanes throughout construction including a reversible HOV lane. The existing ingress and egress points between the main lane and frontage roads were maintained the full 24 months of construction. Oversaw the removal, drainage, signing, pavement markings, CTMS, overhead sign bridges, storm water pollution prevention plans, bridge specifications and cost estimates. He also managed eight subconsultants.
12/10 – 04/12	TxDOT, US 79, PS&E for Reconstruction of Two-Lane Roadway to Four-Lane Roadway, Houston, TX. Project Manager. Prepared construction documents for widening an existing 2 lane undivided facility to four lanes with a continuous left turn lane for 1.4 miles and upgrading the existing 2 lane undivided facility to a four-lane divided facility for 2.9 miles. David used Geopak to develop the horizontal and vertical alignments. The project consisted of widening four existing culverts. He also developed a new drainage scheme to accommodate the additional impervious area. The project required the realignment of two County Roads.

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08/06 – 06/10	TxDOT, US 290 (Segment 4) PS&E, Houston, TX. <i>Project Manager.</i> Oversaw the design of Segment 4 which is 2.0 miles of main lane and frontage road reconstruction. The reconstruction consisted of a complete replacement of main lanes, frontage road, cross streets, and bridges and reconstructing an existing 8-lane main lane concrete pavement undivided facility to a proposed 10-lane concrete pavement undivided facility and reconstructing existing frontage roads on either side. David developed the horizontal and vertical alignments for the main lanes, two frontage roads, six ramps, four cross streets and eight bridges. He designed 10 mechanically stabilized earth (MSE) retaining walls, nine sound walls, and four pedestrian block walls. Designed a traffic control plan which narrowed lanes but maintained the existing number of lanes throughout construction including a reversible HOV lane. The existing ingress and egress points between the main lane, frontage road, and HOV were maintained the full 38 months of construction. The project required the design of three diamond intersections and 13 high mast lights to be installed. Extensive grading was required for constructing eight bridge header banks, five detention ponds totaling 140 acre-ft of storage and raising the existing frontage road up by three feet. Oversaw the quantities to include removal, drainage, signing, pavement markings, CTMS, overhead sign bridges, storm water pollution prevention plans, bridge specifications and cost estimates
06/11 – 02/12	TxDOT, Fort Bend County, Gaines Road, Widen Intersection and Signal Improvements, Houston, TX. <i>Project Manager.</i> David prepared construction documents for widening the existing intersection along Gaines Road and installing a signalized intersection. David redesigned the existing open ditch to a closed storm sewer.
02/11 – 06/12	South Mayde Creek, New Construction of Neighborhood Road, Houston, TX. <i>Project Manager.</i> David performed construction oversight for approximately 9,600 LF of 10-foot wide trail for pedestrian and bicycle use along South Mayde Creek. The trail is located along the north and south banks of the existing Harris County Flood Control District (HCFCD) drainage channel (South Mayde Creek) between Key Hole Lane and Heathergold Drive. A bridge connects the south and north trail segments across South Mayde Creek at Heathergold Drive, and there is one reinforced concrete box crossing and another bridge crossing at two tributary locations.
12/08 – 02/11	Sam Houston Tollway, PS&E for Widening of Main Lane and Bridges from Four Lanes to Eight Lanes, Houston, TX. <i>Project Engineer.</i> David prepared construction documents for widening an existing 4 lane undivided facility for 2.8 miles. He used Geopak to develop the horizontal and vertical alignments for ramps with toll booths. He designed five mechanically stabilized earth (MSE) retaining walls. The project consisted of widening two existing bridges. One of the bridges was over Union Pacific Railroad which required rail road exhibits and coordination. He developed a new drainage scheme to accommodate the additional impervious area.
12/08 – 02/11	Brazoria County, CR 257, Reconstruction of Two-Lane Roadway Destroyed by a Hurricane, Surf Side, TX. <i>Project Engineer.</i> David prepared construction documents for spot repairs and full roadway reconstruction from damage received by hurricane Ike for 9.7 miles. He used Geopak to develop horizontal and vertical alignments and cross sections.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Gary Maji, PE (MPR 11) Title: Vice President, Senior Project Manager		Years of Relevant Experience with this Employer	27
		Years of Relevant Experience with Other Employer(s)	11
Degree(s) / Years / Specialization		BS / 1988 / Civil Engineering	
Active Registration Number / State / Expiration Date		PE.0043044 / LA / 3.31.2027 Additional active license: PE CO, UT	
Year Registered		2018	Discipline Civil Engineer
Contract Role(s) / Brief Description of Responsibilities		MPR 11. 2. Quality Control Reviews/Peer Reviews- Bridge/Constructibility. 8. Roadway Design and Hydraulic Engineering Services - Bridge/ Structural Analysis & Design. 10. Plan Development/Letting Support- Respond to RFIs, Review Non-Conformance Reports. Gary's management and design experience includes bridge repair plans, superstructure inspection, load rating, rehabilitation alternatives, steel and concrete girder bridge design, railroad coordination, utility coordination, environmental coordination, cost estimating, and preparation of bridge plans and special provisions. His current DOTD project management experience on LA 641 over I-10, LA 561 over Boeuf River, Grand Ecore Bridge Rehabilitation Study, and I-49 Connector makes him directly relevant to this IDIQ's focus on structure asset management, preservation project development, and post-design support.	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
03/18 – Present	LADOTD, I-49 Connector, Lafayette, LA. Structure Manager. Gary serves as Structure Manager for the conceptual and preliminary design of this seven-mile reconstruction of I-49 through downtown Lafayette in a complex urban highway environment. Duties required managing a team of more than 10 members through project scoping, design and development, and project delivery of the structure submittals. The project includes approximately 20 bridges spanning interchanges, the Vermilion River, BNSF and LDRR railroads, and the roadway grid through the Lafayette Central Business District. Gary's responsibilities include structural alternatives evaluation, bridge type studies, coordination of conceptual and preliminary railroad submittals, and multidisciplinary coordination for complex bridge and roadway interfaces.		
01/22 – 06/23	TxDOT, Southeast Connector, Dallas, TX. Structures Quality Manager. Gary provided quality oversight for the design and details associated with 60 bridges and retaining walls on the \$1.6 billion Southeast Connector corridor reconstruction and widening program in a complex urban highway environment. He supported development of technical design approach documents, task protocols, quality procedures, and project-specific quality documentation for the SEC Quality Manual. His role required coordination with structural teams to confirm design consistency, technical compliance, and quality delivery across numerous concurrent bridge elements. This experience is relevant to QA/QC leadership, bridge design review, task order protocols, multi-structure delivery, and maintaining consistent quality across a large bridge program.		
05/20 – 09/21	El Paso County, South Academy Boulevard over BNSF Rehabilitation, El Paso County, CO. Structure Lead. Gary served as structure lead and was in responsible charge for the rehabilitation design of an 800-foot, six-span steel plate girder bridge over BNSF tracks in a complex urban highway environment. His team conducted nondestructive testing to evaluate the existing deck condition, performed fatigue assessment and load rating analysis, developed retrofits for fatigue-prone details, and identified expansion joint and bearing repair and replacement details to extend the bridge's service life. The project also required railroad coordination and design submittals in accordance with UPRR/BNSF grade separation guidelines. This experience is highly relevant to bridge preservation, structural assessment, load rating, fatigue retrofit, bridge repair design, and coordination for bridges over active transportation corridors.		

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01/25 – Present	LADOTD, LA 641 Bridge over I-10, Gramercy, LA. <i>Project Manager.</i> Gary provided project management for the site assessment, superstructure inspection, bridge load rating, and repair plan development for this 1,584-foot, multi-span pretensioned concrete girder bridge. The work was initiated after an over-height equipment trailer impacted a portion of the bridge over the westbound I-10 travel lanes. Gary is leading the technical effort to document damage, evaluate load-carrying capacity, develop girder repair plans, improve the bridge load rating, and extend the structure's service life. This experience is directly relevant to this IDIQ's anticipated needs for emergency response, condition assessment, load rating, repair recommendations, preservation design, and cost-effective service life extension.
02/23 – 10/24	LADOTD, LA 561 Bridge over Boeuf River, Hebert, LA. <i>Project Manager.</i> Gary provided project management preliminary and final roadway and bridge design for replacement of an existing three-span truss bridge over the Boeuf River in Richland and Caldwell Parishes. He coordinated closely with the DOTD project manager and district staff to advance the replacement of a structurally deficient bridge and develop a practical bridge solution. Bridge design efforts included a pretensioned girder alternative supported on structural bearings, concrete pile bents, and pile-supported abutment footings. This experience is relevant to structure evaluation, bridge replacement planning, alternatives development, DOTD coordination, and preservation-versus-replacement decision-making.
07/25 – Present	LADOTD, Grand Ecore Bridge Rehabilitation Study, Grand Ecore, LA. <i>Project Manager.</i> Gary serves as Project Manager for the development and evaluation of rehabilitation alternatives for the LA 6 bridge over the Red River. The existing structure is approximately 1,875 feet long with main spans up to 375 feet. Gary is helping guide the evaluation of superstructure and substructure rehabilitation alternatives based on initial cost, durability, constructability, traffic impacts, and long-term performance. This experience is directly relevant to this IDIQ's focus on lifecycle-based rehabilitation planning, preservation recommendations, planning-level cost comparisons, constructability review, and development of practical bridge improvement strategies.
03/18 - 06/18	CDOT, Colorado Bridge & Tunnel Enterprise (BTE), CO 59 Bridge over I-70, Seibert, CO. <i>Structure Quality Manager.</i> Responsible for the bridge staffing, quality management, and project delivery of this emergency bridge replacement project along the I-70 Eastern Corridor. When an semi-truck hit and partially collapsed a 3-span CIP concrete beam bridge, AECOM provided alternative design services using CMAR delivery protocols to provide design and post-design services for a new bridge replacement and upgraded interchange. Gary provided structural oversight and quality reviews of the bridge submittals for this alternative delivery project.
07/21 – 09/25	SDDOT, West River Bridges, South Dakota, Western Counties. <i>Project Manager.</i> Responsible for the multi-disciplinary design services for the replacement of 13 local agency bridges in Tripp, Meade, Butte, Pennington, Lawrence, and Perkins Counties in western South Dakota. Gary led this \$14M project, provided multi-agency coordination and environmental permitting for all federal and state agency clearances and approvals. All projects required survey and environmental investigations, ROW plan development, hydraulic, water quality, roadway, traffic, and bridge replacement design services.
12/20 – 11/23	CDOT Region 4, Eastern Timber Plains Bridge Replacements, Eastern Colorado. <i>Project Manager.</i> Led the multi-disciplinary engineering design services for replacement of ten (10) timber bridges in eastern Colorado. Bridges are located along US 34, US 36, SH 40, and SH 61 and are being delivered using a CM/GC delivery methodology. As part of this \$36M project, AECOM provided survey, utility coordination, roadway, traffic and SMWP design, and bridge detailing services while CDOT R4 staff led ROW, hydraulics and bridge design efforts. In addition to identifying cost-effective bridge solutions, this project implemented resurfacing and reconstruction roadway and safety improvements (e.g., shoulder widening, approach guardrail, etc.) and drainage improvements.
01/10 – 12/12 (Phase III) 06/24 – Present (Phase IV)	CDOT Region 4, I-76 Corridor Design, Fort Morgan, CO. <i>Project Manager and Structures Task Manager.</i> Responsible for the service on-call contract to improve 16-miles of rural interstate in Morgan County. Services have included overall corridor management; environmental clearances in the form of documented categorical exclusions; comprehensive agency involvement with local towns, FHWA, state agencies, and federal resource agencies; preliminary and final design services; design of over 30 bridges including hydraulics studies; and project packaging. The \$45M Phase III project consisted of 6.2-miles of interstate reconstruction and (13) bridges, while the \$75M Phase IV segment included 1.2-miles of interstate reconstruction and four bridge replacements.

16. STAFF EXPERIENCE

	Firm	AECOM Technical Services, Inc.		
	Name: Ken Butler, PE (MPR 11)	Years of Relevant Experience with this Employer		30
	Title: Senior Vice President, Civil	Years of Relevant Experience with Other Employer(s)		12
Degree(s) / Years / Specialization		BS / 1984 / Civil and Environmental		
Active Registration Number / State / Expiration Date		31476 / LA / 3.31.2027 Additional active license: PE VA, FL, MD, PA, SC, NC, CA, DC, DE, NY, NJ		
Year Registered		1991	Discipline	Civil Engineer
Contract Role(s) / Brief Description of Responsibilities		MPR 11. 9. Bridge Design Services - Complex Bridge. Ken brings 39 years of experience and national recognition for his performance on high profile bridge projects. He has been involved with the management, design, and construction of 35 major and complex bridges worth more than \$5 billion in construction cost. He has played significant roles on eight major alternate delivery projects including: the \$463 million Harry W. Nice/Thomas "Mac" Middleton Bridge in Newburg, MD; \$449 million Frederick Douglass Memorial Bridge Project in Washington D.C.; \$227 million historic Arlington Memorial Bridge design build project in Washington D.C.; the \$1.3 billion PPP I595/I95/I75/FLTP Corridor Improvements in Fort Lauderdale, Florida; the \$250 million design build Carolina Bays Parkway in Myrtle Beach, South Carolina; the \$1.5 billion design build Tren-Urbano mass transit project in San Juan, Puerto Rico; the \$150 million design build Indian River Inlet cable stayed bridge replacement in Rehoboth Beach, Delaware; and the \$1.3 billion PPP Edmonton LRT project (Tawatina extradosed cable stayed bridge) in Edmonton, Alberta, Canada. He has provided designs, project management, construction support and construction engineering inspection services to 14 state agencies, as well as several toll authorities.		
Experience Dates	Experience and qualifications relevant to the proposed contract.			
06/14 – 06/18 (Bridge Lead) 06/18 – Present (QA Lead)	LADOTD (H.004273) I-49 Connector, Lafayette, LA. <i>Principal Structure Lead.</i> Ken serves as Principal Structure Lead for the 3.5-mile long elevated precast segmental and prestressed concrete u-girder urban viaduct in a complex urban highway environment; four flyover connector ramps; three multi-level interchanges; two elevated SPUI's (signature bridges – arches and cable stayed); eleven overpass structures; three railroad bridges; and 27,000-feet of retaining wall.			
10/19 – Present	MDTA Harry W. Nice/Thomas "Mac" Middleton Bridge Replacement Project, MD. <i>Design Manager.</i> Ken serves as the design manager for this 1.9-mile long bridge over the Potomac River. Project includes major bridge design for a complex urban highway over a navigable channel; environmental permitting; 200-ft deep foundations; roadway design; staged construction; and demolition of the existing bridge over the Potomac River. As design manager, Ken is responsible for managing 60+ designers for designs, plans, special provisions, shop drawings, and working plans for all design disciplines; implementing and overseeing the QA/QC program; integrating with contractor, designers and owner in project office; budget and schedule compliance; and constructability and VE reviews. He has full professional liability for all engineering decisions and the final work product. The design took 1-year and he continues to provide construction support to the Design Builder.			
11/04-09/11	LADOTD (State Project No. 700-92-0016) Florida Avenue Bridge, New Orleans, LA. <i>Bridge Lead.</i> Bridge lead for the design efforts for the \$100 million 1,500-foot-long 5-span main unit crossing for a complex urban highway over the Inner Harbor Navigational Canal. Directed the preliminary and final design phases for the section of bridge, which includes a 470-foot main span over the canal with 156-foot vertical and 300-foot horizontal navigational clearances. Two alternates were developed during the final design for the main unit including steel plate girders and cast-in-place variable depth concrete box girders. The overall project consisted of approximately two miles of elevated structure including high level approaches comprised of prestressed concrete bulb-T girders and curved steel girder interchange ramps.			

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08/17 – Present	DDOT Frederick Douglass Memorial Bridge Project, Washington, DC. <i>Design Manager.</i> Ken serves as the design manager for this signature bridge project over the Anacostia River. Creation of a signature bridge and overall project aesthetics were key drivers behind the project to satisfy the Commission of Fine Arts and the National Capital Planning Commission. The 1,445-ft long bridge is comprised of three springing cable stayed arch spans at 452.5'-540'-452.5' supported by cable stays. The project includes traffic ovals; major Interstate reconstruction; complex MOT; utilities; new river bridge being built parallel to existing bridge; roadway transitions; H&HA scour; drainage and erosion and sediment control; environmental permitting; roadway lighting; bike/pedestrian facilities; landscape; etc. Duties include managing 130 designers for designs, plans, special provisions, shop drawings, and working plans for all design disciplines; implementing and overseeing the QA/QC program; integrating with contractor, designers and owner in project office; budget and schedule compliance; and constructability and VE reviews. He has full professional liability for all engineering decisions and the final work product. Load rating as well as an Owner & Inspection Manual were also part of the design scope. Ken began this project in 2016 during the pre-bid phase and was committed full time for two years through the design and construction. The design took 1.5 years and he continues to provide construction support to the Design Builder.
10/18 – 12/21	NPS/FHWA-EFLHD Arlington Memorial Bridge, Washington, DC. <i>Designer of Record.</i> Ken served as the Designer of Record for this historic arch bridge rehabilitation project over the Potomac River. Primary components of the project included complete re-decking of the 2,162-foot-long bridge with precast concrete deck panels using stainless steel reinforcing; complete replacement of interior arch supports; and total replacement of the central bascule span with 280-foot-long fixed steel girder spans. Ken's roles on Arlington Memorial Bridge and the Frederick Douglass Memorial Bridge Project were concurrent, and Ken had full professional liability for engineering decisions and final work product.
01/14 – 12/20	City of Edmonton Tawatina Bridge on Valley Line SE, Edmonton LRT, Alberta, Canada. <i>Technical Advisor.</i> Ken was a technical advisor responsible for reviewing the extradosed cable stayed bridge base design & performance specifications; supporting the owner during technical proposal reviews and bid selection; and providing technical input during construction to the owner. The concrete segmental extradosed cable stayed bridge is 1,248-ft long over the North Saskatchewan River and includes 290-ft of cable stay spans
03/11 – 08/14	TxDOT, IH-35 Bridges over Brazos River, Waco, TX. <i>Technical Director.</i> Ken served as the technical director for these twin extradosed cablestayed bridges that serve as the gateway entrance for the city of Waco, Texas. He was responsible for the technical development of the bridge design. His services included input and oversight of design methods & criteria, stay configuration, superstructure details, erection schemes, and analysis procedures. The bridge is a 3-span structure 185'-250'-185' (steel trapezoidal box superstructure). As Technical Director he was also responsible for assigning the design team as well as the quality control team.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Bob Anderson Title: Complex Bridge Practice, Chief Bridge Engineer		Years of Relevant Experience with this Employer	36
		Years of Relevant Experience with Other Employer(s)	5
Degree(s) / Years / Specialization	MS / 1988 / Structural Engineering; BS / 1983 / Civil Engineering		
Active Registration Number / State / Expiration Date	0050692 / LA / 3.31.2028 Additional Active Registrations: FL/MN/MO/IN/TX/TX/SD/WV/CT/GA/MD/TN/SC/KY		
Year Registered	2025 (LA)	Discipline	Civil Engineer
Contract Role(s) / Brief Description of Responsibilities	9. Bridge Design Services - Complex Bridge. Bob brings over 40 years of experience in bridge structural design and project delivery, specializing in the preliminary and final design of steel and concrete bridges. His portfolio includes grade separations, interchanges, viaducts, water crossings, segmental concrete structures, and long-span cable-stayed bridges, delivered through both conventional and alternative methods. He also has extensive experience in bridge inspection, load rating, rehabilitation, and construction support, complemented by active involvement with the American Concrete Institute and contributions to technical publications.		

Experience Dates	Experience and qualifications relevant to the proposed contract.
07/24 – 12/24	Ohio DOT/Kentucky DOT, Brent Spence Bridge (Progressive Design-Build), OH/KY. Senior Structural Engineer. Tasks including the authoring of a Total Cost of Ownership report for the Companion Bridge, a three-span cable-stayed structure with two independent decks, featuring a main span of 960 feet and side spans of 430.5 feet. This report provides a life cycle cost analysis for the bridge's 100-year lifespan, covering repair, maintenance, and inspection activities. Additionally, provided technical guidance for substructure and foundation designs.
04/20 – 05/20 03/17 – 12/17	Windsor-Detroit Bridge Authority, Gordie Howe International Bridge Approach Structures, Windsor, ON to Detroit, MI. Senior Structural Engineer. Assisted with the development of design criteria for the long span cable stayed crossing. This document incorporated a dual track process utilizing both US and Canadian bridge design codes. Also, reviewed stay cable design drawings. The main bridge is configured with 1230 ft-2798 ft-1155 ft spans and is one of the longest steel edge girder and floor beam cable-stay bridges in the world.
01/20 – 08/20 12/10 – 01/11	Ohio DOT, Ironton-Russell Bridge, Ironton, OH. Senior Structural Engineer. Performed peer reviewer for final design of a three-span cable-stayed bridge with span lengths of 370' - 900' - 370' and an overall width of 45'-8". Superstructure used a cast-in-place concrete edge girder system erected in balanced cantilever using form travelers. The concrete towers have a delta shape with two planes of cables supporting the edge girders of the superstructure. For post-construction load rating evaluation, prepared design criteria, developed Excel based tool with ability to rate arbitrary 25-axle truck, and authored summary report.
12/16 – 06/20	City of Philadelphia Department of Streets, Schuylkill River Trail Extension Bridge, Philadelphia, PA. Technical Advisor. Technical advisor responsible for concept development for 350 ft. long main span cable supported pedestrian structure. For this \$43M project, assisted with key aspects of design including the development of scope and review of wind tunnel investigations performed by others. The bridge has several unique features and innovations including a(n): 1) S-curved alignment; 2) precast, post-tensioned U-beam superstructure; and 3) mid-span hinge to mitigate time-dependent and thermal restraint forces.
06/16 – 12/25	FDOT Central Office, Statewide Structures Review, FL. Senior Structural Engineer. Currently performing consultant engineering services for third 5-year cycle of Task Work Order contract to assist FDOT Central Office. One of the assignments was to perform an independent review of the I-4 over Maitland Boulevard pedestrian bridge in Maitland, Florida. In plan, this bridge spans 600 ft. on a curved alignment. A fixed-fixed, inclined steel arch rib supports a 12 ft. wide composite deck with rolled sections by woven wire cables. Specific tasks included creating a time-dependent analysis and finite element models, dynamic response assessment, review of the plans and specifications, and post-design/construction support.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Daniel Boyd, PE, CBI Title: Structural Engineer VI		Years of Relevant Experience with this Employer	7
		Years of Relevant Experience with Other Employer(s)	15
Degree(s) / Years / Specialization		BS/2006/Civil Engineering	
Active Registration Number / State / Expiration Date		36728 / LA / 03.31.2028 Additional active license: MS, TX	
Year Registered		2011	Discipline Civil Engineer
Contract Role(s) / Brief Description of Responsibilities		2. Quality Control Reviews/Peer Reviews- Bridge. 9. Bridge Design Services - Bridge/Structural Analysis & Design; Bridge Condition Rating. 10. Plan Development/Letting Services - Bidder Inquiries/Update Contract Documents. 11. Construction Support- Construction Drawing Reviews. Provide Updated Contract Documents. Daniel has 19 years of structural engineering experience. He most recently was a part of two design build projects, serving as a structural Independent Design Check Engineer for two prestressed bridge packages, and as structural task lead for the design of overhead traffic signs for LBJ East in Dallas, TX, and as bridge design engineer and Independent Design Check engineer for Oak Hill Parkway in Austin, TX. His technical experience also includes steel girder bridge design, precast/prestressed concrete girder design, structural steel design, structural concrete design, and deep and shallow foundations design. He has a thorough working knowledge of AASHTO and Louisiana DOTD Standards, as well as ACI, AISC, and ASCE. He has experience in both new construction and design projects, as well as retrofit and/or expansion projects requiring modifications to existing structures, bridges, and foundations to meet current engineering codes and industry best practices. Daniel is also a certified bridge inspector.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
01/20 – Present	TxDOT, LBJ East Design Build Project, Dallas, TX. Structural Task Lead and Engineer of Record. Completed detailed Independent Design Checks (IDC) for two prestressed bridge packages in the project. IDC analyses were performed for entirety of each bridge structure, from geometry, superstructure design, substructure design, and foundation design to verify the validity of each design. Structural Task Leader and engineer of record for the design of Overhead Sign Structures, consisting of 137 custom Overhead Sign Bridge (OSB) Structures and Cantilever Overhead Sign Structures (COSS), as well as ITS and Tolling equipment structures. The structure inventory included a combination of both ground mounted and bridge mounted applications. Design included analysis of the steel trusses for the OSB and COSS structures, analysis and design of custom aesthetic concrete support columns for the truss structures, and deep foundations for each structure. Served as structural task leader during Design Services During Construction (DSDC) phase to answer RFI's, resolve field issues, review shop drawings, plan and schedule drawing and/or calculation revisions, etc.
03/21 – Present	TxDOT, Oak Hill Parkway, Austin, TX. Design Engineer. Design engineer for one bridge team, providing analysis and design for multiple substructures and foundations, Independent Design Check (IDC) engineer for the design of three prestressed bridge packages, and all IDC engineer for all Overhead Sign Structures for the project. IDC analyses were performed for entirety of each bridge structure, from geometry, superstructure design, substructure design, and foundation design to verify the validity of each design.
10/20 – 02/21	TxDOT, IH 820 SE Connector Design-Build Project, Fort Worth, TX. Structural Design and QA/QC. Performed preliminary structural design for multiple substructure and foundation arrangements, including inverted-tee bents, multi-column bents, hammer-head bents, and the foundations for each of these, as part of the preliminary design phase of a large design-build project.
03/21 – 09/21	LADOTD (SPN H.004273.5), I-49, Connector, Lafayette, LA. Structural Review. Performed a review of I-49 mainline viaduct layouts for the three different structural options being presented to LADOTD for selection. Performing reviews and updating structural quantities and costs to reflect current design layouts and current bid pricing to ensure consistency across the three structural options.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Peter Bakhit, PhD, PE Title: Senior Traffic Engineer		Years of Relevant Experience with this Employer	4
		Years of Relevant Experience with Other Employer(s)	4
Degree(s) / Years / Specialization		PhD / 2018 / Civil Engineering; MS / 2015 / Civil Engineering; BS / 2012 / Civil Engineering	
Active Registration Number / State / Expiration Date		143705 / TX / 12.31.2026	
Year Registered		2022	Discipline Civil Engineering
Contract Role(s) / Brief Description of Responsibilities		3. Traffic Engineering and Design Services – Analysis and Reports - Traffic Modeling & Analysis. <i>Peter is a professional engineer with experience focusing on the transportation industry. He has experience working on projects for LADOTD pertaining to traffic and safety studies, feasibility studies, permanent signing design, signal design, and NEPA studies. His software skills include: Synchro, Vissim, VISTRO, ArcGIS, Freeval, MATLAB, R Studio, SPSS, MicroStation and HCS. Dr. Bakhit is also a member of ASCE and ITE organizations.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
04/19 – 01/22	LADOTD, Pete's Highway Interchange Alternatives & Environmental Assessment, Denham Springs, LA. <i>Traffic Engineer.</i> Responsible for traffic analysis of proposed alternatives using Vissim software.
04/18 – 05/19	LADOTD, Freeval Lane Closure Analysis: Major Metropolitan Areas, Baton Rouge, LA. <i>Freeval Modeling.</i> Responsible for developing and calibrating the Freeval models for multiple freeway corridors in New Orleans, and Baton Rouge. This project aimed to provide a tool to analyze different lane closure scenarios for the interstate freeways in major metropolitan areas of Louisiana.
06/19 – 12/19	LADOTD, US 61 Corridor Study (Airline Hwy), Baton Rouge, LA. <i>Traffic Analyst.</i> Responsible for the corridor safety analysis. The purpose of the study is to assess traffic operations and potential safety improvements for this urban, four-lane divided highway. Scope of services include existing traffic data collection and analyses, safety data analyses, future traffic projections considering corridor growth rates, assessment of access management improvements (implementing "Superstreet" concept), and evaluation of concept using HCM methodologies.
07/13 – 12/15	LADOTD, Development of an Optimal Ramp Metering Control Strategy For I-12, Baton Rouge, LA. <i>Traffic Vissim Modeling.</i> Responsible for developing different traffic Vissim models with various ramp metering plans. The purpose of the study is to evaluate different ramp metering strategies to identify the optimal algorithm that can improve traffic operations on I-12.
04/18 – 02/20	LADOTD, I-10 (LA 73 TO LA 429) Ascension Parish IMR & IJR Study, Ascension Parish, LA. <i>Transportation Engineer.</i> Providing technical support for various tasks including data collection, development of build alternatives through a tiered analysis, and conceptual drawings of critical roadway geometry. The purpose of the project is to evaluate improvements to an existing interchange and configuration of two new interchanges along I-10 in Ascension Parish.
04/18–02/20	LADOTD, I-10 (LA 73 TO LA 429) Ascension Parish IMR & IJR Study, Ascension Parish, LA. <i>Transportation Engineer.</i> Providing technical support for various tasks including data collection, development of build alternatives through a tiered analysis, and conceptual drawings of critical roadway geometry. The purpose of the project is to evaluate improvements to an existing interchange and configuration of two new interchanges along I-10 in Ascension Parish.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Sreenivasulu (Sreeni) Bollu, PE, CFM, PMP Title: Project Manager V		Years of Relevant Experience with this Employer	19
		Years of Relevant Experience with Other Employer(s)	3
Degree(s) / Years / Specialization		MS / 2003 / Civil Engineering; BS / 2000 / Civil Engineering	
Active Registration Number / State / Expiration Date		34330 / LA / 03.31.2027 Additional active license: PE TX, FL, AR, GA, AZ; CFM; PMP	
Year Registered		2009	Discipline Civil Engineering
Contract Role(s) / Brief Description of Responsibilities		8. Roadway Design and Hydraulic Engineering Services - Hydraulic Analysis & Design. <i>Sreeni has more than 20 years of experience in all phases of project development from conceptual design to construction management. He has provided professional consulting services to numerous public and private clients, serving as project manager or project engineer on numerous roadway improvements, drainage studies, hydraulic models and designs, drainage improvements, levees, flood control projects, site developments, commercial & residential subdivisions, and construction management.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
06/21 – Present	New Orleans Department of Public Works, Broadmoor Groups D & E, New Orleans, LA. <i>Project Manager.</i> Responsible for the development of construction plan sets for reconstruction of multiple roadways in the Broadmoor neighborhood of New Orleans. The project will consist of full reconstruction of the roadways, replacement of all drainage and water lines, sidewalk replacement/repairs, and the installation of ADA ramps at all intersections. The project is currently in final design and will advance through Construction Administration.
06/21 – Present	New Orleans Department of Public Works, Milan Group A, New Orleans, LA. <i>Project Manager.</i> Responsible for the development of construction plan sets for reconstruction/restoration of multiple roadways in the Milan neighborhood of New Orleans, which is bounded by Napoleon Avenue, Claiborne Avenue, Louisiana Avenue and St. Charles Avenue. The project will consist of milling and overlaying with full depth patching of selected streets, incidental patching of other streets, sidewalk repairs, incidental repairs to drainage structures, and the installation of handicap ramps. The project is currently in final design and will advance through construction administration and resident inspection.
06/21 – Present	Jefferson Parish West Bank Program Management, Jefferson Parish, LA. <i>Project Manager.</i> Assisting with the implementation of the West Bank projects for Jefferson Parish's Road Bond Improvement Program, which includes 70 roadway and bridge projects throughout Jefferson Parish. He is responsible for the oversight of approximately 10-20 projects, including overseeing the design contractor's work, coordinating review with various Parish Departments, public and private utility companies, and other impacted agencies. Other responsibilities include review of plans and specifications submittal, scheduling, coordination for environmental clearances, ROW acquisition support, construction oversight, and project closeout.
06/21 – Present	Coastal Protection and Restoration Authority (CPRA), Mid-Barataria Diversion Design. <i>Project Engineer.</i> Responsible for the planning, engineering, and design services for the creation of the Mid-Barataria sediment diversion basin to strategically reintroduce sediment and freshwater inputs into the Barataria Basin. He assisted with detour roadway alignment creation/selection, TTC planning, and roadway plan preparation.
02/20 – 05/21	Lake Vista Group C and Group E, New Orleans, LA. <i>Project Engineer.</i> Responsible for the design of concrete roadway re-design and replacement, subsurface drainage improvements, and water main improvements.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Brett Canimore, PE, CBI Title: Vice President, Business Development		Years of Relevant Experience with this Employer	27
		Years of Relevant Experience with Other Employer(s)	7
Degree(s) / Years / Specialization		MS / 2009 / Engineering Management; BS / 1994 / Civil Engineering Technology	
Active Registration Number / State / Expiration Date		053513E / PA / 09.30.27 Additional active license: MI, MD, GA, DE, MT, NJ, NY	
Year Registered		1999	Discipline Civil Engineer
Contract Role(s) / Brief Description of Responsibilities		9. Bridge Design Services - Bridge & Structural Inspections. <i>Brett has 34 years of experience in bridge inspection, load rating analysis, rehabilitation, and design. He has been a Certified Bridge Safety Inspector since 1995. Brett has served as project manager, project engineer and lead structural engineer on a variety of projects and has been involved in more than 12,000 routine and in-depth NBIS inspections and bridge load ratings. Training: Bridge Safety Inspector Training Course; 1995, PA; Bridge Safety Inspection Training Refresher Courses; 1997 through 2022, PA; NHI Course No. 130078 - Fracture Critical Insp. Techniques for Steel Bridges, 2002 & 2018.</i>	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
02/23 – Present	LADOTD (Contract No. 44-21593 State Project No. H.009859) IDIQ Contract for Bridge Load Rating Services, Statewide, LA. <i>Project Manager.</i> Load rating analysis of 140 bridges (superstructure and substructure) using AASHTOWare BrR software and other approved LADOTD software applications.		
12/12 – 6/18	LADOTD (Contract No. 44-2687 State Project No. H.009730.5) In-Depth Inspection of Complex Structures, Statewide, LA. <i>Project Manager.</i> Four-year retainer contract to perform in-depth bridge inspections of assigned complex structures. Assigned bridges include the Gramercy Bridge (2013), US 190 EB and WB Structures over the Atchafalaya River (2014), I-210 Lake Charles Bridge (2014), Louisa Bridge (2015), Vicksburg Bridge (2015), Mississippi River Gulf Outlet Bridge (2015), Miller's Bluff Bridge (2016) Greater New Orleans Bridge (2016). LA 182 Morgan City Bridge (2017) and LA 315 Dularge Bridge (2017). Assigned work also included the design to reset the rocker nest truss bearings of the US 190 WB Structure over the Atchafalaya River and the deck condition survey of the 18-mile long I-10 Bridge.		
01/18 – Present	Montana Department of Transportation (MDT), Load Rating Bridges Term Contract. <i>Project Manager.</i> Responsible for load rating services for this statewide contract. The goal of this project is to provide load rating services on an as-needed basis for all of the state's legal loads. The work includes the analysis and rating of over 800 bridges to date throughout the state. The bridges include steel truss-floorbeam-stringer systems with gusset plate analysis, glue laminated timber, solid-sawn timber, reinforced concrete, prestressed concrete, multi-girder steel, corrugated metal pipe, and steel girder-floorbeam-stringer systems. AECOM used AASHTOWare Bridge Rating (BrR) software to analyze all structures that the program is capable of modeling.		
05/19 – Present	PennDOT BOMO, Agreement E04533, Local NBIS Bridge Inspections, Statewide, PA. <i>Project Manager.</i> NBIS bridge inspections (550 bridges) and bridge load ratings (150 bridges) of locally owned bridges for DCNR, PennDOT District 4-0, District 5-0 and District 8-0. Each work order included various types and sizes of bridges such as reinforced concrete, P/S concrete, steel beam, steel truss and timber bridges. Many of the bridges are load-restricted or closed, and some bridges required a new load rating analysis due to deterioration. Both assignments included the development of Plan of Actions to address priority maintenance deficiencies and/or load capacity restrictions.		

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Marc Chidgey Title: Freight Rail Project Manager		Years of Relevant Experience with this Employer	<1
		Years of Relevant Experience with Other Employer(s)	15
Degree(s) / Years / Specialization		BS/2010/Industrial Engineering	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		12. Other Services- Railroad Coordination. Marc has supported delivery of rail infrastructure projects from the railroad perspective, including mainline track, yards, terminals, industrial leads, pavement systems, and supporting civil infrastructure. His experience includes defining project scope and priorities, coordinating work with operating and maintenance departments, reviewing constructability and sequencing, and managing construction execution in live facilities where safety, service continuity, and schedule control are critical.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
12/25 - Present	Union Pacific Railroad, Strang Hump Yard Expansion and Bypass Track Project, Houston, TX. Marc supports development of construction documents for expansion of Union Pacific's Strang hump yard in Houston, including addition of classification tracks and a bypass track to improve operational fluidity. The project involves phased construction of grading and subballast in advance of track installation within an active classification yard environment. He contributes to preparation of Special Conditions and development of bid item structure, including requirements for phased subballast placement and coordination with future track construction. His role focuses on defining construction sequencing, contractor responsibilities, and constructability to ensure alignment with Union Pacific operating requirements and standards.
12/25 - Present	BNSF Railway Crossing Rehabilitation Coordination and Cost Sharing Support, Nationwide. Marc supported coordination efforts for grade crossing rehabilitation and upgrade projects on behalf of BNSF Railway, including development and quality assurance of agreements with local road authorities. The work involved preparing and reviewing correspondence and contract language related to roadway closures, traffic control coordination, and cost participation for crossing surface improvements. His role included QA/QC of letters and agreements requesting participation from road authorities in asphalt work and closure coordination, as well as cost-sharing arrangements for upgraded crossing surfaces. He supports alignment of contract language with railroad standards and public agency requirements to facilitate execution of crossing improvements and minimize conflicts during construction.
12/25 - Present	Mesquite Automotive, Reisor Automotive, Sparks Intermodal, Automotive and Intermodal Facility Pavement Rehabilitation Programs, TX/LA/NV. Marc supported development of bid documents for pavement rehabilitation projects at active automotive and intermodal facilities operating continuously with rail and vehicle traffic. The projects involved phased pavement removal and replacement within unloading pads, drive aisles, and terminal operating areas. He contributed to preparation of Special Conditions and coordination of bid items addressing excavation, proof rolling, subgrade preparation, soil handling, traffic control, and contractor phasing. His role included aligning contract requirements with facility operations and defining sequencing constraints to maintain safe rail and vehicular operations throughout construction.
01/22 - 06/25	Iowa Northern Railway, Railroad Crossing Safety Improvement Program (Section 130), Northeast Iowa. Chief Engineer. Marc led delivery of multiple railroad crossing safety improvement projects across Iowa Northern's network under the federal Section 130 program. He prepared funding applications, participated in prioritization meetings with the Iowa DOT, coordinated field design reviews, and managed execution and closeout. His responsibilities included coordinating railroad forces, overseeing documentation for reimbursement, and ensuring regulatory compliance while maintaining railroad operations.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Victor De la Garza, PE Title: Civil Director		Years of Relevant Experience with this Employer	5
		Years of Relevant Experience with Other Employer(s)	20
Degree(s) / Years / Specialization		MS / 2003 / Computer & Electrical Engineering; BS / 2000 / Computer & Electrical Engineering	
Active Registration Number / State / Expiration Date		PE.0047470 / LA / 09.30.2027	
Year Registered		2022	Discipline Electrical and Computer Engineer
Contract Role(s) / Brief Description of Responsibilities		12. Other Services - ITS Design and Support. <i>iVictor has prepared TSMO Program Plans in Texas for five districts; supported development of the TxDOT Statewide TSMO Strategic Plan; facilitated Capability Maturity Model Workshops; prepared ITS Implementation Plans; designed a wide range of ITS devices; and managed TMC operations.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
04/19 – 08/22	Transportation System Management & Operations (TSMO), TxDOT, El Paso, TX. <i>Project Manager.</i> Led the development of the TSMO program plan for El Paso region. This included extensive coordination with region stakeholders from New Mexico and Mexico counter parts and representatives from local, state and federal levels. Victor in responsible charge of ITS design and processes and his team were able capture TSMO strategies to be implemented in the near future. This project consisted on multiple outreach meetings, surveys and one-on-one conversation with key stakeholders. Project included Capability Maturity Model evaluation, Capability Maturity Framework and State of the Practice report. Concurrently, Victor led the development and develop Plan Sheets, Specification and Estimate for Wrong Way Driving Systems that provided TxDOT the option to trigger automatically or manually a message on a DMS alerting of wrong way vehicle detected.
03/20 – 08/20	Transportation System Management & Operations (TSMO), TxDOT, Odessa, TX. <i>Project Manager.</i> Led the development of the TSMO program plan for Odessa region. With extensive coordination with region stakeholders that included representatives at local, state and federal levels. Victor and his team were able capture TSMO strategies to be implemented in the near future. This project consisted on multiple outreach meetings, surveys and one-on-one conversation with key stakeholders. Project included Capability Maturity Model evaluation, Capability Maturity Framework and State of the Practice report.
04/19 – 01/20	ITS Master Plan, El Paso, TX. <i>Project Manager.</i> Led the development/design of the TXDOT's ITS Master Plan for the next ten years. Work consisted on analyzing existing ITS network and identify gaps in CCTV coverage, vehicle detection, and communication to travelers via DMS. This plan also included ITS elements to keep drivers engaged and alert while driving in rural high-speed areas within the El Paso district. Plan recommended emerging ITS technologies and systems and data communication upgrades to improve TMC operations and emergency personnel response time.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Bonnie Dial, PE, PTOE Title: Traffic Engineer		Years of Relevant Experience with this Employer	20
		Years of Relevant Experience with Other Employer(s)	0
Degree(s) / Years / Specialization		BS / 2006 / Civil Engineering	
Active Registration Number / State / Expiration Date		108550 / TX / 07.31.2027 Other active license: PTOE / 3577 / 11.20.2028	
Year Registered		2011	Discipline Civil Engineering
Contract Role(s) / Brief Description of Responsibilities		4. Traffic Engineering and Design Services – Analysis and Reports - Traffic Modeling & Analysis; Traffic Control & Signal Design; 12. Other Services - ITS Design and Support. <i>Bonnie prepares plans and specifications for traffic signals, signing, pavement markings, lighting as well as safety, capacity, and operational improvements.</i>	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
07/18 – Present	City of Austin, Slaughter Lane Improvements, Austin, TX. <i>Traffic Task Lead.</i> Providing management and traffic design lead services for about 10 miles with sidewalks, SUP, bike lanes, and roadway capacity. Designed and constructed in phases to facilitate early construction. Bonnie supervised the preparation of the Traffic Projections Report and Safety Analysis. Bonnie managed signal design and signing/pavement marking design for over 20 traffic signals within multiple PS&E and IDIQ submittals. Coordinated with staff, other agencies, and utilities for a cohesive design.		
08/20 – Present	US 59 Reconstruction, TXDOT Laredo District, Laredo, TX. <i>Traffic Task Lead.</i> Provided services for 90% design of 6.5 miles of ITS, temporary and permanent signals for two intersections (University Blvd. and Del Mar Blvd.), and signing and pavement markings. The ITS system consists of DMS, CCTV, and wrong way detection systems on select exit ramps. Designed mast arms, pedestal poles, APS push buttons, installation of Synchro Green (radar detection), and CCTV to view under bridge. Designed signing and marking plans for freeway, frontage road, and transition between arterial and freeway segment. Designed ITS schematic and coordinated among multiple prime consultants and with traffic control for consistency.		
09/21 – 09/22	Fedex, West Road at Fedex Drive Traffic Signal Design, Houston, TX. <i>Traffic Design Lead.</i> Provided services for the design of a traffic signal to Harris County standards and specifications. The project included coordination with Fedex, Harris County for approval of the traffic signal design, and CenterPoint to establish a new electrical service. The design included a traffic signal warrant study, flashing left turn arrow warrant, and intersection sight distance analysis. Also providing review and approval of construction item submittals.		
11/20 – 01/21	Staff Augmentation, City of Austin, TX. <i>Project Manager.</i> Led multiple traffic engineering projects. Bonnie supervised the design of safety improvements with federal HSIP funding including two traffic signals, traffic control plan, pedestrian ramp improvements, and signing/stripping. Converted the PHB for Congress at Alpine to a full signal, and designed new signal at Congress at Ramble. In addition, managed the fast-paced Cameron/Dessau street lighting PS&E project to improve safety lighting along roadway. Coordinated with City staff, Austin Energy, TXDOT, and other consultants. Developed 48 Cameron/Dessau street light design sheets specifications, and cost estimates and Howard/Slaughter street light schematic with cost estimate from 0-100% in 3 months.		
11/19 – 01/20	Planning Level Traffic Impact Analysis, Confidential Client, Lake Charles, LA. <i>Project Manager.</i> Responsible for the oversight of a planning level traffic impact analysis for traffic during construction of a new industrial facility. Using generalized criteria for similar types of roadways, the existing and expected arterial Level of Service (LOS) was analyzed and possible roadway network improvements were identified to determine the overall viability of the project.		

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Tammy Dow, PEng*, CVS Title: Value Engineering Manager		Years of Relevant Experience with this Employer	11
		Years of Relevant Experience with Other Employer(s)	18
Degree(s) / Years / Specialization		MS / 2004 / Civil Engineering; BS / 1998 / Civil Engineering	
Active Registration Number / State / Expiration Date		100086053 / Ontario / NA Certified Value Specialist	
Year Registered		2005	Discipline Professional Engineer
Contract Role(s) / Brief Description of Responsibilities		1. Project Management and Support - Value Engineering. <i>Tammy is an award-winning certified value specialist. She has been involved in numerous value engineering (VE), Value Analysis (VAO), Value Planning (VP) studies, and functional performance specification (FPS) studies; several of these involved projects with construction values of \$1 million to \$1.6 billion. She has facilitated value engineering workshops for numerous types of water, transportation (including highway, bridge, and transit), and vertical infrastructure projects. She is a member of SAVE International and Value Analysis Canada (formerly the Canadian Society of Value Analysis (CSVA)). She is a member in good standing with SAVE International.</i>	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
11/23 – Present	Caltrans / San Mateo County Transportation Authority / City/County Association of Governments, US 101 Managed Lanes North of I-380 Project Value Analysis Study, CA. <i>Certified Value Specialist.</i> Responsible for undertaking the VE study including all pre-workshop, workshop, and post-workshop activities. The project's overall limits of work are from the US 101/San Francisco International Airport (SFO) interchange to 0.5 mile north of the San Mateo/San Francisco County line. Two build alternatives are under consideration. They include adding a managed lane in each direction or converting an existing freeway general purpose lane (GPL) in each direction to managed lane use. Alternative 1: Add lanes and Alternative 2: convert lanes were the subject of the VA study. The estimated cost of the project is \$244.7 million. The results of the 5-day VA study are 21 VA proposals and four design comments.		
01/23 – 09/23	Bay Area Toll Authority/Metropolitan Transportation Commission (BATA/MTC), State Route 37 Sears Point to Mare Island Improvement Project Value Analysis Study, CA. <i>Certified Value Specialist.</i> Responsible for undertaking the VE study including all pre-workshop, workshop, and post-workshop activities. Caltrans, in cooperation with partner agencies MTC, Sonoma County Transportation Authority, Solano Transportation Authority, Napa Valley Transportation Authority, and Transportation Authority of Marin, proposes to construct the SR 37 Sears Point to Mare Island Improvement Project. The purpose of the project is to improve traffic flow and peak travel times and increase vehicle occupancy in the travel corridor between SR 121 and the Mare Island interchange. The project cost estimate is \$230.4 million. The results of the 5-day VA study are 14 VA proposals and nine design comments, of which seven VE proposals were carried forward for further study with a potential cost savings of \$14.4 million.		
01/22 – 04/22	City of South San Francisco and the San Mateo County Transportation Authority, US 101/Produce Avenue Interchange Project, Value Analysis Study, CA. <i>Certified Value Specialist.</i> Responsible for undertaking the VE study including all pre-workshop, workshop, and post-workshop activities. US 101 to accommodate future planned growth and improve traffic operations with pedestrian and bicycle access in the city, and in the vicinity of the project area. The build alternative, which is the focus of the VA study, would construct a new overcrossing extending Utah Avenue westerly over US 101 to connect with San Mateo Avenue. The estimated cost of the project is \$125 million to \$140 million. The results of the 3-day VA study were four VE proposals and four design comments, all of which are to be further studied as the design proceeds. Performance criteria and measures were used to determine the change in performance of the VE proposals and design comments compared to the base case. The potential cost saving is \$2.6 million		

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Brian Duffey, PE, PTOE, RSP₁ Title: Traffic Engineer		Years of Relevant Experience with this Employer	<1
		Years of Relevant Experience with Other Employer(s)	9
Degree(s) / Years / Specialization		BS / 2017 / Civil Engineering	
Active Registration Number / State / Expiration Date		PE138275 / TX / 7.31.2027 Other current registrations: PTOE / 11.23.2028; RSP1 / 07.10.2028	
Year Registered		2020	Discipline Civil Engineer
Contract Role(s) / Brief Description of Responsibilities		4. Traffic Engineering and Design Services – Analysis and Reports - Traffic Safety Analysis. <i>Brian is a certified Roadway Safety Professional (RSP1) that brings extensive project management experience for safety analysis work. Brian has managed Roadway Safety Audits (RSAs) and Safety Action Plans (SAPs) for various agencies, including state DOTs, MPOs, and counties. His work encompasses all six steps of the Roadway Safety Management Process. He has performed network screening using advanced GIS crash analysis tools to identify high-injury locations and trends, conducted detailed diagnoses of crash patterns, and developed and prioritized countermeasures across urban, suburban, and rural corridors.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
05/24 – 10/25	Bastrop County, Bastrop County Safety Action Plan, Bastrop County, TX. <i>Deputy Project Manager and Safety Analysis Lead.</i> Brian identified high-injury crash patterns and developed a High Injury Network (HIN) GIS based data analysis. Brian coordinated closely with a multi-agency Task Force—composed of TxDOT, County, Cities, law enforcement, and EMS—to review findings, identify feasible countermeasures, and establish implementation priorities. County wide systemic improvements, such as curve delineators, rumble strips, and warning signage was also identified and prioritized.
10/23 – 02/24	TxDOT, RM 1431 Roadway Safety Audit, Cedar Park, TX. <i>Deputy Project Manager and Safety Analysis Lead.</i> Brian conducted a comprehensive safety study of nearly 50 miles of RM 1431. The project included varying cross sections across rural, suburban, and urban settings. TxDOT CRIS data was used to identify crash trends and identify mitigation, such as signal installation, illumination, speed management strategies, intersection geometry enhancements and bicycle/pedestrian improvements. Brian identified over 45 mitigations and prioritized their implementation based on the severity of the problem, B/C, and typical construction timelines.
02/22 – 01/23	Williamson County, Traffic Engineering On-Call, Williamson County, TX. <i>Project Manager.</i> Brian led efforts to evaluate and address public concerns related to traffic safety. Brian and his team analyzed crash data, roadway factors, and traffic conditions to validate the issue. When public concerns were substantiated, Brian collaborated with agency staff to develop practical, resource-conscious solutions aimed at improving traffic safety.
06/23 – 06/25	Austin Metro, CAMPO Project Readiness Program General Engineering Consultant, Austin, TX. <i>Deputy Project Manager and Safety Analysis Lead.</i> Brian led the safety analysis for the 9 highest need TxDOT corridors in the CAMPO region, totaling nearly 200 miles in length. TxDOT CRIS data was used to identify crash trends and identify mitigation, such as signal installation, illumination, speed management strategies, intersection geometry enhancements and bicycle/pedestrian improvements. B/C ratios were developed, and improvements were prioritized across each corridor.
03/25 – 11/25	Williamson County, E Wilco Highway Intersection Control Evaluation, Jonah, TX. <i>Project Manager and Safety/Traffic Lead.</i> Brian conducted an ICE analysis, evaluating standard intersection types like roundabouts and signals, alongside innovative designs such as displaced left turn (DLT), diverging diamond interchange (DDI), and roundabout diamond interchanges. Detailed level-of-service and crash prediction models were evaluated alongside right-of-way (ROW) availability, environmental impacts, and cost considerations to rank and select the best intersection control alternative.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Kelly Duggan, AICP Title: Senior Planner		Years of Relevant Experience with this Employer	3
		Years of Relevant Experience with Other Employer(s)	12
Degree(s) / Years / Specialization		MURP / 2010 / Historic Preservation	
Active Registration Number / State / Expiration Date		APA ID: 340795/AICP	
Year Registered		2017	Discipline Urban Planning
Contract Role(s) / Brief Description of Responsibilities		12. Other Services - Context Sensitive Solutions/Complete Streets. <i>Kelly brings experience in both the public and private sectors. She has worked in a diverse range of disciplines, including regulatory planning, parks and recreation design and construction, active transportation planning and implementation, and land use consulting. Her main areas of expertise include master planning, project management, zoning and land use policy, bike/pedestrian planning and facility design, and public engagement. She also has experience in working with clients to assess needs, develop scopes of work, negotiate contracts, and monitor project progress.</i>	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
11/23 – Present	DOTD, I-49 Connector Project, LA. <i>Senior Urban Planner.</i> Responsible for NEPA planning for, public engagement, crash data analysis and visualization, green infrastructure planning		
04/23 – 04/24	Webre Consulting. <i>Senior Land Use Consultant.</i> Served as project lead on all land use requests, resubdivision applications, Board of Zoning Adjustments petitions, Legal Non-Conforming Use applications and similar zoning administrative review requests.		
05/22 – 06/23	BREC. <i>Assistant Director of Urban Trails Planning.</i> Led a team of five landscape architects in the planning, design, construction and maintenance of BREC's Greenway System		
04/18 – 05/22	Kelly Duggan Design. <i>Owner.</i> General Planning Consulting and design services for municipalities and private organizations		
03/19 – 04/20	City of Maryville. <i>Senior Planner.</i> Served as planning staff liaison to TDOT for road projects within the City		
04/17 – 06/18	City of Oak Ridge. <i>Senior Planner.</i> Administered the City's Rails to Trails program and served as the point of contact with TDOT.		
07/08 – 09/13	City of New Orleans. <i>Preservation Planner/Senior City Planner.</i> Various municipal planning duties including plan review, code analysis, reports on land use decisions, presenting recommendations to commissions and City Council.		

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Kent Dussom, PE, DBIA Title: Alternative Procurement Manager		Years of Relevant Experience with this Employer	32
		Years of Relevant Experience with Other Employer(s)	9
Degree(s) / Years / Specialization		MS / 1988 / Civil Engineering; BS / 1985 / Civil Engineering	
Active Registration Number / State / Expiration Date		23633 / LA / 03.31.2028 Other active licenses: AR, MS, TX, MD	
Year Registered		1990	Discipline Civil Engineer
Contract Role(s) / Brief Description of Responsibilities		12. Other Services - Procurement/Advisory Services. <i>Kent brings a broad view of the planning, design, and construction process. His work includes familiarity with roads, bridges, railways, transit, airports and ports. His management experience includes project planning and studies, environmental evaluations (including field work as well as preparation of NEPA documents), topographic surveys, engineering design, title work and property surveys, development of right-of-way maps, utility coordination, appraisal services, acquisition services and relocations services, and construction management.</i>	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
05/10 – 05/15	LADOTD, (SP No. 700-99-0495) Master Contract for Design-Build. <i>Technical Advisor.</i> AECOM was selected to provide as needed design-build procurement services for the LADOTD. Task Order #1 (SP# 701-65-1478, 2010) AECOM was granted the first task order to assist the LADOTD with the evaluation and recommendations for improvement to the design-build procurement documents. Kent led a task force composed of contractors, engineers, LADOTD, FHWA and public representatives to discuss the current design-build procurement documents and process and to make recommendations for improvements. Recommendations have been made and accepted by the LADOTD Executive Committee and AECOM prepared a review package for the executive committee to present to the Legislature. Task Order #2 (SP# H.004932, 2014-2015): Kent provided technical Advisory services for a DB Procurement of LA 318 at US 90 Interchange, a \$60 million improvement project. The project was successfully bid in May 2015.		
12/11 – 06/12	MDOT, Airport Parkway Technical Advisor for Preparation of Public-Private Partnership Solicitation, Jackson, MS. <i>Administrative Project Manager.</i> MDOT aggressively moved forward with innovative funding for this high priority project. The Airport Parkway represents the latest "first" that MDOT is completing using a solicited Public-Private Partnership to design, build, finance, operate and maintain this 12-mile controlled access road from downtown Jackson to the airport located west of downtown. Kent was the Administrative Project Manager for the Traffic and Revenue Consulting Services which URS provided for this project and was Deputy Project Manager for the Engineering Technical Advisory Services which was being provided as a separate contract. In both projects, Kent coordinated the delivery of project deliverables to the entire project team that included MDOT, a financial consultant and a legal consultant. This project had an estimate value of \$350 million.		
07/13 – Present	Port Authority of New York and New Jersey P3, LaGuardia Redevelopment Program, NJ. <i>Technical Advisor.</i> Kent provides technical advisory services for the public-private procurement of the reconstruction of the Central Terminal Building and other facilities as part of the LaGuardia Redevelopment Program. Kent led the development the technical requirements (performance specifications) for the P3 procurement documents, including construction, operations, and maintenance, provided procurement support services during project closing, and is leading the technical team overseeing the implementation of the LGA Redevelopment Project. This overall project has an estimate value of \$5.3 billion. Kent also authored the Requirement and Provisions for Work (performance specifications) for construction, operations, and maintenance of the proposed Delta Terminal Reconfiguration at LGA estimated at over \$4 billion (project construction). He is assisting with the implementation of this project as an Owner's Representative.		

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Jon Eberle, PE Title: Structural Engineer		Years of Relevant Experience with this Employer	12
		Years of Relevant Experience with Other Employer(s)	0
Degree(s) / Years / Specialization		M.S./2013/Civil Engineering (Structures) B.S./2010/Civil Engineering	
Active Registration Number / State / Expiration Date		Pennsylvania (PE085639 Exp 09.30.27), Delaware (30061 Exp 06.30.26), Florida (100916 Exp 02.28.27)	
Year Registered		2015	Discipline Civil
Contract Role(s) / Brief Description of Responsibilities		9. Bridge Design Services - Bridge & Structural Inspections. 9. Bridge Design Services - Bridge/Structural Analysis & Design.	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
06/15 - 06/18	Rehabilitation and Rating of the Smith Avenue Bridge (High Bridge), St Paul, MN - Arch Span Primary Analysis Lead Engineer. This project consisted of the rehabilitation and rating for a long span continuous tied steel arch over the Mississippi River. The main river unit is a three-span continuous tied arch with a main span of 550 ft and the approach spans are multi-girder spans that are splayed and curved in-plan. This project was completed using the Construction Manager/General Contractor (CMGC) delivery method to complete the rehabilitation in a compressed schedule and allow for value engineering to be included throughout the design process by including feedback from the contractor during design. Mr. Eberle served as the Lead Engineer for the analysis for the arch spans. This work included analyses to determine a sequence for removal of the existing deck, de-tensioning of the post-tensioned ties and re-construction of the deck and ties. Refined analyses were also performed as part of this project to allow for rating of the arch spans for the existing and proposed conditions.		
07/19 - Present	DelDOT Bridge 3-437 Replacement, Fenwick, DE. Project Manager. When the existing structure was exhibiting signs of deterioration, AECOM was tasked with the condition assessment and development of alternatives for repair/replacement. An inspection of the existing 11 span voided slab structure supported on cast-in-place pile bents showed that deterioration of the substructure was beyond a reasonable means for rehabilitation and therefore replacement alternatives were identified. State Route 54, carried by the structure, is classified as a major collector as well as a primary evacuation route and represents a critical link between SR1 and the inland portion of the state especially during beach season. To minimize traffic impacts to this critical route, several alternatives including Accelerated Bridge Construction (ABC) techniques were evaluated to minimize impacts to the travelling public in this heavily travelled area. By providing a new bridge with 80 ft spans, the new substructures can be located between the existing 40 ft span units allowing the new substructures to be constructed with traffic maintained on the existing structure. The preferred alternative after evaluation of the utility and adjacent property constraints utilizes staged construction with temporary sidewalks to maintain two lanes of traffic and one sidewalk at all times during construction. Due to the complex construction method, this project will be delivered using the CMGC method with R.E. Pierson selected as the contractor. The total anticipated construction duration for the project is 20 months with an anticipated construction cost of \$40M.		
01/17 - 01/18	Frederick Douglas Memorial Bridge, Washington, D.C. Structural Engineer, This project consists of a new design for a three-span continuous arch bridge over the Anacostia River delivered using the Design-Build delivery method. Mr. Eberle worked as part of a team to model the critical steel arch to concrete V-pier connections. This work included 2D and 3D finite element modelling of the connection between the two elements as well as a section of adjacent arch rib to analyze stress concentrations at welded attachments and anchor bolt forces.		

16. STAFF EXPERIENCE

	Firm AECOM Technical Services, Inc.	
Name: Ryan Eckenrode, PE, PTOE, RSP₂₁ Title: Traffic & Planning Leader		Years of Relevant Experience with this Employer 17 Years of Relevant Experience with Other Employer(s) 3
Degree(s) / Years / Specialization	MS / 2006 / Civil Engineering; BS / 2004 / Civil Engineering	
Active Registration Number / State / Expiration Date	35591 / LA / 09.30.26 Additional active license: PE: SC, NC, VA, GA, AL; PTOE; RSP21	
Year Registered	2010	Discipline Civil Engineering
Contract Role(s) / Brief Description of Responsibilities	3. Traffic Engineering and Design Services – Analysis and Reports - Traffic Safety Analysis. Ryan's experience includes traffic impact assessment and data collection for analysis, transportation planning and safety studies, access management, signal warrant studies, signal timing and signal coordination. Hd understands that safety and improved operations can be achieved simultaneously using access management and other innovate intersection / interchange designs with reduced conflict points and has experience with the analysis of diverging diamond interchanges, superstreets, Michigan lefts, quadrant lefts, continuous T, single-point urban interchanges, and metered and unmetered roundabouts. He has conducted roundabout analyzes at over 100 intersections and understands the benefits from the reduction in crash severity and operation with regards to circulatory flows.	

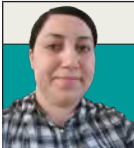
Experience Dates	Experience and qualifications relevant to the proposed contract.
07/21 – Present	South Carolina Department of Transportation (SCDOT), S-908 (Gap Creek Road) at Gary Armstrong Road / Hampton Road, Spartanburg County, SC. Senior Traffic Engineer. Performed quality control for the traffic analysis report and performed the roundabout analysis for two (2) alternatives. Alternatives included signalization with various turn lane improvements and a single lane roundabout with and without slip lanes. AECOM used the Highway Safety Software (HSS) following Highway Safety Manual methodology to determine the expected number of crashes with each alternative and compared operation with regards to level-of-service (LOS), delay and 95th percentile queuing for the Existing 2020, Opening Year 2024 and Design Year 2040 traffic conditions.
09/20 – Present	SCDOT, US 21 (Anderson Road) at S-162 (Hall Spencer Road), York County, SC. Senior Traffic Engineer. Performed quality control for traffic analysis and safety report that included three (3) alternatives. This existing stop control intersection has a 70 foot median where vehicles are expected to stop in the middle. Alternatives included installing a raised median with U-turns, an unsignalized reduced conflict intersection (RCI) and a signalized option. Challenges at this intersection included identifying areas for the U-turns, requiring consultation with a local fire station to not negatively impact operations. Operations and predictive crash analysis were compared for all three alternatives for the Existing 2020, Opening Year 2024 and Design Year 2040 traffic conditions.
02/18 – 01/20	SCDOT, Strategic Highway Safety Plan (SHSP), Statewide, SC. Project Manager, Senior Traffic Engineer. AECOM, as a subconsultant, was responsible for coordination with Prime to update SCDOT's Strategic Highway Safety Plan (SHSP) 2020-2024. The SHSP establishes statewide priorities and identifies critical emphasis areas based on a detailed analysis of statewide crash data and input from a wide array of safety stakeholders. Conducted five SWOT phone interviews with key stakeholders across South Carolina and prepared 1 page summaries of the interviews. Aided in developing countermeasure strategy sheets in key areas such as unsignalized and signalization intersections and roadway departure. Tasks also included developing an implementation plan specifically related to infrastructure programs and project implementation.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Robert Edelstein, PhD, PTOE Title: Senior Vice President, Business Development		Years of Relevant Experience with this Employer	48
		Years of Relevant Experience with Other Employer(s)	5
Degree(s) / Years / Specialization	PhD / 1978 / Transportation Planning and Engineering; MS / 1973 / Transportation Planning; BS / 1972 / Civil Engineering		
Active Registration Number / State / Expiration Date	PTOE #1205 / National / 2026		
Year Registered	N/A	Discipline	N/A
Contract Role(s) / Brief Description of Responsibilities	12. Other Services - Tolling Implementation Design/Support; 12. Other Services - ITS Design and Support. <i>Bob serves as AECOM's ITS Practice Leader having developed the LADOTD ITS Strategic Plan in 2010 as well as TSMO Strategic Plans and TSMO Training Programs for Texas DOT and Florida DOT. He has also served as Technical Advisor for the New Hampshire DOT and Maryland DOT TSMO Strategic Plans.</i>		

Experience Dates	Experience and qualifications relevant to the proposed contract.
02/10 – 06/10	LADOTD, ITS Strategic-Business Plan, LA. <i>Project Director/Author.</i> ITS Strategic Business Plan that addressed each facet of the program, including ITS deployment; TMC operations; ITS maintenance; ITS systems; Roadway Safety Incident Program; traffic incident management; traveler information; traffic engineering; partnering; and public outreach.
05/19 – Present	TxDOT, TSMO GEC, Project Manager, TX. <i>Project Manager.</i> Providing technical support at the statewide level as well as five of the 25 districts throughout Texas. Scope of services includes leadership engagement, conducting capability maturity model workshops, development of TSMO strategies for implementation, review of specifications, benefit-cost analyses, update of ITS Master Plans and system architectures, development of operational performance measures, as well as presentations and preparation of TSMO Program Plans. As part of the project, he prepared a comprehensive TSMO Training program inclusive of 30 modules. In addition, he prepared technical reports on a variety of TSMO topics including: TSMO Funding, Technology Solutions, Performance Measures, TSMO Evaluation Tool, Data Platform, Interoperability, Information Management, TSMO Benefit-Cost Analysis, Traffic Incident Management, TSMO Innovation Framework, AI/Machine Learning Applications to TSMO, Gamification Applications to TSMO, Lonestar™ Enhancements, etc.
02/06 – Present	FDOT District Four, ITS Strategic-Business Plan, Fort Lauderdale, FL. <i>Project Manager/Author.</i> The contents of this report include the following: (1) Strategic Plan – Development of a vision reflecting the desired status of the TSMO program in the next five years. This vision addressed each facet of the program including: ITS deployment, ITS operations, ITS maintenance, Road Rangers, traffic incident management, ITS systems, partnering, traveler information, public outreach and new initiatives. (2) Business Plan – The Business Plan provided recommendations for each of the above categories on a year-by-year basis. (3) Report Card – Performance measures were developed in order to track the progress and effectiveness of the ITS program on an annual basis. Updated the ITS Strategic-Business Plans for the 2010-2015, 2015-2020, and 2018-2023 time frames.
09/17 – 02/18	New Hampshire DOT, ITS On Call Services, Statewide, NH. <i>Technical Advisor.</i> Supported the development of a TSMO Strategic Plan to provide guidance on the deployments and integrations of the TSMO Bureau over the next five fiscal years (2020- 2024). This Strategic Plan is an update to the previous Strategic Plan developed by AECOM for fiscal years 2015 - 2019. The time frame reflects a reasonable horizon that considers major advances in emerging technologies that may alter installation methods, costs, or delivery systems in the future.
5/18 – 12/18	Maryland Department of Transportation, On Call ITS Services, Statewide, MD. <i>Technical Advisor.</i> Responsible for the preparation of the 5-Year Program (2020-2024) to define a number of corridors as candidates for initial TSMO deployment projects. One-page project summary sheets were developed for each TSMO project including information on project location; operational issues and needs within the corridor of parallel and arterial roadways; project type (institutional, process, deployment); cost estimates (deployment, operations, and maintenance); and project schedule.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Sarah Elsawah, PE Title: Senior Bridge / Project Design Engineer		Years of Relevant Experience with this Employer	2
		Years of Relevant Experience with Other Employer(s)	7
Degree(s) / Years / Specialization		MS / 2018 / Civil Engineering; BS / 2016 / Bridge Engineering	
Active Registration Number / State / Expiration Date		PE.0046814 / LA / 09.30.2026	
Year Registered		2022	Discipline Civil Engineer
Contract Role(s) / Brief Description of Responsibilities		9. Bridge Design Services - Bridge Condition Rating. Sarah will assist with bridge design tasks including structural analysis, development of bridge design calculations, and preparation of bridge plans.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
10/25 – Present	LADOTD, US 190 Overpass Near Opelousas Engineering, Preliminary and Final Design, Opelousas, LA. Task Leader. Led bridge design tasks in accordance with AASHTO LRFD, BDEM, and project-specific design standards. Performed and reviewed structural calculations to support design accuracy, quality, and constructability. Managed task scope, schedule, and budget, tracking progress against design hours and identifying risks early. Oversaw preparation of design submittals in alignment with contract scope, BDEM requirements, and milestones. Coordinated with roadway, geotechnical, hydraulics, and CADD teams to integrate design packages.
10/25 – Present	LADOTD, Moveable Bridge IDIQ 2025 – Hickey Bridge (H.011969), Orleans Parish, LA. Bridge Engineer. Supporting engineering services for movable bridge inspection, evaluation, and rehabilitation recommendations. Assisting with structural assessment, analysis of bridge components, and development of repair strategies to extend bridge service life.
01/25 – 03/25	LADOTD, Bridge Preservation IDIQ 2022–2027 – LA 641 Bridge Load Rating and Repair, St James Parish, LA. Bridge Engineer. Calculated load ratings for the existing bridge condition and prepared comprehensive load evaluation reports. Determined post-repair load ratings and developed as-designed load rating reports for damaged prestressed concrete girders.
01/25 – Present	Modjeski and Masters, Bridge Load Rating Task Order #1, New Orleans, LA. Bridge Engineer; Checker. Developed load rating templates for multi-girder spans using LEAP modeling and quality review of load rating analyses for 140 bridge structures.
05/19 – 06/19	LADOTD, LA 1 Bridge Load Testing over Lockport Canal, Lafourche Parish, LA. Project Engineer. Developed finite element bridge models using MIDAS software, evaluated field load testing data, and updated BrR models to assess bridge performance and determine whether load posting restrictions could be removed.
01/19 – 08/19	LADOTD, Load Rating of 27 Complex Bridges, Statewide, LA. Project Engineer. Performed bridge load ratings using AASHTOWARE BrR, RC-Pier, and Mathcad for multiple bridge types including prestressed girders, steel plate girders, truss bridges, and swing spans, and prepared detailed load rating reports.
07/19 – 10/21	LADOTD, Load Rating of 617 Off-System Bridges, Statewide, LA. Project Engineer. Led load rating analyses for slab bridges and performed quality reviews of load rating models and reports for various bridge types including precast slabs, concrete slabs, prestressed quad beams, and swing span bridges.
03/20 – 06/20	LADOTD, Job Number 44-17310 Bridge Load Testing, Statewide, LA. Project Engineer. Developed 3-D finite element bridge models using MIDAS software, evaluated field load testing results, and prepared reports demonstrating bridges could safely carry higher loads than previously estimated.
03/20 – 04/20	LADOTD, I-20 Bridge over Lakeshore Drive and KCS Railroad Rehabilitation, Caddo Parish, LA. Project Engineer. Prepared feasibility study report, rehabilitation concepts, and preliminary cost estimates for curved steel bridge structures as part of a Stage 0 bridge rehabilitation study.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Rollin Ewart, PE, PTOE Title: Project Engineer III		Years of Relevant Experience with this Employer	23
		Years of Relevant Experience with Other Employer(s)	0
Degree(s) / Years / Specialization		ME / 2003 / Civil Engineering; BS / 2001 / Civil Engineering	
Active Registration Number / State / Expiration Date		99287 / TX / 07.31.2027 Additional active license: PTOE	
Year Registered		2007	Discipline Civil Engineer
Contract Role(s) / Brief Description of Responsibilities		12. Other Services - Roadway/Bridge and Aesthetic Lighting Design. Rollin has wide-ranging experience in the traffic/transportation engineering field, and has served as traffic engineering lead on several large projects. His illumination designs include both safety and continuous lighting for multiple TxDOT and local municipal roadways adhering to Highway Illumination Manual, AASHTO, and NEC criteria. These designs include the use of standard cobraheads with LED fixtures, high mast lighting, and decorative solutions for trails and bicycle paths.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
01/18 – 11/18	TxDOT, Odessa District, SL 250 at CR 1150 & CR 60, Odessa, TX. Illumination/Traffic Signal Design Lead. Illumination designer for the Loop 250 extension project at two interchanges in Midland. Provided roadway illumination schematic showing proposed photometric contours using Visual lighting software. Developed PS&E to provide safety lighting at ramp terminals and underpass lighting using 50' conventional luminaires with LED fixtures.
10/17 – 07/18	TxDOT, San Angelo District, US 67 Extension, San Angelo, TX. Illumination Design Lead. Illumination designer for the US 67 extension project between Loop 306 and US 277 in San Angelo. Provided roadway illumination schematic showing proposed photometric contours using Visual lighting software. Developed PS&E to provide safety lighting at ramp terminals and underpass lighting using 40' conventional luminaires with LED fixtures.
07/15 – 05/18	Lane-Abrams Joint Venture / TxDOT / NTTA, SH 360 Design-Build, TX. Traffic Engineering Lead. Traffic engineering discipline leader for the 9.25-mile project consisting of toll lane construction on SH 360 in Grand Prairie and Mansfield, and a new interchange with US 287. New toll lanes were designed between the existing SH 360 frontage roads between Sublett Road/Camp Wisdom Road and US 287. Oversaw a team responsible for designing the signing and pavement markings, traffic signals, illumination, ITS, and traffic studies, all of which were completed under an accelerated schedule. Led weekly design meetings with the client, TxDOT, North Texas Tollway Authority, the general engineering consultant, the cities of Grand Prairie and Mansfield, and other stakeholders. Responded to contractor requests for information and performed shop drawing reviews.
01/10 – 03/17	City of Arlington, Center Street Bridge over I-20, Arlington, TX. Illumination Designer. AECOM prepared the environmental documentation, schematic and PS&E for the extension of Center Street over IH 20. The 0.7 mile project included a hike/bike trail along the east side and a continuous sidewalk along the west side. Designed the illumination layout to meet all TxDOT Highway Illumination Manual, City of Arlington, ADA, and TDLR standards and criteria. Visual lighting software was used to verify the spacing and place illumination poles along the roadway segment and on the bridge structure. The proposed illumination layout met the photometric requirements for avg, avg/min. and max/min illumination values established by the City. The photometric contours layout was submitted to city staff for final approval prior to proceeding with design. The illumination design was completed by using City of Arlington Design Criteria Manual, Streetlight Design section for a Major Collector. The design uses 40 foot tall illumination poles with 250W equivalent LED luminaires. A staggered lighting configuration was used on the bridge structure while poles with twin arms were located in the median on the bridge approaches. The voltage drop calculations were checked against the City standard #2 Aluminum conductors. Electrical service locations were coordinated with Oncor.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Henry Fix, PE Title: QA/QC Lead		Years of Relevant Experience with this Employer	30
		Years of Relevant Experience with Other Employer(s)	8
Degree(s) / Years / Specialization		BSCE / 1987 / Civil Engineering; MSCE / 1992 / Structural Engineering	
Active Registration Number / State / Expiration Date		38224 / LA / 03.31.28 Additional active license: AR, AZ, DE, FL, MD, NJ, PA, PR MT, RI	
Year Registered		1992	Discipline Civil
Contract Role(s) / Brief Description of Responsibilities		9. Bridge Design Services - Bridge & Structural Inspections.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
12/12 - 06/18	LADOTD (Contract No. 44-2687 State Project No. H.009730.5) In-Depth Inspection of Complex Structures, Statewide, LA. <i>Structural Engineer of Record, inspection team leader, and project quality representative</i> for the four-year retainer contract to perform in-depth bridge inspections of assigned complex structures. Assigned bridges include the Gramercy Bridge (2013), US 190 EB and WB Structures over the Atchafalaya River (2014), I-210 Lake Charles Bridge (2014), Louisa Bridge (2015), Vicksburg Bridge (2015), Mississippi River Gulf Outlet Bridge (2015), Miller's Bluff Bridge (2016), Greater New Orleans Bridge (2016), LA 182 Morgan City Bridge (2017) and LA 315 Dularge Bridge (2017). Assigned work also included the design to reset the rocker nest truss bearings of the US 190 WB Structure over the Atchafalaya River.
01/14 - 01/24	Montana Department of Transportation (MDT) – Statewide Load Rating, Various Locations, MT. <i>Senior structural engineer and project quality representative</i> responsible for structural analysis and project quality of load rating for back-to-back four-year assignments with approximately 400 bridges, using the AASHTOWare Bridge Rating (BrR) software, including steel, reinforced concrete, prestressed concrete, and timber superstructures. Task includes rating of approximately 75 steel trusses, gusset plate analysis, curved girder and arch structure analysis.
04/16-12/16 04/20-12/21 04/24-01/25	Delaware River Port Authority (DRPA), Betsy Ross 2010 Biennial Inspection, PA and NJ. <i>Deputy project manager, lead structural engineer and project safety coordinator</i> for the inspection and load rating of the Betsy Ross Bridge Facility. This contract included a complete rating of all the bridges and culverts on the facility, including the main truss bridge, the approach truss spans, the approach girder spans, numerous overpass structures, and two culverts. A final report was prepared that included the load rating analysis, a description of the inspection findings, recommendations for repairs, SI&A PONTIS and BMS updates.
04/14-12/14 04/18-12/18 04/22-02/24	Delaware River Port Authority (DRPA), Commodore Barry Bridge 2014, 2018 and 2022, Biennial Inspection, Pennsylvania and New Jersey. <i>Deputy Project Manager and Project Quality Manager</i> for the inspection of the Commodore Barry Bridge Facility. The inspection included a close visual "hands-on" inspection of all fracture critical and fatigue sensitive details including the three-span, cantilevered through truss main span, deck truss spans and steel stringer spans. The substructure units received a routine visual inspection with suspect areas highlighted for further evaluation. This project also included ultrasonic testing of the pins and electro-slag welds on the bridge. Inspectors also visually inspected a select number of vibration dampers. A final report was prepared that included a description of the findings, recommendations for repairs, SI&A, Pontis and BMS updates.
05/24 - Present	Montana DOT, Non-destructive Testing (NDT) of Pin and Hanger Systems, Montana, <i>Project Quality Manager and Inspection Team Leader</i> for the inspection of the pin and hanger system of 42 bridges throughout the state of Montana. Phased array ultrasonic testing was used to check for defects and/or deterioration of the pins. Visual inspection of all of the components of the pin-and-hanger systems were also completed along with taking various essential measurements to assess the in-service conditions of the systems. Some bridges also included complete routine inspections of the structures. Traffic control, railroad access and under bridge, inspection vehicles were needed for the fieldwork. Reports were prepared and delivered after each inspection with specialized NDT reports along with condition assessments and element level condition reporting.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Aaron Flautt, PE Title: Vice President, Business Line Leadership		Years of Relevant Experience with this Employer	25
		Years of Relevant Experience with Other Employer(s)	0
Degree(s) / Years / Specialization		BS / 1999 / Civil Engineering	
Active Registration Number / State / Expiration Date		93527 / TX / 03.31.2027	
Year Registered		2004	Discipline Civil Engineer
Contract Role(s) / Brief Description of Responsibilities		12. Other Services - Alternative Delivery Technical Services - Procurement/Advisory Services. Aaron is a transportation alternative delivery vice president and North American director of sales, with 25 years of experience in planning, design and traffic engineering for transportation infrastructure improvements, particularly complex freeway and tollway projects. He is responsible for business development, pursuit planning, and resource management for large-scale transportation public private partnership and design-build projects.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
01/23 – Present	Brent Spence Bridge Corridor, Cincinnati, OH. Design Project Principal. Progressive design-build for the reconstruction of 5 miles of interstate corridor around Cincinnati, OH. The project is expected to be more than \$3 billion in construction value, including major multi-level interchange works and double-decked complex bridge. He is directly analyzing resourcing plans, evaluating innovations to reduce cost, and reviewing project team performance.
06/19 – Present	I-635 LBJ East Design-Build, Dallas, TX. Project Principal. The \$1.73 billion LBJ East project will reconstruct approximately 11 miles of I-635, including a directional interchange and expansion to 22 lanes with general purpose lanes, managed lanes, and continuous frontage roads each direction. AECOM is lead designer including 59 disciplinary teams and 400 professionals at design peak. Aaron maintains continuous design team oversight through initial stages of design into active construction phase. He directly reviewed, negotiated, and approved change orders across all disciplines with client and TxDOT. Using internal project controls software, he reviews resourcing and status across all disciplines.
03/15 – 08/19	SH 360 Design-Build, Mansfield, TX. Project Principal. This \$340 million Design-Build project added toll lanes to an existing nine-mile corridor of SH 360 between Camp Wisdom Road to US 287. Performed analysis of financial estimates and performance, managed resourcing across all disciplines, held all direct owner contact on strategy development & contract negotiations. Using a suite of controls tools (internal and Primavera), prepared and negotiated design changes as they developed.
11/15 – 04/20	Gordie Howe International Bridge; Detroit MI to Windsor, Ontario. Project Principal. AECOM is the lead designer of the nearly \$5 billion project connecting Windsor with Detroit. The six-lane bridge crossing the Detroit River will have a main span of 853m and will be the longest cable-stayed bridge in North America. Aaron maintained continuous design team oversight and performance review. He reviewed and approved design change orders (structural / civil / facilities disciplines) and analyzed performance using a suite of Primavera controls software through initial stages of design into active construction phase.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Matthew Freih, PE, PSP		Years of Relevant Experience with this Employer	12
Title: Senior Project Controls Engineer/Scheduler		Years of Relevant Experience with Other Employer(s)	4
Degree(s) / Years / Specialization		MS / 2015 / Civil Engineering; BS / 2012 / Civil Engineering	
Active Registration Number / State / Expiration Date		097964 / NY / 09.30.2028	
Year Registered		2017	Discipline Professional Engineer
Contract Role(s) / Brief Description of Responsibilities		1. Project Management and Support - CPM Scheduling. <i>Matthew is experienced in program & project controls, planning, design and construction management, pre-construction & construction scheduling, master program scheduling, resource loading & leveling, financial forecasting, cost control management, scope control & change management, risk management & mitigation, and client/contractor negotiation in large scale project and programs for various City, State, Federal agencies.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
04/24 – Present	TxDOT, STP 2020 (057) MM – SH36 Brazoria County – Widening Non- Freeway Facility, Brazoria County, TX. <i>Senior Scheduler.</i> This is a \$76 Million design-bid-build project which includes roadway widening, intersection improvements, and pedestrian/bicycle accommodations. Responsibilities include reviewing baseline/monthly update submissions, analyzing project issues and provide mitigation options to reduce impacts. Scheduled using P6.
04/24 – Present	Nevada Department of Transportation (NDOT), Specification Revisions, NV. <i>Senior Scheduler.</i> Assisting NDOT in reviewing and providing recommendations to help strengthen and improve the current specifications regarding scheduling and schedule management.
04/24 – Present	Michigan Department of Transportation (MDOT), Specification Revisions, MI. <i>Senior Scheduler.</i> Assisting NDOT in reviewing and providing recommendations to help strengthen and improve the current specifications regarding scheduling and schedule management.
04/24 – Present	Clark County Public Works (CCPW), 606409-22 Decatur Boulevard Tropicana Avenue to Sahara Avenue, Clark County, NV. <i>Senior Scheduler.</i> This design-bid-build project includes roadway removal and reconstruction improvements on Decatur Boulevard, from Tropicana Avenue to Sahara Avenue, and intersecting side streets. Responsibilities include reviewing baseline/monthly update submissions, analyzing project issues and provide mitigation options to reduce impacts. Scheduled using P6.
04/24 – Present	Michigan Department of Transportation (MDOT), US-131 Design-Build – 100th Street to 76th Street, Kent County, MI. <i>Senior Scheduler.</i> This \$70 million design-build project includes the design and construction of new weave/merge lanes between the 76th Street and 84th Street interchanges. This project also will extend the 76th Street on ramp to the 84th Street off ramp on southbound US-131 and extend the 84th Street on ramp to the 76th Street off ramp on northbound US-131. Responsibilities include reviewing baseline/monthly update submissions, analyzing project issues and provide mitigation options to reduce impacts. Scheduled using P6.
01/21 – 04/24	New York City Department of Design and Construction (NYCDDC), Borough Based Jails (BBJ) Program, NY. <i>Senior Project Controls Engineer/Schedule Manager.</i> Program Mgmt services contract to support NYCDDC with the development, procurement, management, and delivery of four new jail facilities. The BBJ Program consists of nine Design-Build Projects: four Dismantle Contracts, four New Facility Contracts, and one New Parking Garage Contract. The BBJ Program also consists of two Design-Bid-Build Infrastructure Projects.
04/17 – 12/20	New York State Department of Transportation (NYSDOT), Statewide Construction Support Services & CPM Scheduling Services D037808, NY. <i>Lead Project Controls Engineer/Scheduler and CPM Coordinator.</i> On-call engineering services contract to assist the NYSDOT Project Management Office and construction Project Field Offices across Region 8 (Westchester, Rockland, Putnam, Orange, Dutchess, Ulster, and Columbia Counties). on a task order basis.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: John Fuller Title: Technology Solutions Manager		Years of Relevant Experience with this Employer	18
		Years of Relevant Experience with Other Employer(s)	2
Degree(s) / Years / Specialization		BS / 2002 / Political Science	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		11. Construction Support Services. <i>John is an innovation specialist who excels at delivering transformative programs, implementing change management strategies, and optimizing operations. With a detailed focus on emerging trends and a data-driven approach, he thrives on uncovering hidden opportunities and translating innovative ideas into actionable solutions. His passion lies in challenging the status quo and reimagining the future for organizations.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
11/22 – 06/24	TXDOT & TWDB, Base Level Engineering Enhancement Tool (LAS2RAS), TX. <i>Development Manager.</i> Responsible for developing the LAS2RAS tool in collaboration with TXDOT and TWDB to enhance Base Level Engineering models by automating the integration of hydraulic structures using TX_BRIDGE data. The tool synthesized publicly available datasets, including LiDAR point clouds, the National Bridge Inventory (NBI), and OpenStreetMap (OSM), into a GeoJSON bridge-deck profile that was incorporated into HEC-RAS 1D and 2D models. Added automated cross-section viewing and analysis to rapidly extract LiDAR/terrain-based XS profiles, visualize channel and bridge-deck geometry, compare pre/post-structure conditions, and output summary statistics/plots for QA/QC and model calibration (exportable to HEC-RAS and GeoJSON). The LAS2RAS Python tool automates bridge input, reducing manual effort from hours to seconds, improving the accuracy of flood risk assessments, enhancing model development efficiency, and maintaining scalability for large-scale flood mitigation projects.
10/23 – 07/25	Ameren, Asset Management Solution, IL. <i>Development Lead.</i> Project focuses on enhancing and maintaining a custom Angular/.NET platform that enables engineers to view, create, and evaluate infrastructure assets while ensuring accurate alignment with MAXIMO and MIT databases; as Development Lead, responsibilities include introducing new asset types such as Relief Valves, updating API logic and stored procedures, preserving data integrity, and providing overall application reliability, while Jira serves as the centralized system for capturing, triaging, prioritizing, and tracking all development, maintenance, and support requests—providing structured workflows, clear ownership, and real-time visibility into team capacity—ultimately delivering a stable, scalable tool supported by transparent communication, predictable delivery, and data driven reporting that benefits both engineering users and leadership.
12/2019 – Present	TxDOT, TPP/UTP/PI Support, TX. <i>Project Manager.</i> Responsible for supporting the TxDOT Unified Transportation Plan and public involvement activities. He supported resource-intensive, time-sensitive tasks to deliver on key milestones while enhancing processes, leveraging industry best practices, and providing agile, adaptive tools. Providing TXDOT with Project Portfolio Management, including Formula Allocation Analysis and Scenario Planning to manage the distribution and allocation of funds to projects for UTP Development. Maintains and improves the UTP Investment Performance Model, which focuses on asset preservation and system performance goals using up-to-date data for ten-year trend forecasts. Led the development of Statewide Project Scoring using a data-driven performance analysis. Supported UTP Public Involvement and Statewide Public Involvement activities to include meeting materials, surveys, meeting platforms, and solution development for categorizing, summarizing, and analyzing TxDOT administration and Commission comments.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Jonathan Giardina, PE		Years of Relevant Experience with this Employer	7
Title: Roadway Design / Alternatives Development & Conceptual Engineering		Years of Relevant Experience with Other Employer(s)	1
Degree(s) / Years / Specialization		BS / 2019 / Civil Engineering	
Active Registration Number / State / Expiration Date		PE.0049081 / LA / 09.30.2026	
Year Registered		2024	Discipline Civil Engineer
Contract Role(s) / Brief Description of Responsibilities		4. Traffic Engineering and Design Services - Analysis and Reports- Intersection Signing & Pavement Markings Design; 8. Roadway Design and Hydraulic Engineering Services- Road Design/Reviews, Project Design Criteria Development; 11. Construction Support Services - Provide Updated Contract Documents; 12. Other Services- Context Sensitive Solutions/Complete Streets. Jonathan will support development of conceptual design alternatives, multimodal planning considerations, roadway design, and provide review of construction drawings.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
03/23 – Present	LADOTD, LA 561 Boeuf River Bridge Replacement Near Hebert, Caldwell and Richland Parishes, LA. Roadway Design Support. Jonathan supports preliminary design including roadway and drainage layout, roadway modeling, design calculations, and plan production. Project includes replacement of a 700-ft through truss bridge with a prestressed concrete girder bridge and roadway upgrades to current standards.
03/25 – Present	LADOTD, Maurepas Swamp Diversion Road Design, St. John Parish, LA. Roadway Design Support. Jonathan supports horizontal and vertical roadway design and roadway modeling for LA 44 and US 61. Project includes roadway and drainage adjustments to support access improvements for the Maurepas Swamp Diversion.
07/25 – Present	LADOTD, US 190 UPRR Overpass Near Opelousas, St. Landry Parish, LA. Roadway Design Support. Jonathan supports preliminary plans including conceptual layouts, horizontal and vertical roadway design, and roadway modeling. Bridge replacement over the UPRR railroad with associated roadway improvements.
09/20 – 01/23	City of Baton Rouge / Parish of East Baton Rouge, Feasibility Study and Report/TEPR – College Drive, Baton Rouge, LA. Roadway Design / CADD Design. Jonathan supported roadway design, cost estimates using DOTD Bid Tabs, and plan development. Study evaluated access management, signalization, and capacity improvements along College Drive including a proposed I-10 westbound flyover ramp.
01/22 – 01/23	City-Parish of East Baton Rouge, MOVEBR Program – Airline Highway/Jones Creek Road TEPR Study, Baton Rouge, LA. Traffic Engineering Support. Supported the Traffic Engineering Process and Report for the Jones Creek Road Extension connecting Tiger Bend Road and Airline Highway. Work included intersection analysis, queue and unmet demand counts, and traffic study documentation.
01/21 – Present	City of Baton Rouge, College Drive Enhancements (Perkins Rd. to I-10, Phase 1 Concord Extension and Bennington Connector), Baton Rouge, LA. Roadway Designer. Planning and design of pedestrian and vehicular mobility improvements along a 1-mile segment of College Drive. Jonathan supported 30% preliminary plans through roadway design calculations, corridor modeling, and plan production.
06/18 – 12/23	Coastal Protection and Restoration Authority, Mid-Barataria Sediment Diversion (SPN BA-0153), Plaquemines Parish, LA. Roadway Design / Engineering Support. \$1.5B CMAR project creating the Mid-Barataria Sediment Diversion Channel. Jonathan contributed to roadway design calculations, plan development, guardrail design, temporary traffic control plans, geometric details, cost estimating, and traffic report preparation.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Shakira Gonzaelz Title: Community Engagement Specialist		Years of Relevant Experience with this Employer	
		Years of Relevant Experience with Other Employer(s)	
Degree(s) / Years / Specialization		Bachelor of Arts/2021/Political Science	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		3. Environmental and Permitting Services - NEPA Support/Related Laws - Public Engagement.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
04/26 - Present	Texas Department of Transportation, Border Transportation Master Plan. Community Engagement Specialist as a part of this project the team hosted meetings on both sides of the Texas-Mexico border in English and Spanish. To support this work, I translated meeting notes from Spanish to English and drafted high-level meeting summaries. As the team progresses to the next round of meetings, I have identified potential meeting venues, and reached out to the points of contact to coordinate and schedule the next round of meetings including potential catering vendors for the meetings. I am currently working on an engagement analysis identifying stakeholders and groups that have been involved in the meetings and those that need to be reached out to.
06/11/26 - 06/15/26	US-151 Columbus to Waupun Project. Community Engagement Specialist as a part of this project the team created a survey and handout for the public. I translated and QC'd documents from English to Spanish to expand access to the information available.
05/12/26 - 05/15/26	Texas Department of Transportation, I-35 NEX Project. Community Engagement Specialist as a part of this project, the team created a list of property owners along the corridor that may be impacted by the I-35 NEX construction. I reached out to various stakeholders along the corridor to confirm their contact information to include them in the stakeholder list for updates regarding construction, possible road and lane closures, detours, and other important information.
05/18/26	Arizona Department of Transportation, Next Move Arizona Project. Community Engagement Specialist as a part of this project, the team is attending community events such as farmers markets, festivals etc. across the state. At these events they are collecting feedback from the community regarding their unmet needs and priorities when it comes to transportation. Since these events are taking place out of the office and involve interacting with the public, I created two separate safety plans for their staff.
05/19/26 - 05/20/26	Missouri Department of Transportation. Community Engagement Specialist as a part of this project, the team hosted public meetings to gather feedback from community members. At the public meeting, attendees signed in and requested to be included in the mailing list. I created a spreadsheet for the project identifying the attendee by name, address, and email.
05/18/26 - 05/19/26	Barstow, CA. Community Engagement Specialist as a part of this project, the team sent letters to property owners asking to sample their drinking water. I created mailing labels in a spreadsheet identifying the owner, mailing address, city, state, and zip code.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Steven Gubernot Title: Project Controls/Scheduler		Years of Relevant Experience with this Employer	21
		Years of Relevant Experience with Other Employer(s)	4
Degree(s) / Years / Specialization		MBA / 2010 / Finance and Marketing; BS / 2000 / Civil Engineering	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		1. Project Management and Support - CPM Scheduling. Steven has diversified experience in scheduling, delay analysis, and other project control practices. He is responsible for providing scheduling analysis and claims avoidance services for a number of large-scale projects, including highway, bridge, railroad, transit, tunnel, energy, and facility projects. His experience ranges from planning and design to construction scheduling. He uses Primavera Project Management scheduling software on a daily basis.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
04/24 – Present	TXDOT, SH-359, Laredo, TX. <i>Schedule Reviewer.</i> Project for the widening of SH-359 from 4.06 miles east of SL-20 and 8.935 miles east of SL-20. Widening of SH-359 will be from a 3-lane to a 5-lane undivided highway. Responsible for review of the baseline schedule and revisions, update schedules, and time extension requests. Scheduled using P6.
03/24 – Present	TXDOT, IH-410 San Antonio, TX. <i>Schedule Reviewer.</i> Project for operational improvements, including ramp revisions, intersection improvements, and frontage road rehabilitation on IH-410 from FM 2536 (Pearsall Road) to Valley Hi Drive. Responsible for review of the update schedules and time extension requests. Scheduled using P6.
02/23 – Present	Michigan Department of Transportation (MDOT), I-496 Lansing Design-Build Project, MI. <i>Schedule Reviewer.</i> This \$77-million project is for the reconstruction of the I-496 pavement from Lansing Road to the bridges over the Grand River including three bridge deck replacements, ramp reconstruction and reconfiguration, drainage improvements, and safety improvements. Responsible for review of the update schedules, time extension requests, and recovery schedules. Scheduled using P6 on an enterprise platform.
03/24 – 04/24	Michigan Department of Transportation (MDOT), Pump Station Permanent Standby Generators – Phase 1 Design-Build, MI. <i>Schedule Reviewer.</i> This \$7.6-million project is for the design and installation of 17 permanent standby generators and associated ancillary infrastructure to improve reliability at select pump stations within the Detroit Metro Region. Responsible for review of the update schedules and as-built schedules. Scheduled using P6 on an enterprise platform.
01/24 – Present	Pennsylvania Turnpike Commission (PTC), Contract No. A-083.88S001-3-02, Replacement of Bridge No. NB-550 at Milepost A-83.88, Carbon County, PA. <i>Lead Schedule Reviewer.</i> This \$5.5-million project is for the full bridge replacement carrying Hatchery Road (SR 1001) over the Northeast Pennsylvania Turnpike Extension in Penn Forest Township of Carbon County. Project includes bridge construction utilizing prestressed concrete box beams, abutment replacement, drainage improvements, and paving upgrades. Responsible for review of the project baseline, update schedules, time extension requests, schedule mitigation proposals, and recovery schedules. Scheduled using P6 on an enterprise platform.
10/23 – Present	CTDOT, Project No. 0079-0245; I-691 EB to I-91 NB Interchange Improvements in Meriden and Middletown, CT. <i>Lead Schedule Reviewer.</i> The project includes ramp widenings, simple-span bridge widening, bridge deck replacement, ramp realignments, and construction of a new operational lane on the I-91 NB mainline. Responsible for review of update schedules, time extension requests, schedule mitigation proposals, and recovery schedules. Prepares monthly summary reports for progress meetings and manages junior scheduling staff. Scheduled using P6 on an enterprise platform.

16. STAFF EXPERIENCE

	Firm AECOM Technical Services, Inc.
Name: Matthew Gunn, PE Title: Transportation Engineer	Years of Relevant Experience with this Employer 13
	Years of Relevant Experience with Other Employer(s) 5
Degree(s) / Years / Specialization	BS / 2007 / Civil Engineering
Active Registration Number / State / Expiration Date	115322 / TX / 09.30.2026 Other active license: WA
Year Registered	2012
	Discipline Civil Engineering
Contract Role(s) / Brief Description of Responsibilities	8. Roadway Design and Hydraulic Engineering Services - Road Design/Reviews. <i>Matthew specializes in complex roadway planning and design on projects totaling over \$7 Billion in construction value. He has more than 16 years of experience on a variety of projects involving roundabouts, complex interchanges, unique intersections, alternative analysis, and ADA retrofits. He also has experience managing every phase of design-bid-build projects, from scoping to final plans, specifications, and estimates, along with experience in Alternative delivery projects. Matthew has experience working with multiple jurisdictions and disciplines so understand the need for clear communication and coordination throughout the design life of projects. Project history includes work on toll/HOV/express lanes, new construction to concrete panel replacement/overlays, bike paths/shared use paths/sidewalks, safety retrofits and ADA improvement projects.</i>
Experience Dates	Experience and qualifications relevant to the proposed contract.
07/23 – Present	TxDOT, I-35 Northeast Expansion (NEX) South Design Build, San Antonio, TX. <i>Deputy Design Manager. Overseeing all disciplines design and working with the client to ensure contract requirements are met. Project consist of design/construction of over 8+ miles of new elevated mainlines (1 HOV and 2 GP lane) over existing I-35 and Frontage Road. Constraints on the project are to minimize impacts to existing lanes which require coordination between all disciplines to ensure proposed bridge columns can avoid existing or replace as needed impacts to drainage/utility/traffic features along with ensuring adequate roadway protection is in place to ensure safety requirements are in place. Project also required additional coordination with two adjacent design-bid-build projects to the south and a design-build project on the north. Creating project general notes/specification and project standards packages</i>
12/21– 05/23	TxDOT, Southeast Connector (SEC) Design Build, Fort Worth, TX. <i>Roadway Design. Lead the roadway design for a segment of the I-20/I-820/US-287 Interchange project. Lead a team of engineers in solving complex challenges associated with designing the main interchange of I-20/I-820/US287, including mainlanes/frontage roads/collector distributors/shared-use paths, three major cross streets, crossed over a railroad and creek. Challenges included working within limited right-of-way, environmentally sensitive areas, geometric constraints with multiple crossing roadways, ensuring all other disciplines could meet project requirements while keeping the project on schedule and below budget. Worked with Client and Project management team to request contract clarification request along with waivers at locations design criteria could not be met. Segment was located within multiple city jurisdictions and required intense coordination with stakeholders to come up with a design that met project goals. Project was designed using Bentley OpenRoads software which required additional coordination to ensure deliverable could be met the owner and client expectations.</i>
06/20 – 01/22	TxDOT, Oak Hill Parkway (OHP) Design-Build Final Design, Travis County, TX. <i>Roadway Design. Lead the roadway design for a segment that included a complex freeway interchange at US290 and SH71 and multiple complex intersection design straddling bridges. The segment included design of elevated structures above proposed frontage roads, separated shared-use paths, a modified SPUI design at US290 and SH71, complex intersection grading required due to project constraints. Segment include working within limited right-of-way and environmentally sensitive areas including multiple creek crossings and existing rock walls. In addition, conducted Alternative analysis, including Roundabouts and Modified Diverging Diamonds at multiple locations.</i>

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Sarah Hansen Title: Public Involvement Graphic Design Manager		Years of Relevant Experience with this Employer	13
		Years of Relevant Experience with Other Employer(s)	0
Degree(s) / Years / Specialization	Associate of Applied Science (AAS)/2012/Computer Graphics Bachelor of Arts (BA)/2001/Art		
Active Registration Number / State / Expiration Date	N/A		
Year Registered	N/A	Discipline	N/A
Contract Role(s) / Brief Description of Responsibilities	12. Other Services - Graphic Design and Professional Presentation Materials		

Experience Dates	Experience and qualifications relevant to the proposed contract.
01/23 - Present	Texas Department of Transportation, Unified Transportation Plan, Statewide, TX. Support design of the UTP document in the 2024/2025 update year including conversion to TxDOT's new brand standards. Developed graphics for a website redesign as well as presentation and public involvement materials.
01/20 - Present	Texas Department of Transportation, Transportation Planning and Programming Extension of Staff, Statewide, TX. Support TxDOT's statewide outreach oversight team, located within the TPP organization. Graphic design support for the development of the state's first Spanish Communications Guidance and Resources. Managed the graphics team providing extensive support for TxDOT's rebranding efforts including remaking public involvement materials templates and designing training modules.
01/23 - Present	Texas Department of Transportation (TxDOT), I-820 FW District Schematic Design Services. Houston, TX. AECOM is providing services for the development of conceptual schematic design for I- 820 from I-30 to Navajo Trail/Cahoba Drive and Marine Creek Parkway to I-35 (including the interchange areas) in Tarrant County. Serving as lead graphic designer in developing report graphics, traffic schematics, presentations and stakeholder exhibits.
01/23 - Present	Wisconsin Department of Transportation (WisDOT), STH 35 and USH 53, La Crosse Traffic Studies, La Crosse, WI. AECOM is providing services to analyze on-alignment improvement strategies for 4.2 miles of roadway for the north-south segments of US 53 (US 14/61 to IH-90); WIS 35 (USH 14/61 to US 53); WIS 16 (USH 14/61 to IH-90); USH 14/61 (WIS 35 to USH 53) in the city of La Crosse. As part of this effort, AECOM is assisting with public meeting development of various graphics and exhibits for these three studies.
01/23 - Present	Dallas Area Rapid Transit (DART) Authority, On-call GPC 2023-2028 - Program Management, Dallas, TX. AECOM is providing management support for the overall General Planning Consultant contract. Serving as lead graphic designer in developing various graphics, including reports and public involvement exhibits.
09/22 - Present	Texas Department of Transportation, Gulf Freeway (I-45S) Planning and Environmental Linkages Study and I-45N Planning and Environmental Linkages Study, Houston, TX. Graphic Design for stakeholder and public outreach materials for this PEL study.
01/21 - 01/26	Statewide Long Range Transportation Plan Development Texas Department of Transportation - Transportation Planning and Program Division. AECOM provided project management and technical support for a statewide long-range transportation plan initiative in Texas. The scope of work includes graphic development for the SLRTP and SRTP document development.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Shelley Hartsfield Title: Principal Investigator		Years of Relevant Experience with this Employer	19
		Years of Relevant Experience with Other Employer(s)	9
Degree(s) / Years / Specialization		MA / 2012 / Anthropology; BS / 2001 / Anthropology	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		3. Environmental and Permitting Services - Cultural Resources. Shelley a Principal Investigator for archaeology and Certified Project Manager for AECOM's Environmental Business Line, with over 18 years' experience in Cultural Resource Management, conducting all phases of archaeological projects in the field, laboratory, and office. During her career, she has conducted archaeological investigations for hundreds of miles of linear infrastructure and thousands of acres for renewable energy projects, which include transmission lines, pipelines, rail lines, roadways, solar farms, and wind farms, as well as processed tens of thousands of artifacts for curatorial facilities in Texas, Oklahoma, Louisiana, and Kansas.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
9/20 – 01/21	Baton Rouge, College Drive Perkins Road to I-10, City-Parish Project No. 19-EN-HC-0033, East Baton Rouge Parish, LA. <i>Principal Investigator.</i> Shelley conducted the background study and coordination with the Louisiana State Historic Preservation Office regarding archaeological and historic resources for the undertaking.
06/20 – 08/20	City of Baton Rouge, Phase I Cultural Resources Investigation of the Proposed Jones Creek Road Extension, Jefferson Highway to Airline Highway, City Parish Project N. 12-CS-HC_0060, East Baton Rouge Parish, LA. <i>Principal Investigator.</i> Shelley oversaw the archaeological field efforts and is the primary author of the Phase I investigation report.
06/13 – 08/23	City of Baton Rouge, Phase I Cultural Resources Investigations of the Proposed Jones Creek Road Extension, Tiger Bend Road to Airline Highway, City Parish Project No. 12-CS-HC_0060, East Baton Rouge Parish, LA. <i>Principal Investigator.</i> Shelley oversaw the archaeological field efforts and is the primary author of the Phase I investigation report.
11/20 – 02/21	Port of South Louisiana, Phase I Cultural Resources Survey Report for the Port of South Louisiana Globalplex Multi-Modal Connections Project, Reserve, St. John the Baptist Parish, LA. <i>Principal Investigator.</i> Shelley oversaw the archaeological field efforts and is the secondary author of the Phase I investigation report.
06/20 – 07/20	Barksdale Air Force Base, Phase I Cultural Resources Investigation of the East Gate Relocation Project, Bossier Parish, LA. <i>Principal Investigator.</i> Shelley oversaw the archaeological field effort, was the author of the Phase I investigation report, aided in the contribution for cultural resources to the Environmental Assessment, and conducted the preparation and submission of all records produced from the investigation, submitted to the curatorial facility at Barksdale Air Force Base.
10/15 – 07/20	Federal Railroad Administration, Dallas to Houston High Speed Rail Archaeological Resources Survey, Dallas, Ellis, Navarro, Freestone, Limestone, Leon, Madison, Grimes, Waller, and Harris Counties, TX. <i>Project Archaeologist.</i> Shelley coordinated the archaeological field effort, aided in the production of the Environmental Impact Statement contribution for cultural resources, produced the Programmatic Agreement for the project, and has coordinated with the lead federal agency and the Texas Historical Commission in support of compliance with Section 106 of the National Historic Preservation Act (NHPA), the Antiquities Code of Texas, and NEPA, as well as lead author and technical reviewer of the archaeological reports produced for this project.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Gary Hawkins Title: Archaeology Technician		Years of Relevant Experience with this Employer	18
		Years of Relevant Experience with Other Employer(s)	4
Degree(s) / Years / Specialization		BA / 2003 / Anthropology	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		3. Environmental and Permitting Services - Cultural Resources. Gary is a field archaeologist with 18 years of experience in cultural remediation and archaeological survey. His survey experience includes shovel and pedestrian survey in Louisiana, Mississippi, Arkansas, Texas, Alabama, Georgia, Tennessee, Oklahoma, Illinois, Michigan, and Kentucky. He is a field lead on various projects, directing crews as a team leader throughout the US.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
05/15 – 05/16	LADOTD, Berwick Interchange Environmental Assessment, St. Mary Parish, LA. Field Archaeologist. Cultural resources survey of a 112- parcel for the proposed US 90 / LA 318 at grade intersection.
01/16 – 03/16	LADOTD, LA 1042 Bridge Expansion, Helena Parish, LA. Field Archaeologist. Phase I cultural resource survey and inventory surrounding HWY LA 1042 east of Greensburg, LA.
02/15 – 02/15	LADOTD, LA 3 Turn Lane Construction, Bossier Parish, LA. Field Archaeologist. Phase I cultural resource survey and inventory surrounding HWY LA 3 north of Shreveport, LA.
10/15 – 01/16	LADOTD, Pigeon Creek Bridge Expansion, Helena Parish, LA. Field Archaeologist and Technical Reporting. Site included several test units on a small prehistoric site. Report work included prehistoric ceramic analysis.
05/17 – 06/17	LADOTD, Tendal Road Cultural Resource Survey, Madison Parish, LA. Field Archaeologist, Technical Writing, and Analysis. Survey conducted for the LADOTD at the 16MA19 (Tendal Mound) site in Madison Parish, LA west of Tallulah.
08/17 – 10/17	LADOTD, Coteau Road Phase I Cultural Resource Survey, Iberia Parish, LA. Field Archaeologist. Phase I assessment of a proposed expansion to LA 88 (Coteau Rd.) in Iberia Parish, LA. Included excavation and architectural assessment of potentially impacted homes.
08/08 – 01/19	Capital Area Expressway Authority and LADOTD, Baton Rouge Loop Tier 1 Environmental Impact Statement, Ascension, East Baton Rouge, Iberville, Livingston, and West Baton Rouge Parishes LA. Technical Writer. Cultural resources reporting for a Tier 1 EIS for the proposed Baton Rouge Loop toll road project.
09/13 – 04/14	Stantec Consulting Services, Inc., Perkins Road (LA427) Segment #1, From Siegen lane to Highland Road, East Baton Rouge Parish, LA. Field Archaeologist. Phase I cultural resources survey of a 3.14-mile long corridor improvement project.
08/15 – 09/15	GDOT, Hereford Farm Road Extension, Colombia County, GA. Field Archaeologist. Survey of a 6.5-mile section of Hereford, Road near the City of Evans, GA.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Tom Herzog Title: Transportation Planner III		Years of Relevant Experience with this Employer	21
		Years of Relevant Experience with Other Employer(s)	0
Degree(s) / Years / Specialization		Master of Business Administration (MBA)/1994/Finance Bachelor of Arts (BA)/1988/Physics	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		3. Environmental and Permitting Services - NEPA Support/Related Laws - Noise Analysis.	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
01/12 - 12/12	Maryland Transit Administration, Baltimore Red Line Light Rail Transit Corridor Final Environmental Impact Statement/ Performance Evaluation, Maryland. Leading the noise and vibration analyses for the proposed development of the Red Line that would provide east-west light rail transit service between Edmondson Village in the western suburbs and the Johns Hopkins Bayview Medical Center Campus to the east of Baltimore. Developing a noise and vibration model to compute the transit and roadway impacts from the at-grade, aerial, and tunnel rail alignments. The analysis is utilizing the FTA noise and vibration modeling guidelines to assess the potential impacts at over 1,000 receptors from new transit operations, warning bells, station noise, rail yard activities, and curve squeal. Due to the dense urban residential corridor, noise and vibration control measures will be investigated to mitigate potential future impacts during operations and construction		
01/10 - 12/10	Minnesota Valley Transit Authority, Central Corridor Light Rail Transit Design Assessment, Minnesota. Worked as part of a team to design rail mitigation measures to control elevated noise and vibration levels from light rail transit operations at the Minnesota Public Radio station recording studios and the University of Minnesota's nuclear magnetic resonance laboratories. Mitigation measures evaluated as part of the final design included street-embedded floating slab track on an inclined grade capable of performing in sub-zero temperatures. Conducted an acoustical and vibration analysis to determine the most effective control technology. Conducted the mitigation and design process with close community input so that the final solution was acceptable for the affected receivers		
01/11 - 12/11	New Jersey Transit, Access to the Regions Core, Vibration Monitoring Impact Study, New Jersey. Led the noise and vibration analyses for the proposed extension of the Green Line light rail transit (LRT) corridor south from Los Angeles International Airport (LAX) to the South Bay region terminating at the Torrance intermodal facility. The assessment evaluated impacts along an existing freight rail corridor utilizing both electrically- and diesel-powered vehicles (EMU and DMU, respectively). Developed a noise and vibration model to assess the impacts from elevated LRT vehicle operations along densely populated residential communities in Lawndale and Redondo Beach. The analysis utilized GIS and the Federal Transit Administration's noise and vibration modeling guidelines to assess the potential impacts at over 1,500 receptors from new transit operations and construction. Due to the dense residential corridor, investigated trackside and wayside noise barriers to minimize potential impacts during operations		
01/09 - 12/09	Arizona Department of Transportation, I-10 Corridor Study, I-8 to Tangerine Road Corridor Study, Arizona. Prepared the air quality and noise impact assessments for the proposed 45-mile expansion of the I-10 corridor from Casa Grande to Marana between Phoenix and Tucson. The air quality analysis evaluated localized impacts in the vicinity of congested intersection against the National Ambient Air Quality Standards (NAAQS). Also evaluated mobile source air toxics (MSAT) to determine the potential for exposure to hazardous and toxic air pollutants. Due to many new recent residential developments along the rural sections of the I-10 South Corridor, conducted a noise analysis using the FHWA traffic noise model (TNM) to predict potential impacts at residential clusters along the southern corridor. Where impacts were predicted, evaluated mitigation measures using the ADOT 'reasonable and feasible' criteria and focused primarily on wayside noise barriers and rubberized pavement.		

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Douglas Hively, PE Title: Associate Vice President, Senior Bridge Engineer/Manager		Years of Relevant Experience with this Employer	19
		Years of Relevant Experience with Other Employer(s)	12
Degree(s) / Years / Specialization		BS / 1993 / Civil Engineering	
Active Registration Number / State / Expiration Date		0049334 / LA / 3.31.2027 Additional Active Registration: TX	
Year Registered		2024	Discipline Structural Engineer
Contract Role(s) / Brief Description of Responsibilities		9. Bridge Design Services - Bridge/Structural Analysis & Design. Doug has over 30 years of experience in structural and civil engineering with a strong emphasis on bridge design. His expertise centers on bridge replacements, widenings, and complex interchange structures using prestressed concrete and steel girders, as well as intricate substructures. He has delivered bridge solutions for a wide range of clients, including federal, state, and local agencies, as well as private developers, on projects spanning multi-level interchanges to pedestrian bridges. With extensive design-build experience across ten projects, Doug has played key leadership and technical roles in producing bridge design plans and successfully guiding teams through fast-paced project delivery.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
08/23 – Present	TxDOT, San Antonio District, I-35 Northeast Expansion (NEX) South Segment Design-Build, San Antonio, TX. Bridge discipline co-leader for this \$700 million design-build project. Oversaw the work of 12 design teams and coordinated with constructor and TxDOT to ensure consistency in construction plan delivery. Developed design task protocols (DTP) for all design teams to use to ensure design consistency throughout the project consisting of over 300 spans of prestressed concrete girders and over 300 substructures. Addressed client comments on all milestone submittals and coordinated resolution and incorporation of comments for all subsequent submittals. Responded to structural-related RFIs, NCRs and delivered NDCs during the construction phase. Made certain that each design team followed the project's approved quality process as far as conducting discipline reviews, interdisciplinary reviews and independent design checks. Worked with the project quality manager at each submittal to confirm the project's quality process was followed.
08/20 – 08/22	TxDOT, Austin District, Oak Hill Parkway Design-Build, Austin, TX. Bridge discipline lead for this \$675 million design-build project. In charge of plan delivery for all 26 bridges on the project as well as overhead sign structures, bridge-related project standards and miscellaneous structures. Worked with constructor and owner through weekly technical workgroup meetings to ensure design met project specifications. Oversaw the work of six bridge design teams to ensure delivery of bridge plans were on schedule. Developed design task protocols for all teams to use to ensure design consistency throughout the project
03/22– 06/23	TxDOT, Fort Worth District, Southeast Connector Design-Build, Fort Worth, TX. Acted in a dual role for this \$1.5 billion project. As design team lead and EOR, developed a work plan and supervised the work of two engineers and one technician for the design and plan production of three bridges in the I-20 / I-820 interchange. Design included prestressed concrete girders, inverted-T bent caps, hammerhead and multi-column bents. As segment lead, oversaw the work of three design teams responsible for design and plan production of nine bridges at the I-20 / US 287 interchange. Assisted the bridge discipline lead in development of standard drawings, bringing optimizations to the construction team and scheduling.
09/19 – 08/20	TxDOT, Dallas District, I-635E Design- Build, Dallas, TX. One of multiple bridge design team leaders for this \$1.7 billion project. Developed and supervised a work plan for three engineers and two CADD technicians for the design and plan production of four bridges - two were direct connectors in the I-635 / I-30 interchange, one was a phase-constructed underpass, and the other was a temporary bridge for MOT. Design included prestressed concrete girders, steel plate girders, hammerhead bents, post-tensioned bent caps, and footings with drilled shaft foundations. Coordinated with other disciplines during the development of bridge layouts and details and participated in inter-discipline reviews. Checked all calculations and drawings of the design team.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Anthony Holder, PE, CFM Title: Civil Engineering Discipline Lead		Years of Relevant Experience with this Employer	23
		Years of Relevant Experience with Other Employer(s)	7
Degree(s) / Years / Specialization		MS / 1996 / Environmental Science; BA / 1990 / Physics	
Active Registration Number / State / Expiration Date		96751 / TX / 09.30.2026 Additional active license: Certified Floodplain Manager (TX)	
Year Registered		2005	Discipline Civil Engineer
Contract Role(s) / Brief Description of Responsibilities		8. Roadway Design and Hydraulic Engineering Services - Hydraulic Analysis & Design. Anthony is a civil engineering discipline lead with experience in hydrologic and hydraulic analysis and drainage design for complex state, municipal, and private projects, including major transportation corridors and bridge structures, studies of FEMA-regulated streams, land development projects, and dam breach analysis. This includes both detailed design of drainage structures/systems as well as large-scale impact analysis for urban and riverine civil infrastructure improvements. He is experienced in many commonly used 1D and 2D hydrologic and hydraulic analysis software packages, including XP-SWMM, EPA SWMM, HY-8, HEC-HMS, and HEC-RAS, and commonly used related software, such as ArcGIS and MicroStation.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
10/22 – Present	TxDOT, Base Level Engineering Model Enhancement, TX. Modeling. This joint project with TxDOT and Texas Water Development Board will develop software that extends on previous work by others extracting bridge hull information from LiDAR point clouds and National Bridge Inventory data. This project will develop software to take the bridge hull data and create 1D and 2D bridges within existing BLE models. AECOM is focusing on 1D, while Stantec is focusing on 2D in this joint software development and modeling project, which will result in the software being applied to add bridges within several pilot area 1D and 2D BLE models. Anthony's role is guiding the development of the 1D bridge incorporation software.
12/19 – Present	LA Council on Watershed Management, Louisiana Watershed Initiative, Statewide LA. Hydrologic/Hydraulic Engineer. Supporting statewide initiative as part of a program management team. Anthony's role includes reviewing and providing feedback on hydrologic and hydraulic processes and guidelines that will be used to develop 2D HEC-RAS models covering the entire state of Louisiana.
07/22 – 08/23	Port of Houston Authority, Pre-Development of Old Hwy 146 Parcels, Seabrook, TX. Hydraulic Engineer. Performed and coordinated floodplain and floodway analyses for a land development project that involves adding 300 feet of culvert along an existing channel in a regulatory floodplain with a floodway (Pine Gully), along with downstream widening of the channel. Assisted the designers in creating a workable project, including floodway analyses, detention sizing, and outfall design, as well as coordinating with multiple stakeholder agencies.
08/22 – Present	Coastal Protection and Restoration Authority, River Reintroduction to Maurepas Swamp, St. John the Baptist Parish, LA. Hydraulic Engineer. Provided guidance for the 2D HEC-RAS modeling approach and subsequent model reviews for this project that will allow flows from the Mississippi River to safely pass through a levee-protected area adjacent to the river and reach the Maurepas Swamp, delivering fresh water and nutrients to restore the wetlands in that area, without causing internal drainage impacts to the levee-protected areas adjacent to the diversion channel.
10/20 – Present	General Land Office, Community Development and Revitalization Program – River Basin Flood Studies, TX. Hydraulic Engineer. This flood study coordinated with the US Army Corps of Engineers will provide regional HEC-RAS 2D flood models for 22 counties in south Texas along the western Gulf Coast, as part of a larger study that covers the counties affected by Hurricane Harvey. This \$25M project will be used to develop planning studies in support of local entities that are requesting grant funding for flood damage reduction projects of all types, and covers coastal, riverine, and transitional areas.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Toni Horst, PhD Title: Vice President, Senior Consultant		Years of Relevant Experience with this Employer	25
		Years of Relevant Experience with Other Employer(s)	9
Degree(s) / Years / Specialization		PhD / 1997 / Regional Science; BA / 1986 / Economics and Government	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		1. Project Management and Support - Grant Applications & Agreements. Toni leads AECOM's National Transportation Economics Practice. She has more than 30 years of experience. A regional economist, her work focuses on analyzing how infrastructure investment changes local economies. Her work focuses on the application of quantitative information to support transportation decision making. She is an economist with significant experience assessing projects and developing defensible analyses of project feasibility, economic impact, return on investment and benefit cost assessments. She is a member of TRB Committee ADD10, Transportation and Economic Development.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
03/23 – 07/23	Port of New Orleans, Grant Strategy Recommendations, New Orleans, LA. Project Manager. Oversaw the development of a grant strategy to apply for a first-of-its-kind approach combining artificial intelligence, data analytics, and stakeholder engagement with our leading ESG and federal grants advisory services staff to identify the discretionary programs most suitable for Port of New Orleans's projects. Tasks involved utilizing Fund Navigator to holistically review Port of New Orleans's existing and planned projects' capital needs to assess the suitability of these projects for accessing specific IIJA funding programs. This also allowed for the development of a near-term grant funding implementation strategy, which included the identification of which specific discretionary program should be accessed by which specific Port Project, the date that application development should begin and when applications were due, and a checklist of actions to be undertaken prior to application development (such as advancement of planning, design, cost estimation, etc.) to boost the competitiveness of the application.
07/22 – 03/23	Northeast Ohio Areawide Coordinating Agency, NOACA Fund Navigator Analysis, Cleveland, OH. Project Manager. Oversaw the development of a grant strategy to apply for a first-of-its-kind approach combining artificial intelligence, data analytics, and stakeholder engagement with our leading ESG and federal grants advisory services staff to identify the discretionary programs most suitable for Port of New Orleans's projects. Tasks involved utilizing Fund Navigator to holistically review Port of New Orleans's existing and planned projects' capital needs to assess the suitability of these projects for accessing specific IIJA funding programs. This also allowed for the development of a near-term grant funding implementation strategy, which included the identification of which specific discretionary program should be accessed by which specific Port Project, the date that application development should begin and when applications were due, and a checklist of actions to be undertaken prior to application development (such as advancement of planning, design, cost estimation, etc.) to boost the competitiveness of the application.
01/17 – 12/19	North Carolina Department of Transportation, Roadway Planning & Design 2017-2020 - 2019 BUILD Grant Division 11 I-95, Raleigh, NC. Advisor. Toni was an advisor to the BCA team who wrote the narrative for the I-95 Resiliency and Innovative Technology Improvements Project, 2019 BUILD Application.
09/17 – Present	Tunnel and Turnpike Association (IBTTA), Grant Application and Administration Support, International Bridge, Washington, D.C. Project Director. Contract to support IBTTA in identifying funding opportunities, applying for and administering a discretionary grant from FHWA. IBTTA was awarded a grant for research in the fall of 2016. Since that time, work entails preparing monthly, quarterly, and annual reports and certifications to FHWA, developing templates to collect required data to document compliance with the grant requirements, and coordination between the FHWA, the grant recipient and project partners.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Tom Hunter Title: Planning Group Manager		Years of Relevant Experience with this Employer	29
		Years of Relevant Experience with Other Employer(s)	12
Degree(s) / Years / Specialization		BLA / 1984 / Landscape Architecture	
Active Registration Number / State / Expiration Date		Certified AECOM Project Manager; FHWA-NHI-142005 NEPA and Transportation Decision-Making; Improving the Quality of Environmental Documentation Course (NEPA) 2014	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		Client Account Manager; 3. Environmental and Permitting Services - NEPA Support/Related Laws. <i>Tom is experienced in managing and leading projects through the transportation planning, IJR/IMR, and NEPA process, having led or participated in 17 transportation NEPA projects (EAs and EISs) in Louisiana alone. He has significant experience in project coordination with LADOTD, FHWA, and CRPC, as well as local, state, and federal resource agencies. He is very knowledgeable of the project area, having led the environmental inventory, development of alternative corridors, and assessment of numerous environmental impacts for the Baton Rouge Loop Implementation Plan and Tier 1 EIS. His experience includes managing complex traffic analysis, including regional travel demand modeling and travel demand forecasting. Tom also has extensive experience in leading community and stakeholder involvement programs, developing and evaluating alternatives, and building consensus on projects. He has applied these skills on numerous corridor and NEPA studies as well as new or modified interstate access requests throughout the state and Gulf South region.</i>	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
07/15 – Present	LADOTD, SPN H.004273.5, I-49 Lafayette Connector Supplemental EIS, Lafayette, LA. <i>Principal Planner.</i> Tom is assisting in the preparation of an SEIS for the 5.5-mile segment of I-49 South through an urban area of Lafayette. To date, work has involved preparing the Inventory Update and coordinating with the CSS and design team members in a Concept Refinement Process to identify alternatives to be studied in the SEIS. Tom's role has focused on review of alternatives, public engagement and facilitation of breakout groups for public and stakeholder engagement.		
05/17 – Present	LADOTD, SPN H.001779.5, Red River Bridge at Jimmie Davis Highway (LA 511) Supplemental EA, Bossier and Caddo Parishes, LA. <i>Principal Planner.</i> Responsible for an Environmental Assessment (EA) to improve capacity of the LA 511 crossing of the Red River. Major concerns are community concern that the project is long overdue, commercial relocations, impacts to wetlands, and the inclusion of a shared use trail on the bridge to connect the existing trails on each side.		
08/22 – Present	LADOTD, SPN H. 004891.5, Reserve to I-10 Connector, Ascension Parish, LA. <i>Transportation Planner.</i> This project seeks to complete the EA and Interchange Justification Report for the planned connection between the Port of South Louisiana GlobalPlex facility, and other lands, directly to I-10 in Ascension Parish. Tom has supported the AECOM Task to determine funding sources and delivery methods.		
10/20 – Present	MOVEBR, College Drive Enhancements, City of Baton Rouge/Parish of East Baton Rouge, Baton Rouge, LA. <i>Project Director.</i> This project involves a design study, traffic study, and preliminary plans for the completion of roadway improvement on College Drive and its vicinity between Perkins Road and Bawell Street inclusive of the interchange with I-10. The design study will include development of numerous concepts to enhance operational capacity and efficiency along the corridor while including complete streets and green infrastructure improvements. Preliminary alternatives were developed and documented using LADOTD Stage 0 Project and Scope and Environmental Checklists to apply for state and federal funding grant applications to expand funding for the project beyond the allocation of the parish MOVEBR bond funds. Tom completed the Stage 0 checklists and provided a QC review of the safety analysis, which used the Predictive Method from the <i>Highway Safety Manual</i> .		

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Steve Hurst Title: Project Controls Analyst		Years of Relevant Experience with this Employer	3
		Years of Relevant Experience with Other Employer(s)	11
Degree(s) / Years / Specialization	MS / 2020 / Construction Management; MURP / 2011 / City and Regional Planning; BA / 2008 / Political Science		
Active Registration Number / State / Expiration Date	AACE Certified Planning and Scheduling Professional / #02467		
Year Registered	N/A	Discipline	N/A
Contract Role(s) / Brief Description of Responsibilities	1. Project Management and Support - CPM Scheduling. Steve brings significant experience in project controls with an emphasis on reporting, commercial correspondence, and client coordination. Prior to joining AECOM, Steve worked on the replacement of the Tappan Zee Bridge as part of the owner's engineer team and started his career as a city planner in the Washington, D.C. region. His skill sets include experience with construction dashboards, claims and contract administration, schedule analysis, commercial correspondence, and document management.		

Experience Dates	Experience and qualifications relevant to the proposed contract.
04/23 – Present	New Jersey Department of Transportation (NJDOT), Route 295/42/I-76, Direct Connection, Contract 3, From South of Essex Avenue to South of Bell Road, Grading, Paving & Structures, Contract No. 026113020, Borough of Bellmawr, Borough of Mount Ephraim, City of Gloucester, County of Camden, NJ. Scheduler. This \$192 million project involves the complete construction of the three I-295 mainline direct connection bridge superstructures and substructures, replacement of the Browning Road bridge with a temporary bridge while the new bridge and improvements are completed, draining, highway lighting, paving, utility relocations, and the relocation of existing housing units. Responsible for the review and analysis of contractor's monthly progress updates, including time extension requests and delay analysis.
06/22 – 12/22	The Port Authority of New York & New Jersey (PANYNJ), Performance of Expert Professional Project Delivery Support Services – Master Schedule Expert – Contract No. 402-18-020, NY and NJ. Scheduler. The project includes development of an integrated master program schedule using P6, inputting project schedules for currently Active Projects less than 50% complete providing a Scheduling Conflict / Interference Report, identifying interdependencies and the "criteria" that are unique to the Program of work and form the basis for identifying conflicts, work phasing, resource issues and opportunities, and construction adjacencies. Assisted in review of Contractor baselines and schedule updates for PATH projects. Scheduled using P6 in enterprise environment.
10/22 – 06/24	TxDOT, SLB8 (Beltway 8 East Belt) – CSJ No. 3256-03-094, Harris County, TX. Scheduler. This \$30 million project is to reconstruct 4.1 miles of frontage roads with storm sewer between Fairmont Parkway and Darling Street. Work includes replacement of jointed reinforced concrete pavement with continuously reinforced concrete pavement, curb inlet and drainage installation, fast track concreting, and signals and striping. Assisted in review of Contractor baseline and monthly updates. Scheduled using P6 in enterprise environment.
04/24 – 06/24	TxDOT, SH36 – CSJ No. 0188-03-019, Brazoria County, TX. Scheduler. This \$76 million design-bid-build project includes roadway widening, intersection improvements, and pedestrian/bicycle accommodations. Responsibilities include reviewing baseline/monthly update submissions, analyzing project issues and provide mitigation options to reduce impacts. Scheduled using P6.
03/24 – 06/24	TxDOT, IH10 – CSJ No. 0072-05-089, Kendall County, TX. Scheduler. This \$26 million project is to repave 14 miles of roads and conduct roadway repairs. Work includes overlay placement, replacement of existing expansion joints, and striping. Responsible for reviewing monthly schedule updates. Scheduled using P6 in enterprise environment.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Dung Huynh Title: Project Manager VI		Years of Relevant Experience with this Employer	10
		Years of Relevant Experience with Other Employer(s)	22
Degree(s) / Years / Specialization		BS / 2002 / Civil Engineering	
Active Registration Number / State / Expiration Date		112092 / TX / 06.30.2026 Other current registrations: FI/MO	
Year Registered		2012	Discipline Transportation Engineer
Contract Role(s) / Brief Description of Responsibilities		3. Traffic Engineering and Design Services – Analysis and Reports - Road Design/Reviews. 11. Construction Support Services - Respond to RFIs. <i>Dung is a transportation project manager with 22 years of experience in civil engineering design. Dung has serviced as designer, design tasks lead, supervising engineer and project manager for infrastructure projects including major and minor highways, urban roadways, drainage designs, rails transits and ports. Recently, he is leading projects located in multiple counties of the State of Texas.</i>	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
11/23 – Present	Kentucky Transportation Cabinet, Brent Spence Bridge Project, KYTC (Design Build Project), Cincinnati, OH. <i>Section Lead.</i> Dung is serving as roadway section design technical lead for one of the three sections on Kentucky side of the project. The project construction cost estimated at \$1.6B for Kentucky side. Reconstruct I-71/75 along the corridor, include leading, provide guidance for roadway aspects, developing construction plans, 3D designs and modeling, reviewing and coordination with others design disciplines. Recently submitted 60% plans with saving client nearly \$40M in innovations design.		
08/21 – Present	Houston METRO, University Line Bus Rapid Transit METRO Houston, TX. <i>Segment Lead as GEC.</i> Dung is leading the preliminary engineering for Segment 1 of this 25-mile Bus Rapid Transit (BRT) project. Tasks include leading multidisciplinary aspects, concept refinement, developing schematic 30% design, design, review and coordination. Segment 1 consists of proposed 7.22 miles new BRT guideway, including three major bridges (5000 LF), 10 BRT stations included one elevated station and a major high power transmission line relocation. He is working with METRO, and local stakeholders such as TxDOT, City of Houston and Harris County Tollroad Authority to integrate one of the longest, engineering excited BRT projects locally in Houston (August 2021-Present).		
05/21 – Present	TxDOT Houston District, FM 518 Drainage Impact Study, Brazoria County, TX. <i>Project Manager.</i> Dung is leading as project manager for H&H impact study for proposed of 2.4 miles of reconstruction of a 5-lanes urban roadway. Project. Tasks include preliminary trunkline sizes design, H&H modeling, mitigation pond determination, coordinate with other design disciplines and for ponds location selections vs ROW impact. (May 2021-Present).		

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Lincoln James Title: Economics Senior Manager		Years of Relevant Experience with this Employer	15
		Years of Relevant Experience with Other Employer(s)	12
Degree(s) / Years / Specialization		MS / 2006 / Business; BA / 2000 / History	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		1. Project Management and Support - Grant Applications & Agreements. Lincoln is a Senior Consulting Manager within AECOM's National Infrastructure Economics Practice and is the national lead for Grant Support Services for Transportation. He has more than two decades of international experience across a wide spectrum of strategic planning, economic analysis, and project management in infrastructure advisory, transportation economics, land use economics, and regional development. Lincoln has extensive experience handcrafting comprehensive, yet pragmatic, business and planning strategy, and economic/financial analysis for both public and private sector clients and managing professional staff across a variety of disciplines.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
01/22 – 12/23	Port of Houston Authority, Technical Support of Grant Administration and Grant Support, Houston, TX. Project Director and Grant Coordinator. Lincoln is the project director and coordinator of grant support services for the Port of Houston Authority's (PHA) for FY2022 and FY2023. Under this engagement, AECOM and its subconsultant team have delivered a funding scan identifying grant program suitable for PHA projects, a funding strategy for capturing discretionary funding under these programs and has provided grant support in the development of turnkey applications and all associated modelling. Further, Lincoln and his team assist PHA with negotiation and administration of grant programs following notice of award.
01/22 – 12/22	NMDOT, New Mexico 4, Jemez Bypass RAISE Application, Jemez, NM. Grant Application. Lincoln coordinated the development and was the lead author of a full turnkey application for co-applicants NMDOT and Pueblo of Jemez for their project seeking funding from the USDOT's 2022 RAISE program. The project entailed the greenfield construction of a new five mile routing of New Mexico State Road 4 which would bypass the Pueblo of Jemez. Estimated benefits of the project included auto travel time and fuel cost savings through a reduction in travel time, commercial truck travel time and operating cost savings through a reduction in travel time, benefits for connected and autonomous vehicles because of the installation of fiber optic cabling, and a reduction in the occurrence of accidents, injuries, and fatalities.
06/22 – 12/22	Port of Galveston, Shore Power Project (PIDP Grant Application), Galveston, TX. Lead Economist. Lincoln was the lead economist and provided strategic guidance in the narrative development of this grant application seeking funding under MARAD's 2022 Port Infrastructure Development Program to design and install shore power systems for one of the Port's cruise terminals. Lincoln led a small team which estimated the emissions reduction associated with the operation of the shore power project and later assisted the client with the positioning of the Project and the development of the grant application narrative.
01/22 – 09/22	NMDOT, INFRA Grant Application, Border Highway Connector at Santa Teresa Port of Entry, NM. Grant Coordination. Lincoln was the author and coordinator of a successful turnkey grant application submitted by New Mexico Department of Transportation seeking funding under the 2022 INFRA grant program. The project comprised the development of a six mile long greenfield highway facility connecting the Santa Teresa Port of Entry with Interstate 10 near El Paso. The implementation of the project will result in the removal of commercial traffic from local roads, leading to improved safety, as well as the more efficient movement of freight between the nation's ports of entry, interstate system, and intermodal facilities. The project was awarded \$45M in funding in September 2022.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Marc Jansing Title: Senior Environmental Planner		Years of Relevant Experience with this Employer	1
		Years of Relevant Experience with Other Employer(s)	13
Degree(s) / Years / Specialization		BS / 2009 / Environmental Science	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		3. Environmental and Permitting Services - NEPA Support/Related Laws. <i>Marc is an environmental project manager with extensive experience in environmental compliance, project management, and regulatory coordination within the transportation and private development sectors. He specializes in navigating environmental processes during the planning phase to ensure compliance with state and federal regulations while also monitoring and maintaining environmental commitments throughout construction. Marc has deep expertise in the technical analysis of natural and human environmental resources, stormwater management, and environmental compliance implementation.</i>	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
10/21 – 07/23	TxDOT, Las Vegas Trail Reconstruction, White Settlement, TX. <i>Environmental Project Manager.</i> Led the NEPA environmental review for a TxDOT capacity expansion and roadway realignment project to improve a low-water crossing. Directed technical reviews and public involvement to preserve historic masonry culverts while advancing drainage and stormwater design, including coordination of stormwater compliance measures, water resource reporting, and permitting. Prepared and managed environmental documentation and approvals, and coordinated closely with the Texas Historical Commission, local stakeholders, and Section 4(f) resource owners with jurisdiction to integrate avoidance and minimization measures. Organized and executed the project public hearing to satisfy Chapter 26 and recreational Section 4(f) requirements and maintain a defensible project record.		
10/19 – 03/25	TxDOT, Southeast Connector, Fort Worth, TX. <i>Environmental Project Manager.</i> Led the environmental efforts for the TXDOT project to reconstruct the main lanes and interchanges of I-20, I-820, and US 287 within the project corridor. Key responsibilities included evaluating the need for and coordinating the approval of environmental reevaluations resulting from post-clearance design changes, ensuring compliance with all state and DOT regulatory requirements, and compliance with TCEQ TPDES construction stormwater permits. Managed the analysis and mitigation of hazardous materials within the existing corridor and from acquired properties associated with the project. Coordinated and documented Section 4(f) de minimis approvals with relevant owners and jurisdictions, led traffic noise mitigation constructability analyses, and organized traffic noise workshops. Coordinated the project's environmental management with stakeholders such as cities, railroads, and elected officials. Managed all environmental documentation, ensuring all records were maintained and compliant with project requirements.		
11/20 – 05/24	TxDOT, US 377 Reconstruction in Hood County, Granbury, TX. <i>Environmental Project Manager.</i> Prepared the environmental documentation and managed the environmental review to ensure that the project's reconstruction of the roadway and interchanges and a new bridge over Lake Granbury met the necessary criteria for NEPA approval. Coordinated with local stakeholders and the water authority to ensure that the receiving waters' quality standards were maintained. Conducted technical analysis of the project's natural resources review, completing detailed aquatic species analyses and water delineation at the lake. Additional responsibilities involved coordinating with the TxDOT Environmental Affairs Division to secure approvals for the project's technical reports, including the Traffic Noise Analysis, Community Impacts Assessment, and Hazardous Materials Phase I and Phase II reports. Coordinated the analysis and removal of contaminated materials within the project corridor, and managed all associated agency coordination. Managed all environmental documentation, ensuring proper project tracking throughout the process.		

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Chris Johnson, PE, SE Title: Structural Senior Manager		Years of Relevant Experience with this Employer	24
		Years of Relevant Experience with Other Employer(s)	0
Degree(s) / Years / Specialization	BS / 2003 / Civil Engineering		
Active Registration Number / State / Expiration Date	036762 / GA / 12.31.2026, SE / SE000915 / GA / 12.31.2026 Other active registrations: PE / PE.076466 / PA / 9.30.2027		
Year Registered	PE / 2012; SE / 2021	Discipline	Civil Engineer / Structural Engineer
Contract Role(s) / Brief Description of Responsibilities	12. Other Services- Railroad Coordination. Chris has broad experience as a Bridge engineer in the design and inspection of a wide range of bridges and highway structures including bridge superstructures and substructures, foundations, retaining walls, sign structures, and utility support structures. He has acquired experience in the design of steel, reinforced concrete, and prestressed concrete, and is knowledgeable in the analysis of complex structural systems. Chris has performed construction services for several large-scale projects including inspection of large bridges and rating of highway bridges. He also has experience in working with railroads.		

Experience Dates	Experience and qualifications relevant to the proposed contract.
10/10 – Present	Norfolk Southern Railway Company, Public Improvements Engineering Services Contract, Various Locations. Senior Bridge Engineer. Served as the preliminary engineering and construction manager responsible for the preliminary design review and the coordination of construction monitoring services for public and private projects on behalf of various Norfolk Southern design and construction regions. Projects reviewed varied from new highway construction and widening of overhead bridges to adjacent retaining walls and modifications to at-grade crossings. Preliminary engineering responsibilities include project estimates, senior review of preliminary plans, project correspondence, and project meetings. Construction duties include the indirect management and oversight of field inspection forces; review of contractor submissions of demolition plans, erection plans, and sheeting and shoring plans; and general coordination of the construction process to ensure a timely and comprehensive client response. Also responsible for tracking of budgets.
07/16 – Present	Georgia Department of Transportation, SR 15 Bypass from SR 15 to SR 242, Washington County, GA. Senior Bridge Engineer/Engineer of Record. The project proposes to construct a new bypass of the city of Tennille. The proposed bypass includes 2 lanes in each direction with a raised median. Project includes construction of 2 new bridges over Norfolk Southern Railroad, and one bridge spanning Sun Hill Creek and associated wetlands to limit environmental impacts. Project also included four MSE walls with a total length of approximately 1000 ft and a maximum height of 28 ft.
04/14 – 07/23	GDOT, Transportation Investment Act (TIA), Various Locations, GA. Railroad Coordinator. Responsible for GDOT's Transportation Investment Act. Covering four regions of Georgia, the TIA program utilizes a one percent sales tax to fund regional and local transportation improvement projects. Responsibilities include agreement drafting and review, cursory review of project plans prior to submission to railroad, scheduling meetings with railroad staff, providing design engineers with railroad requirements and coordination with railroad for design reviews, cost estimates, etc.
03/17 – 12/20	Cobb County DOT, Old Hwy 41 Bridge Replacement over CSXT Railroad, Cobb County, GA. Senior Bridge Engineer/Railroad Coordinator/Engineer of Record. Responsible for project that included the planning and design of a bridge replacement on Old Highway 41 over CSX railroad. The proposed project replaces the existing bridge located on Old Highway 41 at CSX with a new wider bridge located slightly north of the existing bridge. Additional improvements include widened approach lanes, ADA-compliant pedestrian facilities and curb & gutter with closed drainage system. AECOM produced a concept matrix in conjunction with an intersection analysis report that compared several alignment alternatives and determined the most viable alternative based on operations, estimated costs and impacts.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Eric Jones Title: Senior Estimator/Scheduler		Years of Relevant Experience with this Employer	9
		Years of Relevant Experience with Other Employer(s)	14
Degree(s) / Years / Specialization		BEng / 2010 / Construction Management	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		1. Project Management and Support - Cost Estimating. <i>Eric has more than 21 years of experience in the construction industry. As a cost estimator and a construction scheduler, he draws on his previous responsibilities that included overall project administration throughout the construction process including start-up & closeout, staffing, contract negotiation with subcontractors and suppliers, submittals/shop drawings/requests for information review, material procurement, quantity tracking, estimates and change orders preparation, as well as the maintenance of quality control systems, safety, schedule, and cost accountability. Eric is familiar with project deliverable methods such as build-finance, design-build, and joint venture.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
01/24 – Present	USACE, Carters Fabricate Reregulation Dam Spillway Gate, Murray County, GA. <i>Senior Estimator.</i> Providing cost estimate alternatives for the feasibility design development stage. The project's scope, valued at a range of \$5 million to \$30 million, encompasses two alternatives to retrofit the existing dam spillway structure and radial gates.
11/23 – Present	USACE, Flood Control Levee Floodwall, Military Ocean Terminal Concord (MOTCO), Contra Costa County, CA. <i>Senior Estimator.</i> Providing cost estimates for the feasibility alternatives and 10% design development stages. The project's scope, valued at \$700 million, encompasses the construction of floodwall protection, replacement of the drainage system, flood gate installation, pump station construction, and utility replacement. The objective of the project is to safeguard the existing MOTCO base from potential sea-level rise.
02/24 – 05/24	South Dakota DOT, SD44 Bridge (Platte-Winner) Winner, SD. <i>Senior Estimator.</i> Provided independent cost estimate at a 100% design stage. The project scope, valued at \$230 million, included the full construction of a new structural steel bridge over the Missouri River. The specific construction scope items included; multiple 12' diameter drilled shaft installations, concrete sub-structure installation, concrete superstructure installation, structural steel girder installation, and demolition of the existing bridge. All work for this project was conducted over a waterway and the use of barges, tugs, ringer cranes, and other marine equipment was required.
01/23 – 12/23	City of Hendersonville, Saundersville Road Realignment CSX Bridge, Sumner County, TN. <i>Senior Estimator.</i> Provided cost estimate to replace a CSX railroad bridge which will allow the realignment of Saundersville Road.
01/22 – 12/22	Michigan DOT, Design-Build US131 Reconstruction & Rehabilitation, Kent County, MI. <i>Senior Estimator & Risk Analyst.</i> Provided independent cost estimate and Monte Carlo Simulated Risk Analysis for the US-131 rehabilitation design-build project. The project included 5 miles of full-depth road reconstruction, storm drainage installation, and utility relocations.
09/17 – Present	Coastal Restoration and Protection Authority of the State of Louisiana, Mid Barataria Sediment Diversion, (SP No. BA-0153), Plaquemines Parish, LA. <i>Task Manager and Lead Engineer.</i> Relocation of LA 23 and the NOGC Railroad across the proposed sediment diversion. Also responsible for the design of service roads along LA 23 and railyard layout that contractor will use for site deliveries. Provided QC review for the traffic report and participation in the environmental and public involvement tasks. AECOM is the lead design development team for the \$1.5 billion CMAR project. Tasks include road design, drainage, signing, and MOT. Currently leading construction support task for the highway improvements.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Frances Jordan Title: Strategic Communications Manager		Years of Relevant Experience with this Employer	2
		Years of Relevant Experience with Other Employer(s)	13
Degree(s) / Years / Specialization		B.S./2008/Political Science, Tuskegee University J.D./2011/University of Kentucky, College of Law	
Active Registration Number / State / Expiration Date		Kentucky Bar License – 2011 - 2024	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		3. Environmental and Permitting Services - NEPA Support/Related Laws - Public Engagement.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
03/25 - Present	Austin Transit Partnership - Austin Light Rail Phase 1. <i>Public Involvement Manager – Business Assistance.</i> Austin Transit Partnership's Delivery Partner team is helping build Austin's first light rail system. Primary duties on the \$7 billion progressive-design build program include building the business assistance initiative for the agency with agency staff and consultants/sub-consultants collaborating to create a transformative program that fits the needs and community of Austin. Initially tasked with joining the project to support the agency staff create work plan and quickly positioned with experience and expertise to lead the effort. Specific tasks include leading the development and implementation of the Business Assistance Program, guiding the initiative from early ideation through final approval. My role will also oversee project planning, team coordination, business engagement, and the creation of key program elements such as needs assessments, funding structures, and operational procedures. The role also must ensure accurate data collection, manage application and review processes, and establishes protocols for fund disbursement and dispute resolution.
01/26 -Present	New Orleans Regional Transit Authority. <i>Engagement Lead.</i> Supporting the overall engagement strategy for the New Orleans East-West Bank Bus Rapid Transit (BRT) project. Specific tasks include developing a comprehensive, inclusive engagement strategy that supports the project's advancement through environmental review and 30% preliminary engineering., Oversee the execution of all outreach efforts, ensuring that engagement activities effectively reach and reflect the diverse communities connected by the proposed corridor—from New Orleans East and Algiers to Downtown. Work closely with the technical team, including planners and engineers, to translate complex project elements into clear, accessible, and user-friendly materials so stakeholders can easily understand the purpose, benefits, and design of the BRT system.
07/24 - Present	Texas Department of Transportation, Transportation Planning and Programming, Public Involvement, Statewide, Texas. <i>Special Projects Support,</i> Support long-term initiatives including the development of their updated statewide curriculum called EPI 100 to equip TxDOT staff, consultants and partners with a strong foundation in public involvement strategies that are essential for state-funded transportation projects across Texas. The course includes case studies, interactive role plays, and detailed how-to's on important data and digital tools to assist with engaging stakeholders. Conducted a large-scale research project and evaluated all 49 DOTs and their Public Involvement best practices and provided recommendations to the TxDOT TPP division.
01/24 - 01/25	City of Fort Worth Master Transportation Plan (MTP) & City of Fort Worth Comprehensive Safety Action Plan (CSAP) (Fort Worth, Texas). <i>PI Task Lead,</i> Serving as the public engagement task lead responsible for developing and executing a comprehensive and inclusive public participation plan for pedestrians, bicycles, cars, transit and freight that will lead to meaningful participation of various stakeholders. Responsible for coordinating and conducting transportation advisory committee meetings, in-person and virtual public open houses, community meetings, and pop-up outreach. Managing the development of meeting materials, marketing collateral, and content for the project's website and city social media channels.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Brad Kopping, PE Title: Senior Mechanical Engineer		Years of Relevant Experience with this Employer	12
		Years of Relevant Experience with Other Employer(s)	25
Degree(s) / Years / Specialization	BS / 1989 / Mechanical Engineering		
Active Registration Number / State / Expiration Date	0039581 / LA / 9.30.2027 Other active license: FL, CT, TX, MI, MD, IN, DE, CA, OH, MA		
Year Registered	2015	Discipline	Mechanical Engineering
Contract Role(s) / Brief Description of Responsibilities	9. Bridge Design Services - Mechanical/Electrical. Brad is responsible for the design and inspection of mechanical systems for movable bridges, heavy movable structures, and other transportation facilities, including production of plans, technical specifications, and cost estimates for new and rehabilitation projects. In addition, he has performed peer review of other engineers work and produced cost estimates for inspection and design RFPs. He has been involved in the movable bridge industry for over 25 years.		

Experience Dates	Experience and qualifications relevant to the proposed contract.
04/26 – Present	LADOTD, Dularge Bascule Bridge Rehabilitation, LA. Senior Mechanical Engineer. Responsible for the design of the mechanical portion of the bridge rehabilitation. This included the span drive machinery, span lock machinery, and the span support machinery. Responsibilities include developing plans, specifications, and a cost estimate for all mechanical work. Further responsibilities include post-design construction support, which involves answering RFIs, reviewing contractor submittals, inspecting contractors' fieldwork, and reporting findings to LADOTD representatives.
04/26 – Present	LADOTD, Ted Hickey Bascule Bridge Inspection, LA. Senior Mechanical Engineer. Responsible for the design of the mechanical portion of the bridge rehabilitation. This included the span drive machinery, span lock machinery, and the span support machinery. Responsibilities include developing plans, specifications, and a cost estimate for all mechanical work. Further responsibilities include post-design construction support, which involves answering RFIs, reviewing contractor submittals, inspecting contractors' fieldwork, and reporting findings to LADOTD representatives.
11/14 – Present	FDOT District 4, Southern Blvd Bridge Replacement, Palm Beach County, F. Senior Mechanical Engineer. Responsible for design of mechanical portion of the bridge replacement. This included the span drive machinery design and the writing of the FDOT Technical Special Provisions (TSP) 465 as well as the engineer's cost estimate and construction schedule
06/18 – 11/2024	WisDOT, Racine Street Rolling Lift Bridge Replacement, Menasha, WI. Senior Mechanical Engineer. Responsible for the design of the complete mechanical system required for a rolling lift bridge span replacement including the rear locks. The design of the machinery room came with tight constraints for machinery fit. Overall access was improved by the inclusion of access stairs designed into the bearing weldments allowing access over the pinion shafts. Rack and pinion were sized such that only a single rotation of the pinion achieved span motion for reduced contact tooth wear. Produced stamped drawings, the Technical Special Provisions (TSP), schedule, and cost estimate.
03/21 – Present	WisDOT, Cherry Street Bridge Rehabilitation, Milwaukee, WI. Senior Mechanical Engineer. Responsible for the design of the mechanical portion of the bridge rehabilitation. This included the span drive machinery, span lock machinery, and the span support machinery. Responsibilities include developing plans, specifications, and a cost estimate for all mechanical work. Further responsibilities include post-design construction support, which involves answering RFIs, reviewing contractor submittals, inspecting contractors' fieldwork, and reporting findings to WisDOT representatives.
12/21 – Present	Burlington Lift Bridge Inspection, Municipality of Burlington, ON. Senior Mechanical Engineer. Responsible for calculations of counterweight ropes, counterweight trunnions, and machinery power sizing for the Burlington Lift Bridge in Ontario. The movable bridge rehabilitation involves replacing the roadway and walkway surfaces and rehabilitating the superstructure of the lift span.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Zoe Knesl Title: 3. Environmental Staff Professional		Years of Relevant Experience with this Employer	18
		Years of Relevant Experience with Other Employer(s)	17
Degree(s) / Years / Specialization		MS / 2002 / Marine Science; BA / 1994 / Integrative Biology / Ecology; BA / 1994 / Studio Art	
Active Registration Number / State / Expiration Date		N/A Additional active licenses: USACE Wetlands Delineation Training Certification #5535	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		3. Environmental and Permitting Services - Phase I/Phase II ESAs. Zoe has 31 years of experience conducting field surveys, Phase I and Phase II Environmental Site Assessments (ESAs), and reporting, NEPA documentation and impact assessment, GPS data collection, wetlands delineation, and various laboratory procedures. She has conducted data collection, entry, and analysis on various ecological and environmental projects, including soil and water data and reporting. Zoe has authored sections on NEPA impacts for aquatic ecology, terrestrial ecology, wetlands, water resources, land use, and aesthetics/visual resources. She has organized sample collection and report generation. Her laboratory skills include stable isotope analysis; preserving organisms in formalin; identifying benthic invertebrates, plants, and marine and freshwater algae; and various procedures employed during forensic DNA analysis. She also has experience identifying plants and soil types.	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
11/20 – 04/21	City of Baton Rouge, Baton Rouge LA. <i>Environmental Scientist.</i> Zoe conducted a Phase I ESA of the ROW of the College Drive Corridor in Baton Rouge, East Baton Rouge Parish, Louisiana.		
11/18 – 02/22	Cotton Creek Capitol, TX and LA. <i>Environmental Scientist.</i> Zoe conducted multiple Phase I ESAs on developed and undeveloped properties in Texas and Louisiana.		
06/19 – 12/21	City of Austin, TX. <i>Environmental Scientist.</i> Zoe conducted multiple Phase I ESAs on a variety of properties in Austin, Texas.		
10/08 – 03/19	Siemens Water Technologies, Former Siemens Site, Long-Term Monitoring, New Orleans, LA. <i>Environmental Task Manager.</i> Zoe conducted long-term monitoring of a facility, including field sampling, and generated quarterly and annual reports. She coordinated with the laboratory and facility and developed a proposal for additional investigation with a horizontal drill rig.		
06/08 – 04/10	US Army Corps of Engineers (USACE), Phase I Environmental Site Assessments, LA. <i>Environmental Scientist.</i> - USACE Phase 1 ESA for Pump Stations, New Orleans, LA. Zoe conducted a Phase I ESA of 26 sites in Orleans Parish for potential storm-proofing activities in the pump stations and water plant. - USACE Phase 1 ESA Stockpiles, New Orleans, LA. Zoe conducted a Phase I ESA of four large sites in Orleans Parish for possible stockpiling locations. - USACE Phase 1 ESA, New Orleans, LA. Zoe conducted a Phase I ESA of five miles of levees in Orleans Parish. - USACE, Phase II ESA, New Orleans, LA. Zoe participated in the analysis and preparation of a Phase II report investigating potential soil impacts adjacent to two floodwalls in Orleans Parish.		
04/10 – 07/10	Veterans Administration and Federal Emergency Management Agency, Phase I ESA for New Hospital Site, New Orleans, LA. <i>Environmental Scientist.</i> Zoe conducted a Phase I ESA of 39.8-acre site for an alternative location for the hospital. She participated in a scoping meeting and provided support for document preparation.		

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Clay Loyless, PE Title: Senior Project Engineer		Years of Relevant Experience with this Employer	18
		Years of Relevant Experience with Other Employer(s)	28
Degree(s) / Years / Specialization		MS / 1995 / Civil Engineering; BS / 1980 / Civil Engineering	
Active Registration Number / State / Expiration Date		28552 / LA / 09.30.2027	
Year Registered		1999	Discipline Civil Engineer
Contract Role(s) / Brief Description of Responsibilities		8. Roadway Design and Hydraulic Engineering Services - Hydraulic Analysis & Design. <i>Clay has 46 years of civil engineering experience in design and construction management, with emphasis in earthwork and site development, erosion control, and stormwater drainage projects. He has designed many site development plans, including detailed design of all proposed infrastructure improvements. He has also designed multiple drainage collection networks and numerous stormwater pump stations.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
08/15 – Present	Coastal Protection and Restoration Authority, River Reintroduction into Maurepas Swamp, St. John the Baptist Parish, LA. <i>Task Order Manager.</i> Responsible for the design of a gated diversion structure on the Mississippi River and a diversion channel into the wetlands surrounding Lake Maurepas. Work includes hydraulic analysis and Civil Engineering aspects of the intake structure integral with the Mississippi River levee, the 150-foot wide by 5-mile-long diversion channel, and the flow distribution system. The diversion channel design includes raising River Rd and installing culverts underneath Airline Hwy and the CN & KCS RRs. Maintenance of drainage throughout the project is a key design element.
06/17 – 06/18	USACE New Orleans District, Permanent Canal Closures & Pump Stations, New Orleans, LA. <i>Civil Task Order Manager and Reviewer.</i> Member of the DQA team supporting USACE, providing oversight on the design of stormwater pump stations at 17th St, Orleans Ave, and London Ave canals. With a combined pumping capacity of nearly 10 million gpm, these are some of the largest drainage pumping stations in the world. Provided technical design input on all civil engineering aspects of the projects, ensuring compliance with all USACE guidelines, and conformance to the JV Contractor's contractual requirements.
01/21 – Present	Coastal Protection and Restoration Authority, Mid-Barataria Sediment Diversion, Plaquemines Parish, LA. <i>Task Order Manager Civil Engineer.</i> Responsible for Revetment Study evaluating various types of erosion protection of the diversion levee system for the Basis of Design report. Worked on the design of riprap revetment for the diversion intake, conveyance channel, and outfall. Performed internal technical review of all civil engineering aspects of the project, including site development, erosion control, drainage collection and stormwater pumping.
09/19 – 12/2019	USACE Galveston District, Sabine Pass to Galveston Bay, Coastal Storm Risk Management and Ecosystem Restoration, Freeport and Vicinity, Contracts FPV02, FPV03, & FPV04, Freeport, TX. <i>Task Order Lead Civil Reviewer.</i> Responsible for the technical review of all aspects of civil engineering design for three contracts: FPV02 – Dow Barge Canal Vertical Lift Gate, FPV03 – Floodwalls and Levees, Old River North, Old River South, and Tide Gate, and FPV04 - Floodwall, Levees and Fronting Protection South Storm Levee, Oyster Creek, East Storm Levee, and Brazos River. Provided technical design input on all civil engineering aspects of the projects, ensuring compliance with all USACE guidelines and Engineering Standards of Practice.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Howard Lyons, PE Title: Central/West Texas CEI Leader		Years of Relevant Experience with this Employer	1
		Years of Relevant Experience with Other Employer(s)	24
Degree(s) / Years / Specialization		BS / 1992 / Civil Engineering	
Active Registration Number / State / Expiration Date		84723 / TX / 12.31.2026	
Year Registered		1999	Discipline Civil Engineer
Contract Role(s) / Brief Description of Responsibilities		11. Construction Support Services. <i>Howard has over 25 years' experience in the transportation engineering industry specializing in construction administration and management of Federal, State and privately funded infrastructure projects. He has effectively worked with countless project stakeholders including cities, counties, utility companies/contractors, metropolitan planning organizations (MPOs), private-public partnerships, business owners and concerned citizens to create consensus on the needs and solutions for highway project design and construction</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
12/25 - Present	TxDOT, I-35 NEX South Phase 2, Elevated Lanes. As Project Manager, Howard manages the \$250M project to construction 4 elevated express lanes through downtown San Antonio, Texas as high as 200' above the main lanes. The project includes extension public coordination with critical stakeholders including Fort Sam Houston, Brooks Army Medical Hospital and Frost Arena (San Antonio Spurs stadium).
05/24 - Present	TxDOT, I-35 CapEx Central Drainage Tunnels and Pump Station. As Deputy Project Manager, Howard manages the \$1.1B project to construction 6.1 miles of 22' diameter tunnel, 150' under IH 35 in downtown Austin, Texas with 2-Tunnel Boring Machines. The work includes a 17,000 square foot pump station containing 2-101,000 gpm and 2-29,000 gpm dewatering pumps.
06/24 - 03/25	TxDOT, SH 6 Mill and Inlay with HMA CP in McClennan County, Texas. As Project Manager, Howard managed the \$22M resurfacing of SH 6 by milling and placement of HMA CP for 17 miles of 4 lane divided highway. The project included placement of full depth pavement repairs and specialty HMA CP (Stone Matrix Asphalt) with critical placement temperatures on a high-volume, high-speed rural highway.
11/22 - 08/23	TxDOT, US 183 Mill and Inlay with HMA CP in Caldwell County, Texas. As Project Manager, Howard managed the \$5.5M resurfacing of US 183 by milling and placement of HMA CP for 12 miles of 4 lane highway. The project included placement of full depth pavement repairs and specialty HMA CP (Thin Overlay Mix) with critical placement temperatures on a high-volume, high-speed rural highway.
06/22 - 12/24	TxDOT, Highway Safety Improvements in Concho, Crockett, Edwards, Glasscock, Irion, Kimble, Menard and Tom Green Counties, Texas. As Project Manager, Howard oversaw the construction of several upgrades to improve operations and safety on various critical highways throughout the San Angelo District of TxDOT. The projects included guardrail, bridge repair, bridge rail, work over RR, pipe runners for culvert Safety End Treatments, pavement markings, and signage.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Stephen McCullough, PE Title: Associate Vice President, Civil Engineer VI		Years of Relevant Experience with this Employer	16
		Years of Relevant Experience with Other Employer(s)	3
Degree(s) / Years / Specialization		MS / 2010 / Civil Engineering; BS / 2006 / Civil Engineering	
Active Registration Number / State / Expiration Date		108751 / TX / 07.31.2027	
Year Registered		2011	Discipline Civil Engineering
Contract Role(s) / Brief Description of Responsibilities		9. Bridge Design Services - Bridge/Structural Analysis & Design. 11. Construction Support Services - Review Value Engineering Proposals. <i>Stephen has served as lead and co-lead designer on several major bridge projects including multi-level complex bridge design/direct connector design, complex underpass, and braided ramp design. He also has experience with staging and widening bridge design, as well varied retaining wall systems. In addition to conventional bridge structures, He has experience in post-tensioned straddle bent design, drop-in spliced girder layout/detailing, multilevel bent (ladder bent) layout/design, culvert design, and heavy highway construction inspection. He also has experience in schematic roadway design and preliminary drainage design, with the ability to draw upon his experience in roadway and drainage design to augment his ability to successfully complete bridge projects, and aide in the interdisciplinary coordination required on large projects.</i>	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
01/21 – 04/24	TxDOT, Southeast Connector Design Build Project Fort Worth, TX. Structures Lead. This project is part of the Texas Clear Lanes project and is located in the southeast corner of Tarrant County. The total length is 16.6 miles comprised of three roadways I-20, I-820, & US-287. The project includes 3 major interchanges and numerous underpass and overpass structures. The project also includes 4 major UPRR (Union Pacific Railroad) overpasses and 2 major UPRR underpass structures. The project limits were bound on I-20 from Forest Hill Drive to Park Springs Boulevard, I-820 from I-20 to Brentwood Stair Rd, and US-297 from Bishop St. to Sublett Rd. The total number for bridges on the project, included deferred work components includes 71. Stephen led the structural coordination for plan and calculation development for the bridges on the project.		
03/18 – 06/20	TxDOT, LBJ East Design Build Project Dallas, TX. Structures Lead. Stephen led the structural proposal design effort for the I-30/I-635 interchange and adjacent underpass/overpass bridges. Tasks included preliminary bridge design, quantity calculations and preparation, and proposal plan preparation for the interchange. Creating weekly presentations for contractor review of each bridge was one of his key functions. He developed optimization and alternative technical concepts (ATC's) for the contractor throughout the proposal. Bridges, under his charge, included eight direct connectors, five underpass bridges, and two overpass bridges. The two underpass bridges were designed for future expansion of the I-20 mainlanes. During delivery Stephen served as Deputy Structural Discipline Leader supporting 18 teams spread across the U.S., and Europe to deliver construction plans to the contractor for 61 bridges in 61 weeks. His primary role as Deputy Structural Discipline Leader was to guide all 18 teams, technically, through the project delivery process. This included spearheading technical procedures for all aspects of bridge design and lead technical meeting for all team throughout the design phase.		
01/17 – 12/17	MDOT, SR 57, Mississippi Red Creek Bridge Replacement Perkinston, MS. Bridge Designer. Served as a structural design engineer for the substructure and foundation design for a 472.25' long spliced drop-in girder bridge. SR 57 bridge replacement is a rural bridge located on the Red creek at the intersection of SR57 near the town of Perkinston, MS. Stephen designed the substructure system which included cast-in-place bridge abutment caps and cast-in-place bent caps that supported a 472.25' long spliced drop-in 3 span bridge. He designed the foundation system which included straight and battered H-Pile abutment systems as well as cast-in-placed bored piles for the interior bents. Red Creek soil conditions provided a unique opportunity to overcome several foundation challenges. The Red Creek soil and creek scour conditions required 6' diameter, 135' long bored piles.		

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: David McDowell, PE Title: Construction Engineer Sr. Manager/Inspector		Years of Relevant Experience with this Employer	20
		Years of Relevant Experience with Other Employer(s)	17
Degree(s) / Years / Specialization		MS / 2021 / Civil Engineer - Structural; BS / 1987 / Civil Engineer	
Active Registration Number / State / Expiration Date		38710 / LA / 09.30.2026 Additional active license: MI, TX, KY	
Year Registered		2014	Discipline Civil
Contract Role(s) / Brief Description of Responsibilities		11. Construction Support Services. <i>David has 37 years of experience in the construction industry. He has been overseeing MDOT, LADOTD and IDOT projects for the last 17 years as Construction Manager/Resident Engineer. David has been performing bridge and substructure ratings for both North Dakota and Mississippi (OSARC).</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
01/23 – Present	IDOT, I-270 Bridge Reconstruction, ID. <i>Liaison Engineer.</i> Assist IDOT Resident Engineer in performing Inspection of Drilled Shaft and pile Installation, Structural Concrete, Structural Steel Erection, Bridge Deck Placement and I-270 Road Reconstruction including embankment in place, subgrade construction, wearing surface and roadway lighting. Will also assist in performing paint inspection of new bridge prior to the opening of the structure. Also assist in assigning inspection tasks to subconsultants to ensure that all activities are covered by inspection as required.
01/18 – 10/20	LADOTD, I-10 Highland Road Design Build Project, Baton Rouge, LA. <i>Construction Quality Control.</i> Duties include making sure that James Construction conforms to LADOTD standards and that we have passing QC test prior to notification of QA for Acceptance Testing. Perform trial batches on concrete used on the project and keep testing documents organized for DOTD close out. Major items I am involved with are the PCC paving and embankment and soil mixing.
09/22 – 08/23	MDOT, SR 42 - Prestress and Post-Tension Inspection, MS. <i>Inspection.</i> Provide prestress inspection services for Gulf Coast Prestress as a subconsultant to HDR. This includes end segment, drop in girders, and haunch girders. Girders were erected and we performed post-tension inspection, including strand installation, stressing, and grouting of the tendons.
06/14 – 01/19	LA DOTD, US 90 (I-49 South) Albertson's Parkway to Ambassador Caffery Design Build Project Lafayette, LA. <i>Quality Construction Manager.</i> Performed the position of Quality Construction Manager for James Construction Group on the upgrade of US 90 to the new I-49 in Lafayette Parrish. Duties include making sure that all work performed by James Construction conforms to LA DOTD standard specifications and that the Quality Assurance firm performs required testing as laid out in project specifications. The project started in February 2014 and was completed in September of 2019.
09/20 – Present	Mississippi Office of State Aide Road Construction for Timber and Complex Structures, Bridge Load Rating. <i>Bridge Inspector.</i> Perform bridge load ratings for Mississippi Office of State Aide Road Construction for Timber and Complex Structures. Also perform load ratings for North Dakota County Wide Bridges which include Timber, Concrete Channel Beams, substructure piles and Prestressed Quad Tees.
08/21 – 11/21	New Mexico DOT, Prestress Inspection, NM. <i>Inspector.</i> Perform inspection at Castillo Prestess. Inspection was for beam slabs, wingwalls and approach slabs. This was a part of an on-call contract.

16. STAFF EXPERIENCE

	Firm AECOM Technical Services, Inc.	
Name: Craig Parent, PE, SE Title: Associate Vice President, Project Manager VI		Years of Relevant Experience with this Employer 30
		Years of Relevant Experience with Other Employer(s) 0
Degree(s) / Years / Specialization	BS / 1995 / Civil Engineering; MS / 1997 / Civil Engineering	
Active Registration Number / State / Expiration Date	36117 / CO / 10.31.2027 Additional active license: UT (Structural), AZ, CA	
Year Registered	2002	Discipline Civil/Structural Engineer
Contract Role(s) / Brief Description of Responsibilities	9. Bridge Design Services - Bridge/Structural Analysis & Design. <i>Craig has extensive experience managing on-call contracts, individual task orders, and project specific contracts including small bridge rehabilitation and replacements; complex structural repair and retrofit; emergency repair and replacement; and large multidisciplinary projects such as grade-separated interchanges. His rehabilitation and repair experience includes non-destructive load testing, bridge deck scanning (GPR and IR), finite-element modelling, bridge jacking, substructure replacement, foundation augmentation, concrete deck repair, fatigue retrofit, and bearing and expansion joint replacement.</i>	
Experience Dates	Experience and qualifications relevant to the proposed contract.	
07/20 – 09/21	MDOT, Repair Assessment of Bridge No. 93.1, I-20 EB to I-55 NB, Jackson, MS. <i>Independent Technical Reviewer.</i> Responsible for the load rating and repair recommendations. This bridge exhibits diagonal cracking of the concrete girders and spalling at the dapped girder ends which weakened the structural integrity of the bridge and warranted a load posting. The load rating was completed using a 3D finite model using CSiBridge software. Craig provided subject matter expertise for rehabilitation measures such as bearing repair/ replacements, bridge seal using high molecular weight methacrylate (HMWM), concrete patching, expansion joint replacement, and dapped girder rehabilitation.	
03/20 – 01/21	The City of Colorado Springs, Colorado Avenue Bridge Rehabilitation, Colorado Springs, CO. <i>Bridge Engineer.</i> Responsible for load rating and quality checking the design and rehabilitation plans for two 95'-0" wide, 6-span precast concrete I-girder bridges over Sierra Madre Street and UPRR, and Monument Creek. The bridge decks were evaluated using ground penetrating radar survey to determine deck deterioration and depth of cover to reinforcing, as well as infrared thermographic survey to locate deck and overlay delamination. These bridges further underwent a life cycle cost analysis comparing two deck repair and overlay material alternatives, followed by recommendations for repair of displaced bearing devices; replacement of aging expansion joints; and repair of localized deck deterioration.	
01/19 – 12/19	ODOT, Bridge Load Ratings, Various Locations, OH. <i>Task Leader and Quality Checker.</i> Responsible for 60 bridges in Ohio using AASHTOWare BrR software. The structures typically included rolled steel beams and welded steel plate girders rated in accordance with Ohio DOT policies and AASHTO specifications. The rating team evaluated multiple complex structures to determine innovative methods to rate in BrR rather than using more costly methods using finite element analysis software.	
06/16 – 06/18	CDOT, Bridge Load Ratings, Various Locations, CO. <i>Task Leader and Quality Checker.</i> Responsible for over 60 structures using AASHTOWare BrR software in accordance with the CDOT Bridge Load Rating Manual and AASHTO specifications. Structure types include concrete slab and girder, continuous concrete slab and girder, continuous steel girder bridges, and reinforced concrete t-beam structures. The project included working directly with the CDOT to deliver rating packages under tight schedule and budget constraints.	

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Christina Patierno Title: Project Controls Senior Manager		Years of Relevant Experience with this Employer	3
		Years of Relevant Experience with Other Employer(s)	12
Degree(s) / Years / Specialization		MS / 2023 / Construction Management; Advanced Certificate / 2021 / Executive Construction Management; BA / 2003 / Anthropology	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		1. Project Management and Support - Cost-Risk-Schedule Assessment - CPM Scheduling. Christina is a trusted manager with over 20 years of professional experience—15 years in the A/E/C industry—and clear history of increasing responsibility. Christina is a controls and contracting professional with design-build experience from planning through construction. She has contributed to some of the largest, most complex transportation infrastructure projects in the Eastern U.S.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
01/25 – Present	New Jersey Turnpike Authority, Interchanges 1 to 4 Capacity Enhancements Program, NJ. Project Controls Manager. Provided project controls expertise—mainly program budget and estimating oversight—for Program Management Services for the NJTA's Interchanges 1 to 4 Capacity Enhancements Program. This extensive \$6B program involved the planning, design, and construction of one additional lane in each direction across 36.5-miles of the New Jersey Turnpike, extending across 18 communities between MP 0 near the Delaware Memorial Bridge to MP 36.5 in Mount Laurel Township. The program area included four interchanges to be reconfigured, as well as solutions to help alleviate congestion on the local roadway network at ramp termini, replacement or retrofit of most of the 66 bridges along the corridor, and improvements to shoulders, sign structures, culverts, interchange lighting, and service area access.
2023 – Present	Delaware River Port Authority, Glassboro-Camden Line, Burlington County, NJ. Project Controls Manager. Currently providing project controls expertise and serve as Technical Advisor for Program Management Office Services for the Glassboro-Camden Line Project, an 18-mile light rail transit system that will operate primarily on existing Conrail rights-of-way from the City of Camden's Walter Rand Transportation Center, through Camden and Gloucester Counties, terminating in the Borough of Glassboro to be owned and operated by New Jersey Transit upon completion.
2023 – 2025	Metropolitan Transportation Authority, Construction & Development Accessibility Upgrades and Station Improvements (Package 5), New York City, NY. Project Control Manager. Served as Project Controls Manager as part of the Project Management Consultant (PMC) team administering, managing, overseeing, and coordinating the nearly \$1B program for design and construction of Americans with Disabilities Act (ADA) accessibility upgrades and related station improvements at twelve (12) subway stations and one (1) Staten Island Railway station in New York City.
2021 – 2023	WMATA, Technical and Management Services in Support of CAPD IDIQ Contract Portfolio, Washington D.C. Deputy Project Manager. Managed a staff of ten providing contract management services to Washington Metropolitan Area Transit Authority's Contract Support and Marketing Outreach Department for engineering and PMCM professional services contracts totaling nearly \$1B in services to the Authority.
2020 – 2021	NYCDDC, East Side Coastal Resiliency Program Management, New York City, NY. Procurement Manager. Managed \$1.5B design-bid-build procurement effort as part of Program Management scope and in preparation for expedited construction of New York City Department of Design and Construction's coastal protection initiative to reduce flood risk on Manhattan's East Side.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Frank Perricelli, PE, PSP Title: Project Controls Manager/Senior Scheduler		Years of Relevant Experience with this Employer	32
		Years of Relevant Experience with Other Employer(s)	3
Degree(s) / Years / Specialization		MS / 2001 / Civil Engineering; BS / 1994 / Civil Engineering	
Active Registration Number / State / Expiration Date		076934 / NY / 07.30.2028 Additional active licence: NJ, TX; AACE Certified Planning and Scheduling Professional - #971	
Year Registered		1999	Discipline Professional Engineer
Contract Role(s) / Brief Description of Responsibilities		1. Project Management and Support - CPM Scheduling. <i>Frank has considerable and diversified experience in scheduling and delay analysis, and other project control practices. He is responsible for providing scheduling and analysis services for several large-scale highway and bridge, railroad, tunnel, and facility projects and for managing and mentoring project controls staff. His experience ranges from planning and design to scheduling and project controls practices. He uses Primavera scheduling software on a daily basis. He has presented at industry project control conferences and has developed and delivered CPM training for transportation agencies. In addition, he has varied experience in the inspection and design of various highway, transit, and bridge structures for numerous public agencies in several states.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
03/23 – Present	New York City Department of Environmental Protection, Kensico Eastview Connection Program, Mount Pleasant, NY. <i>Master Scheduler.</i> This 13-year program is to construct a new tunnel between the Kensico Reservoir and the Catskill/Delaware Ultraviolet Light Disinfection Facility. Program includes five construction contracts: new 2-mile deep rock tunnel, construction of new screen chamber and electrical building, redevelopment of Kensico campus and modifications to upper effluent chamber. Responsible to review contractor schedule submissions. Scheduled using P6.
07/23 – Present	New York State Department of Transportation, Replacement of Bronx River Parkway Bridge over Amtrak/CSX with Safety and Mobility Improvements Between E177th St. & E. Tremont Ave. – Best Value, D264883, Bronx, NY. <i>Senior Scheduler.</i> This \$137.7 million project is to reconstruct the existing Bronx River Parkway over Amtrak mainline Bridge, to construct a new Ramp Bridge to E177th St. and to widen the BRP over E. Tremont Bridge. Work includes new steel girder bridges, above-deck steel strongbacks, extensive support of excavation, drilled shaft foundations, extensive GRSS and fill-type retaining walls, new Amtrak catenary structures, PCC paving for staged construction. Considerations include Amtrak Northeast Corridor, CSX and adjacent design-build project coordination. Construction methods include use of a custom gantry crane system. Best Value project included two bid Contract Durations: Substantial Completion and Project Completion. Responsible to review the baseline and update schedules. Analyzed delays for late award and Amtrak access agreement. Supervised other Schedulers. Scheduled using P6 in enterprise environment
06/22 – Present	New York State Department of Transportation (NYSDOT), Miscellaneous Term Agreement for Construction Management and CPM Scheduling Services Statewide D038227, NY. <i>Lead Scheduler, CPM Trainer, Assistant Project Manager.</i> This statewide engineering services term agreement contract is to assist the NYSDOT Project Management Office and construction Project Field Offices on a task order basis in resolution of complex construction schedule and cost issues including review and analysis of construction CPM progress schedules, review of Contractor requests for time extensions, assisting in defense of contract time-related disputes and claims, acceleration analysis, development of suggested preliminary construction schedules (time determination schedules) during design, constructability reviews, CPM and Oracle-Primavera P6 training and software administration for statewide enterprise P6 and Unifier systems. Responsible for coordination of staffing for each assignment and supervising other schedulers. Responsible to review and oversee the review of schedules on several construction projects statewide. Scheduled using P6 in enterprise environment.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Donna Pizzini, EI Title: Civil Engineer		Years of Relevant Experience with this Employer	1
		Years of Relevant Experience with Other Employer(s)	3
Degree(s) / Years / Specialization		MS / 2022 / Environment Engineering; BS / 2022 / Environmental Engineering	
Active Registration Number / State / Expiration Date		EI.76588 / TX / 09.09.2030	
Year Registered		2022	Discipline Civil Engineer
Contract Role(s) / Brief Description of Responsibilities		8. Roadway Design and Hydraulic Engineering Services - Hydraulic Analysis & Design; Type Size & Location for Drainage Structures. Donna will assist with hydrologic and hydraulic calculations and preparation of drainage design plans.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
05/25 – 03/26	LADOTD, Bridge Replacement Program, LA. Engineer. Conducted hydrologic and hydraulic analysis of bridge crossings to evaluate drainage improvements in accordance with LADOTD Hydraulics Manual standards.
01/26 – 02/26	MDOT, Bridge Replacement / Realignment, MI. Engineer. Performed hydrologic and hydraulic analysis of existing bridge crossings to support drainage improvements in accordance with MDOT Hydraulics Manual requirements.
04/24 – 09/24	TxDOT, Roadway Drainage Improvement, TX. Engineer. Conducted analysis of underground storm sewer systems to address flooding along a state highway corridor and supported development of drainage improvement recommendations.
09/23 – 02/24	City of Seguin, Washington Street Drainage Preliminary Engineering Report (PER), Seguin, TX. Engineer. Developed storm sewer and roadway improvement alternatives to alleviate corridor flooding. Conducted hydrologic and hydraulic analysis using StormCAD, evaluated alignment alternatives, and prepared a PER with supporting exhibits and constructability assessments.
08/22 – 12/22	City of Eagle Pass, US 277 Detention and FEMA Mapping Engineering Services, Eagle Pass, TX. Engineer. Performed hydrologic and hydraulic analysis using HEC-HMS and HEC-RAS for a 3.06-square-mile watershed. Developed updated hydrologic models using Atlas 14 rainfall data, completed detention design and no-adverse-impact floodplain analysis, and prepared CLOMR documentation and supporting exhibits.
07/23 – 09/23	Texas State University, Clean Coast Texas Collaborative, Rockport, TX. Engineer. Supported siting of stormwater control measures and preparation of construction plans for demonstration projects implementing Low Impact Development (LID) strategies to improve water quality and manage runoff within coastal communities.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Bonnie Porter Title: Ecologist		Years of Relevant Experience with this Employer	1
		Years of Relevant Experience with Other Employer(s)	9
Degree(s) / Years / Specialization		BS / 2014 / Renewable Natural Resources	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline Certified Professional Wetland Scientist (PWS)
Contract Role(s) / Brief Description of Responsibilities		3. Environmental and Permitting Services - NEPA Support/Related Laws - Wetlands Delineations/ T&E Species. Bonnie is an ecologist with a decade of experience in environmental compliance, permitting, and ecological field surveys in both the public and private sectors. She has a strong background in NEPA, including developing NEPA documentation and providing technical guidance through the NEPA process. She has served as project manager, field coordinator, and team leader for environmental compliance projects and ecological studies. Key project areas include energy and oil and gas infrastructure, flood mitigation projects, and disaster recovery projects, with a focus on transportation and public works infrastructure.	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
08/24 – 11/24	DOTD, SPN H.004273.5, I-49, Lafayette Connector Project, Lafayette, LA. Conducted bridge and culvert surveys for T&E bat species in support of the I-49 Connector Project SEIS for DOTD. Technical reporting and agency coordination.		
08/24 – Present	EDPR, Site Characterization Studies – EDP Renewables, Pearl River, Holmes, and Newton Counties, MS. Environmental Impact and Permitting Specialist. Researched and drafted three detailed site characterization studies and permit matrices for prospective solar farm locations in Mississippi. Conducted field visits to validate desktop findings.		
08/24 – 11/24	Exus Critical Issues Analyses, Exus North America, NM, MS, AK, and KY. Environmental Impact and Permitting Specialist. Researched and drafted Critical Issues Analysis reports and permit matrices for prospective solar farm sites in New Mexico, Mississippi, Arkansas, and Kentucky.		
10/17 – 06/20	FEMA, Hazard Mitigation Grant Program, Environmental Protection Specialist, LA. Project Manager and NEPA Specialist at FEMA. Responsible for preparing environmental assessments (EAs) for infrastructure hazard mitigation projects. Coordinated cultural resources analyses from team members and consulted state and federal agencies for concurrence on proposed project impacts. Guided applicants throughout the NEPA process including state and federal permitting requirements.		
11/16 – 06/20	FEMA, Public Works Disaster Recovery Projects, LA. NEPA Specialist at FEMA. Responsible for preparing NEPA documentation for thousands of Louisiana disaster recovery projects, including public buildings, roads, bridges, and labor projects. Provided project support and guidance with environmental regulations to applicants.		

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Joanna Rocco, AICP		Years of Relevant Experience with this Employer	18
Title: Sr. Project Manager & Environmental and Transportation Planner		Years of Relevant Experience with Other Employer(s)	6
Degree(s) / Years / Specialization		MS / 2009 / Environmental Studies; BS / 1999 / Biology	
Active Registration Number / State / Expiration Date		AICP / 263894	
Year Registered		2014	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		1. Project Management and Support - Project Management Plans. <i>Joanna is a Senior Project Manager and Environmental and Transportation Planner with 24 years of experience managing complex projects and preparing and implementing environmental/planning studies for state agencies and local governments. She has worked on several transportation projects, including many high-profile Environmental Impact Statement (EIS) projects and other major transportation planning projects. Joanna provides NEPA/SEPA compliance and technical expertise in Project Management Plans, Section 4(f) compliance, Section 106 compliance, and environmental justice outreach and mitigation.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
2023 – 2026	NCDOT, I-26 Connector / I-2513 Project Management Plan, Asheville, NC. <i>Project Manager.</i> Led and supported the development of the FHWA Project Management Plan (PMP) for I-2513, I-26 Connector, a large-scale, federally funded transportation infrastructure project. Guided multidisciplinary teams through the documentation of project governance, risk management, financial planning, schedule management, quality control, procurement strategies, and stakeholder coordination processes. Collaborated with state DOTs, FHWA leadership, and project partners to ensure PMP compliance with federal requirements while advancing effective project delivery, transparency, and accountability for projects with significant public investment and oversight.
2024 – 2026	VDOT, Norris Bridge Replacement, Project Management Plan (PMP), VA. <i>Senior Transportation Planner.</i> Supported development of the Project Management Plan (PMP) for the Virginia Department of Transportation (VDOT) project to replace the Norris Bridge. The PMP documents procedures and processes to manage the project scope, costs, schedules, and quality of the project. Assisted in development to replace the 2-mile-long Norris Bridge over the Rappahannock River.
2014 – Present	NCDOT, I-26 Connector / I-2513 Environmental Impact Statement (EIS), Asheville, NC. <i>Project Manager.</i> Responsible for the proposed 7-mile project includes the intersection of I-40 and I-240 along the French Broad River in a dense urban area. Oversaw development of DEIS, FEIS, and ROD. This project included an extensive public involvement effort with community members and local officials. The project includes multiple bicycle and pedestrian accommodations, effects on historic resources, including a National Historic Landmark, requiring compliance with Section 106 and Section 4(f), community cohesion, environmental justice, and secondary and cumulative effects. Project also involved preparing a Project Management Plan (PMP) for the FHWA Major Projects review.
2023 – Present	VDOT, Nimmo Parkway EIS, City of Virginia Beach, VA. <i>Deputy Project Manager.</i> Responsible for the preparation of an EIS to evaluate the potential impacts resulting from a new location extension of the Nimmo Parkway in eastern Virginia. Responsibilities include assisting in the development of various technical studies, including a Section 4(f) evaluation and Section 106 consultation; leading a multidisciplinary team; and extensive coordination with environmental resource and regulatory agencies through VDOT's NEPA/Section 404 Merged Process.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Audra Rodgers, PE Title: Vice President, Business Line Director		Years of Relevant Experience with this Employer	11
		Years of Relevant Experience with Other Employer(s)	8
Degree(s) / Years / Specialization		MS / 2003 / Civil Engineering; BS / 2002 / Civil Engineering	
Active Registration Number / State / Expiration Date		E-12245 / NE / 12.31.2026 Additional Active Licenses: IA, KS, MN, TX, MO, SD, ND, WA, MS, AZ, IN	
Year Registered		2007	Discipline Civil Engineer
Contract Role(s) / Brief Description of Responsibilities		12. Other Services- Railroad Coordination. Audra has 19 years of experience in the structural and bridge industry as both a Project Engineer and Project Manager on numerous projects. Audra has experience in precast concrete fabrication, construction observation, structural assessment and inspection, platform design, railroad and highway bridge design. She has performed public project reviews of grade separation projects for CP, BNSF and UPRR for over 14 years.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
01/20 – 01/24	North Indiana Commuter Transportation District (NICTD) DT Project, Gary, IN. Structural Design Lead for four through plate girder bridges over highways and other railroads and multiple high-level platforms. The project involves the construction of a double track along 26 miles of NICTD line. High-level platforms are precast concrete panels supported on precast concrete walls and spread foundations. The project also includes numerous low-level platforms.
02/19 – Present	Burlington Northern Santa Fe (BNSF), Skagit Bridge Replacement, Mt. Vernon, WA. Project Manager for the bridge replacement of the Skagit River bridge in Mt. Vernon, Washington. The project involves and off-line replacement of the existing bridge with a 250 ft. truss and 2 – 150 ft. TPG spans over the water and steel beam approach spans. The bridge is in a high seismic zone and drift collection issues on the existing bridge needed to be considered.
02/19 – 09/20	BNSF, Truxton Natural Crossover, Truxton, AZ. Audra is leading the structures design for the construction of a flyover track in Arizona. Structures on the project included: structural plate pipe and other culverts, large double arch Big R structure with cast-in-place headwall and wing walls, and a large multi-span flyover bridge that spans over existing BNSF tracks and a large wash area adjacent to the tracks.
01/14 – Present	City of Dallas, West Dallas Gateway Project, West Dallas, TX. Lead Project Engineer in charge of the design of three railroad underpass grade separation bridges. The grade separations will allow for Bataan Street, Amonette Street, and Herbert Street to pass under the existing UPRR tracks, which currently separate the two areas of the City. The bridges will be built in phases, with the north half of the bridge being built first while the tracks are shifted onto shoofly tracks to the south and the south half of the bridge built when the tracks are shifted onto the new north bridge. This minimizes the time that the UPRR tracks are out of service on a busy section of track.
06/18 – 07/22	Kansas City Southern Mexico Projects, San Luis Potosi, Mexico. Structures Lead for the design of multiple bridges and culvert extensions on industrial lead and double track projects in the San Luis Potosi area. The Interpuerto Yard project includes the extension of a triple pipe culvert and a reinforced concrete box culvert. The BMW Yard project includes multiple new pipe culverts with end treatment and a large double arch structure. The industry track and double main track projects include several new concrete bridges parallel to the existing structures and box culvert extensions.
01/21 – 11/21	BNSF Willmar Wye Bypass Project, Willmar, MN. Lead Structural Engineer for the design of new structures at Hawk Creek and an unnamed ditch for the Wilmar Wye Bypass. The structures were structural plate pipes designed to meet necessary hydraulic capacity, with reinforced concrete vertical headwalls.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Maryam Roostae, PhD, PE Title: Hydraulic Engineer		Years of Relevant Experience with this Employer	6
		Years of Relevant Experience with Other Employer(s)	7
Degree(s) / Years / Specialization		PhD / 2019 / Civil/ Water Resource; MS / 2011 / Drainage Engineering; BS / 2011 / Water Engineering	
Active Registration Number / State / Expiration Date		142141 / TX / 07.31.2028	
Year Registered		2021	Discipline Civil, Environmental
Contract Role(s) / Brief Description of Responsibilities		8. Roadway Design and Hydraulic Engineering Services - Hydraulic Analysis & Design, Type Size & Location for Drainage Structures. Maryam has thirteen years of combined consulting and research experience in surface water modeling, flood risk assessment, and stormwater analysis. Maryam has served in technical and task lead roles on major regional watershed studies and floodplain modeling projects for the Texas General Land Office (GLO), the Louisiana Watershed Initiative (LWI), the Coastal Protection and Restoration Authority (CPRA), and local governments such as the City of New Orleans and Jefferson Parish. She has contributed to the design and evaluation of flood mitigation alternatives and hydraulic structure replacements, while ensuring compliance with FEMA, state, and local regulations.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
2021 – Present	Louisiana Office of Community Development, Louisiana Watershed Initiative, LA. Deputy Project Manager/Task Lead. AECOM is providing program management and technical services—including hydrologic and hydraulic (H&H) modeling—to support the Louisiana Office of Community Development (LOCD) in implementing the Louisiana Watershed Initiative (LWI). This state-led effort aims to reduce flood risk through a comprehensive, watershed-based approach. As Deputy Project Manager and Technical Task Lead, Maryam oversees coordination and technical support for 15 infrastructure and mitigation projects in low- and moderate-income communities impacted by the 2016 floods. Additionally, her responsibilities include reviewing H&H reports and modeling deliverables from local consulting firms, providing technical guidance to ensure alignment with LWI program guidelines, and supporting project teams in modeling best practices.
2021 – Present	Coastal Protection and Restoration Authority (CPRA), River Reintroduction into Maurepas Swamp, St John the Baptist Parish, LA. Lead Hydraulic Modeler. AECOM is providing modeling and design services to CPRA for this environmental restoration and flood mitigation project that reconnects the Mississippi River to the Maurepas Swamp, restoring over 45,000 acres of wetlands and providing natural storm surge protection for 60,000+ residents. The project integrates ecological restoration with flood risk reduction, serving as mitigation for the West Shore Lake Pontchartrain levee system. This project is a collaborative effort between the CPRA, the U.S. Army Corps of Engineers (USACE), and various local stakeholders. Maryam served as the lead hydraulic modeler for this project. She was responsible for developing a comprehensive 2D HEC-RAS hydraulic model of the Maurepas Diversion network, covering the entire Lake Maurepas drainage basin. The model was used to evaluate the hydrologic impacts of reconnecting the Mississippi River to the swamp, including the assessment of water impoundment patterns and polder inundation duration. This 2d HEC-RAS model also supported the analysis of drainage alternatives within the polder system, informing design decisions aimed at enhancing ecological restoration and flood protection benefits for surrounding communities.
2023 – 2024	MDOT, Marshal County Phase A Bridge Design, Marshal County, MS. Hydraulic Modeler. AECOM provided modeling and Conceptual design services to the Mississippi Department of Transportation for the Bridge replacement project which is part of a broader initiative to enhance infrastructure and improve safety for motorists in the region. Maryam served as the hydraulic modeler where she used the FEMA regulatory HEC-RAS model as the base for the bridge that carries Highway 178 over Byhalia Creek, Mississippi. The model was updated with USGS flows and standards and various conceptual designs were evaluated along with alignment alternatives and scour calculations.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Miguel Sanchez, RA Title: Architect		Years of Relevant Experience with this Employer	10
		Years of Relevant Experience with Other Employer(s)	3
Degree(s) / Years / Specialization		MA / 2012 / Architecture	
Active Registration Number / State / Expiration Date		AR99099 / FL / 02.28.2027 Other active license: DE	
Year Registered		2017	Discipline Architect
Contract Role(s) / Brief Description of Responsibilities		12. Other Services - Facilities. Miguel is well rounded with design and construction administration experience of multiple project types. His design experience includes project conceptual design, programming, verifying code compliance, and construction administration. He works closely with team members, clients, and other professionals to develop and design a project in budget and on time. In addition, he has experience with various software programs for concept design visualization and also Building Information Modeling (BIM) technology.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
07/22 – Present	Tampa International Airport, Airside A & E Security Screening Checkpoint Expansion, Hillsborough County Aviation Authority, Tampa, FL. Architect/Production. This project involves expanding the Security Screening Checkpoint Areas at Airsides A and E to meet capacity demands. The existing Security Screening Checkpoints (SSCP) areas have been strategically located at the airside to reduce congestion in the Main Terminal. Both Airsides A and E were designed prior to current TSA standards and therefore do not meet the throughput and space requirements to provide a satisfactory level of customer service. When these spaces are expanded and designed to the proper TSA standards as part of this Project's scope, the circulation, queuing, and screening throughput will be greatly enhanced and will provide high levels of customer service. Each screening expansion is approximately 19,000 S.F.
01/21 – Present	Punta Gorda Airport, South terminal and In-Line Baggage Expansion, Charlotte County Airport Authority, Punta Gorda, FL. Architect/Production. The project involves the conversion of the existing bag make-up areas to a full in-line baggage screening system. This will allow for an expansion of approximately 20,000 S.F. for in-line baggage screening, TSA administrative offices, support spaces, and covered area for make-up carousel. The existing screening area will be renovated and converted to additional hold room space as Airport has seen large increase of passenger volume since their last expansion in 2015. This project properly aligns with the master planning study conducted for future growth and terminal expansion.
12/19 – Present	DeIDOT, Replacement of Bridge 3-164 Cedar Creek Bridge, Slaughter Beach, DE. Architect/Production. The project will replace the existing bridge and control house in its entirety as a result of increasing frequency of high water events, deterioration of bridge, and ongoing maintenance of equipment. The selected bridge design is a Dutch-style bascule bridge with allows the operating machinery to be located above the roadway level and out of the floodplain. A new control house will be constructed to support the equipment, generator, and control station above the floodplain. The design of the control house incorporates sustainable design elements to provide a structure that will be durable and energy efficient. The structure was developed to resemble a lighthouse in a horizontal form extending toward the waterway and will act as a beacon for both roadway and marine traffic.
04/19 – Present	Tampa International Airport, UPS Air Cargo Building, Hillsborough County Aviation Authority, Tampa, FL. Architect/Production. The project consists of constructing a new building air cargo building for UPS at the Airport. The building is comprised of approximately 40,000 - 41,000 S.F. building with warehouse sorting area, storage, administration offices, and auxiliary spaces. Building lower 2/3 perimeter walls to be constructed of concrete/masonry construction to provide durability and low maintenance from operations and functions with the building. The remaining upper portion of the perimeter walls and roof to be constructed of insulated metal panels to achieve optimal thermal values and durability. The vault will support 16 regulators, generator room, and work/storage room.

16. STAFF EXPERIENCE



Firm | AECOM Technical Services, Inc.

Name: **Saad Shbaklo, PE**

Title: Senior Program Manager

Years of Relevant Experience with this Employer | 24

Years of Relevant Experience with Other Employer(s) | 5

Degree(s) / Years / Specialization | MS / 1994 / Civil Engineering; MS / 1990 / Construction Engineering and Management; BS / 1987 / Civil Engineering

Active Registration Number / State / Expiration Date | 54863 / FL / 02.28.2027

Year Registered | 1999 | Discipline | Civil Engineer

Contract Role(s) / Brief Description of Responsibilities | **12. Other Services - Tolling Implementation Design and Support.** Saad is a senior professional with broad hands-on and management experience in all aspects related to transportation planning for road user fees, including toll lanes, congestion pricing, and distance-based fees. He has a deep understanding of federal, state, and local revenue sources for transportation funding. Saad's areas of expertise include managed toll lanes, alternative pricing evaluation, all-electronic conversion, toll rate setting, back-office operations, system requirements and business rules, financial planning and analysis, revenue impacts and reconciliation, performance monitoring, Data Warehouse reporting, and stakeholder coordination.

Experience Dates	Experience and qualifications relevant to the proposed contract.
05 /23 – 04/26	Caltrans, Road Charge Collection Pilot, Sacramento, CA. Deputy Project Manager and Task Lead. Saad is overseeing all aspects of the technical work conducted by seven subconsultants to deploy a pilot demonstration that collects actual revenues from participants in lieu of state motor fuel taxes. The pilot is deployed in preparation for a statewide road user charge program to be implemented in the future.
03 /23 – Present	Utah Department of Transportation (UDOT), I-51 Tolling System Update, Statewide, UT. Technical Expert. Saad is working with UDOT on the replacement of their existing tolling system on the I-15 express lanes. The new system will use license plate readers to replace the current transponder-based system to collect revenues and reduce violations. Saad is working on the system architecture design, concept of operations, business rules, and performance metrics for a prototype to be deployed on I-15 before the system is fully implemented.
07/10 – 05/20	Florida's Turnpike Enterprise, Establish Guidelines for Statewide Networks of Express Lanes, Ocoee, FL. Program Manager. In this role, Saad worked closely with the Turnpike Enterprise and Florida DOT to develop policies for development and implementation of interconnected networks of express lanes in major urban areas in Florida. This included statewide guidelines for planning and design, tolling and signing, traffic operations, incident management, and public outreach.
02/12 – 07/15	Florida's Turnpike Enterprise, Integrated Congestion Pricing Plan (ICPP), Ocoee, FL. Project Manager. Saad played a lead role in helping the Turnpike secure a grant of one million dollars from FHWA through the Value Pricing Pilot Program (VPPP) to evaluate the potential for implementing congestion management strategies on the Turnpike System. The study was the first in the nation to examine the addition of express lanes on a toll facility. During the study, Saad was responsible for managing and coordinating the technical details of all phases of the study. The results were published in the Transportation Research Record.
01 /13 – 03/14	FDOT, Interstate Studies of Express Lanes, Tallahassee, FL. Project Manager. Responsible for evaluating the financial feasibility of adding new capacity of express lanes to several interstates throughout Florida. These projects included I-4 in Orlando, I-95 in Broward and Palm Beach Counties, I-75/SR 826 in South Florida, I-295 in Jacksonville, I-275 in Tampa, and I-75 in Lee County.
09 /12 – 02/15	FDOT, Stakeholder Coordination for Express Lanes Projects, Tallahassee, FL. Project Manager. Saad provided technical assistance by engaging stakeholders to gain public support during the development of toll plans including placement of ingress/egress locations. He also coordinated with FDOT and Florida's Turnpike Enterprise to write administrative rules required by law describing policies regarding pricing, vehicle eligibility, exemptions, and violations.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Adam Skwirsk, AIA, GGP Title: Architecture Manager		Years of Relevant Experience with this Employer	10
		Years of Relevant Experience with Other Employer(s)	3
Degree(s) / Years / Specialization		MA / 2013 / Architecture	
Active Registration Number / State / Expiration Date		99346 / FL / 02.28.2027	
Year Registered		2018	Discipline Architect
Contract Role(s) / Brief Description of Responsibilities		12. Other Services - Other Specialty Services - Facilities. Adam is experienced in the design of multiple project types and in all aspects of the design process. His design experience includes project conceptual design, programming, verifying code compliance, coordination between disciplines and construction administration. He has been involved in numerous projects of all sizes including industrial, governmental, transportation, and educational facilities. He maintains a high level of professionalism and dedication to the completion of tight deadlines for difficult projects. In addition, he has experience with Building Information Modeling (BIM) technology software.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
10/20 – 02/22	Florida's Turnpike Enterprise, SunTrax Test Facility Entry Road Landscape and Aesthetics, Polk County, FL. Architect. FTE desired a signature entry experience for their new state-of-the-art test facility in Auburndale. Hardscape components included custom entry signing, 30 ft. tall sculpture in the shape of the project's logo, dry-stacked native stone walls, and aesthetic lighting. Design of entry sign, sculpture, and gateway arch was detailed and located strategically along entry boulevard. [FPID: 190778-5-52-23, 437300-5-52—01]. Design completed 2020, currently under construction. Post design services are complete.
02/16 – 05/18	Florida's Turnpike Enterprise, AET Phase 5A Toll Equipment Buildings – Suncoast Parkway, Broward & Palm Beach County, FL. Architect. The work consisted of toll facilities constructed along SR 91 – Mainline and Ramp Gantries. This project replaced all Cash Tolling sections of the road with new Automatic Electronic Tolling (AET) that consisted of the following: removal of existing pavement, gantry structures, equipment building and associated equipment, screen wall, concrete pads associated with equipment, and a standby generator and diesel tank. Specific responsibilities included production of the drawings, coordination between disciplines, assembly of the drawings, cost estimating, all permitting requirements, responding to Requests for Information (RFIs), processing the shop drawings and submittals, and handling revisions as necessary.
05/17 – 03/19	Florida's Turnpike Enterprise, AET Phase 5C Toll Equipment Buildings – Suncoast Parkway, Palm Beach County, FL. Architect. The work consisted of toll facility constructed along SR 91 – Mainline and Ramp Gantries. This project replaced all Cash Tolling sections of the road with new Automatic Electronic Tolling (AET) that consisted of the following: selective demolition of tolling booths and canopies, removal of existing pavement, filling of tunnels, gantry structures, equipment building and associated equipment, screen wall, concrete pads associated with equipment, and a standby generator and diesel tank. Specific responsibilities included production of the drawings, coordination between disciplines, assembly of the drawings, cost estimating, and handling revisions as necessary.
04/16 – 08/18	FDOT District 7, Corey Causeway Drawbridge Control House Rehabilitation, St. Petersburg, FL. Designer. The Control House shelters all the electrical and mechanical equipment needed to fully operate the drawbridge. In the initial stage of the project each discipline was responsible for performing an assessment inspection of the existing control house. The purpose of the assessment inspection was to determine those elements of the control house and bridge requiring repair as part of a programmed rehabilitation project. The objective of the rehabilitation project was to extend the service life of the control house and bridge approximately 15 years. Upon completing the architectural assessment inspection tasked with developing the plans necessary to rehabilitate the control house. It was determined that the windows, roof, and ceiling were to be replaced along with exterior and interior finishes to extend the service life of the control house.

16. STAFF EXPERIENCE

01/15 – 07/16	Central Florida Rail Corridor, Lake Monroe Drawbridge Control House Rehabilitation, Lake Monroe, FL. <i>Designer.</i> The Lake Monroe Drawbridge is a 1960's era bascule bridge located in the Central Florida Rail Corridor (CFRC). Train traffic along the corridor currently includes Sunrail commuter passenger trains, CSXT freight trains, and Amtrak passenger trains. The scope of construction included demolition and replacement of the electrical and mechanical systems in their entirety. The architectural scope of work consisted of replacing the existing building in its entirety to house the new electrical and mechanical equipment. The new control house was built on the existing first floor concrete slab. Responsible for the Construction Administration for this project as well as responding to Requests for Information (RFIs), processing the shop drawings and submittals, and coordinating with consultants for conflict resolution.
01/15 – 12/16	FDOT District 1, Punta Gorda Weigh Station, Punta Gorda, FL. <i>Designer.</i> The project consisted of replacing the existing weigh stations on I-75 southbound and northbound in Charlotte County. The existing buildings were demolished and replaced with a new 1,764-square-foot pre-engineered, prefabricated building located in approximately the same location as the existing. The prefabricated building was built off-site with a portion of the components installed in the field. The work also included the following: relocation of existing utility tie-ins for the new building, sidewalk replacement and repairs, recertification of static scale and testing of ramp Weigh in Motion (WIM) system, and preparation of Maintenance of Traffic (MOT) Plan. Responsible for the Construction Administration, which consisted of responding to Requests for Information (RFIs), processing the shop drawings and submittals, and handling revisions as required.
01/15 – 11/16	FDOT District 2, Old Town Weigh Station, Old Town, FL. <i>Designer/Production.</i> The project consisted of expanding an existing weigh station on US 27 in Dixie County. The existing building was renovated, and an addition was constructed that ties into the existing conditions. The entire project, including renovation and addition, totaled 982 square feet with the addition. Exterior walls of the addition were constructed from concrete masonry units with a brick veneer that matched the existing building, and a storefront system was installed to continue the existing design. A new standing seam metal roof system was tied into the existing metal roof system. Responsible for designing the addition and detailing the connections between the new and existing conditions. The project was produced in BIM modeling program for coordination between architectural and structural disciplines. Other responsibilities consisted of coordination between disciplines and consultants, and Construction Administration, which consisted of responding to Requests for Information (RFIs), processing the shop drawings and submittals, writing specifications, and handling revisions as required.
03/15 – 12/16	FDOT District 7, Hopewell Weigh Station, Hopewell, FL. <i>Designer/Production.</i> The project consisted of replacing the existing weigh stations on SR 60 in Hillsborough County. The existing buildings were demolished and replaced with a new 949-square-foot pre-engineered, prefabricated building located in approximately the same location as the existing. The prefabricated building was built off-site with a portion of the components installed in the field. The work also included the following: relocation of existing utility tie-ins for the new building, sidewalk replacement and repairs, recertification of static scale and testing of ramp Weigh in Motion (WIM) system, and preparation of Maintenance of Traffic (MOT) Plan. The project was produced in BIM modeling program for coordination between architectural and structural disciplines. Other responsibilities consisted of coordination between disciplines and consultants and Construction Administration, which consisted of responding to Requests for Information (RFIs), processing the shop drawings and submittals, writing specifications, and handling revisions as required.
04/15 – 11/16	FDOT District 5, Bunnell Weigh Station, Bunnell, FL. <i>Designer/Production.</i> The project consisted of replacing the existing weigh stations on Bunnell US 1 in Flagler County. The existing buildings were demolished and replaced with a new 531-square foot pre-engineered, prefabricated building located in approximately the same location as the existing. The prefabricated building was built off-site with a portion of the components installed in the field. The work also included the following: relocation of existing utility tie-ins for the new building, sidewalk replacement and repairs, recertification of static scale and testing of ramp Weigh in Motion (WIM) system, and preparation of Maintenance of Traffic (MOT) Plan. His responsibilities consisted of coordination between disciplines and consultants and Construction Administration, which consisted of responding to Requests for Information (RFIs), processing the shop drawings and submittals, writing specifications, and handling revisions as required.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Joseph Silva Title: Emerging Technology/ITS Leader		Years of Relevant Experience with this Employer	3
		Years of Relevant Experience with Other Employer(s)	14
Degree(s) / Years / Specialization		MS / 2010 / Electrical Engineering; BS / 2008 / Electrical Engineering	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		12. Other Services - Tolling Implementation Design/Support. <i>Joseph is a highly accomplished technology leader with extensive experience in the transportation and tolling industry. As the Enterprise Architecture Lead, Engineering & Innovation Director, Product & Platform Director, and Chief Technology Officer, Joseph has successfully spearheaded numerous transformative projects for renowned companies such as Transurban, Indiana Toll Road, and VeriToll. Notably, he has played a pivotal role in the technology development and integration of the Express Lanes project in Northern Virginia, contributing to over \$300 million in toll technology project delivery and over \$3 billion in infrastructure projects.</i>	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
12/19 – 12/21	Indiana Toll Road (ITR) Toll System Replacement, Indiana Toll Road, Elkhart, IN. <i>Advisor to CEO.</i> Seconded to the ITR leadership team as the acting CTO, collaborating directly with the executive team and board to spearhead a multi-year, \$300 million/year revenue business transformation. Led the client relationship, sales, architecture, and delivery of a complex, multi-year, \$20 million+ roadside and lane tolling transformation program. Oversaw all aspects of roadside toll system procurement and delivery, coordinating with Tier 1 roadside tolling vendors to secure and implement new roadside toll payment systems and in-lane technology solutions. Accountable for client relationship management, including overseeing principal and engagement support resources. Identified, hired, and coordinated with the CIO to transform operational technology, monitoring, and alerting platforms in a DevOps operating model (<i>Prior to AECOM</i>).		
06/19 – 12/19	I-395 Express Lanes (Testing), Transurban, Alexandria, VA. <i>Test Management Director.</i> As the Test Management Director, Joseph played a key role in the I-395 Express Lanes project. He spearheaded the design, development, and deployment of the innovative AuditToll platform specifically for the I-395 Express Lanes, adding significant value to the assignment. Joseph managed a team of 30+ drivers, overseeing their activities over several months. Through the AuditToll platform, he identified system issues, revenue leaks, and empowered the systems integrators and operations teams to conduct continuous system checks during critical project stages. Joseph's expertise and leadership greatly improved the efficiency and effectiveness of the tolling system implementation, ultimately resulting in substantial savings of over \$2.5 million for Transurban (<i>Prior to AECOM</i>).		
09/17 – 03/19	Transurban (GoToll Mobile Tolling App). <i>Innovation and Product Director.</i> Developed the business case, financial model, operational model, platform architecture, and established build teams for a mobile-based tolling platform in North America. Led stakeholder engagement with the executive committee and strategic build partners. Held the role of Innovation & Product Director, providing direction to the product owner, as well as development and operational teams in a modern agile-based (DevOps) practice. Served as the Chief Architect, responsible for designing the business and technology architecture of the platform. Led a successful business development effort with the North Carolina Department of Transportation, resulting in the adoption and integration of GoToll in NCF.		

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Laurie Simmons Title: Public Relations Senior Manager		Years of Relevant Experience with this Employer	2
		Years of Relevant Experience with Other Employer(s)	13
Degree(s) / Years / Specialization		BA / 2007 / Communication	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		12. Other Services - Public Relations and Communications Advisory Services. <i>Laurie is an award-winning strategic communication and public involvement strategist with more than a decade of experience in transportation and construction, public relations, community engagement, integrated marketing, public affairs, media relations, and television news reporting. She has worked in the public, private, and non-profit sectors, serving clients focused on mobility, sustainability, land use, real estate, renewable energy, and travel/tourism, and creating large-scale outreach programs tailored to targeted audiences.</i>	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
02/21 – 03/21	City of Stevens Point, Business 51 Planning Study, Stevens Point, WI. <i>Public Involvement Coordinator.</i> Provided media strategy and public relations support to the engineering team by performing an analysis of corridor design options. Authored communications plans, performed media stakeholder identification, and wrote key messaging, press releases, and media pitches. Assisted with crisis communications and stakeholder relations.		
07/21 – 11/21	ODOT, Autonomous/Connected Vehicle Systems Engineering Analysis, Various Locations, OH. <i>Public involvement coordinator led the execution and oversight of a "how-to" navigation video for DriveOhio's new CV/AV Systems Engineering Analysis website.</i> The website and accompanying guidebook provide information for localities working to meet state requirements and standardize their programs for connected and automated vehicle deployments. Also created the video storyboard, wrote script content, recorded narration, and performed QA/QC on the video's final edit.		
10/22 – Present	TxDOT, Planning, Engineering & PM Contract UTP and PI Process Analysis, Austin, TX. <i>Public Involvement Coordinator.</i> Assisted the Transportation Planning and Program Division's Public Involvement Team in creating and executing the Texas Transportation Commission (TTC) Online Comment Pilot Program, which allows the public to virtually comment on TTC agenda items for the first time in Texas history. Duties included facilitating planning meetings with TxDOT staff, creating an educational campaign for the new program, developing public-facing collateral materials, and executing monthly comment reports and executive summaries for TTC staff.		
10/22 – Present	City of Austin, ATD Trans Eng Staff Aug, Austin, TX. <i>Public Outreach Lead.</i> Lead for the City of Austin's Construction Partnership Program, a joint agency effort underway to begin preparing for the massive infrastructure improvements scheduled to take place in and around Austin between 2023-2033. Primary duties include creating all public-facing collateral materials for the program, advising the leadership of public outreach strategies, and collaborating on public information tools to be developed during program execution.		

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Aaron Singer Title: Vice President, Global Advisory		Years of Relevant Experience with this Employer	5
		Years of Relevant Experience with Other Employer(s)	22
Degree(s) / Years / Specialization	MS / 2013 / Finance; MS / 2004 / Public Administration (Applied Economics and International Economic Policy); BS / 1999 / Foreign Service		
Active Registration Number / State / Expiration Date	N/A		
Year Registered	N/A	Discipline	N/A
Contract Role(s) / Brief Description of Responsibilities	1. Project Management and Support - Project Agreement Development; 12. Other Services - Alternative Delivery Technical Services - Procurement/Advisory Services. <i>An experienced infrastructure development and investment professional, Aaron is currently responsible for the conception and ongoing development of the Fund Navigator, a suite of digital tools helping clients leverage a data-driven approach to identifying funding opportunities, facilitating a digital transformation in capital planning and the development of funding strategies. Aaron's track record includes leading teams in developing, winning, and managing major infrastructure projects in North America and offers a comprehensive understanding of capital planning as well as project structuring and financing, with over 20 years of experience in transactions totaling USD40 billion in project value.</i>		

Experience Dates	Experience and qualifications relevant to the proposed contract.
01/26 - Present	MassDOT, Service Plazas P3 Lease procurement. <i>Commercial and Financial Advisor.</i> Leads commercial strategic and financial advisory roles in the P3 lease structuring and project agreement document development for the procurement of an operator for 18 service plazas across the state, including the establishment of the evaluation criteria and lease terms and conditions that balance owner objectives with bankability as well as enabling legislation.
10/25 - Present	Amtrak, New York Penn Station Transformation, New York City, NY. <i>Strategic Commercial Advisor.</i> As a strategic commercial advisor, Aaron provides Progressive P3 procurement strategy guidance for a complex station transformation program supporting commercial structuring, risk allocation, and project agreement document development and negotiations to help advance an approach aligned with the program's complexity and long-term implementation objectives as well as market constraints
12/25 - Present	Confidential Client, Intelligent Freight Developer, Mexico-Texas. <i>Commercial Structuring Advisor for confidential client.</i> Provides P3 concession document review and entity structuring advice relative to risk allocation and anticipated financial covenants and market constraints to advance a first of its kind international corridor of new technology to unlock border crossing bottlenecks.
03/26 - Present	Valley Link Rail, Valley Link Program, CA. <i>Commercial Advisor.</i> Leads early-stage analysis and market sounding for a railcar leasing structure through the development of a Request for Information and Project Information Memorandum to facilitate receipt of market input and support more in depth one-on-one meetings to ultimately inform procurement strategy and agreement terms and conditions that reflect owner objectives with market considerations.
11/22 -11/23	CHSR, California High-Speed Rail, CA. <i>Governance Support.</i> Provided joint venture governance support during initiation of a major rail program delivery services engagement. Her work supported the establishment of governance, coordination, and management processes for a complex program delivery team, helping clarify responsibilities, decision-making pathways, and operating protocols during the early stages of the engagement.
01/24 - 12/24	Amtrak, High-Speed Rail Strategic Planning, TX. <i>Financial Analyst.</i> Aaron provided input into a strategic planning initiative, summarizing funding and financing options available to high-speed rail corridors in the US and international financing structures, including critical credit enhancements.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Charlie Stein, PE, DBIA Title: Civil Senior Manager		Years of Relevant Experience with this Employer	10
		Years of Relevant Experience with Other Employer(s)	17
Degree(s) / Years / Specialization		BS / 2001 / Civil Engineering	
Active Registration Number / State / Expiration Date		6201053702 / MI / 09.01.26 Additional active license: Design-Build Professional (DBIA)	
Year Registered		2006	Discipline Civil Engineer
Contract Role(s) / Brief Description of Responsibilities		1. Project Management and Support - Value Engineering; 12. Alternative Delivery Technical Services; 12. Other Services Lead - Procurement/Advisory Services. Charlie brings more than 27 years of diverse experience that ranges from project level scoping, program management and bridge inspections to design and delivery of projects. He previously served as the Manager of the Innovative Contracting Unit at the Michigan Department of Transportation (MDOT). In this role, Charlie was responsible for overseeing contract procurements for alternative delivery projects, including design-build (DB), construction manager/general contractor (CMGC), alternative technical concepts (ATCs), fixed price - variable scope (FPVS), and public-private partnership (P3) projects. He also managed or has been a key resource for the development and delivery of MDOT's innovative projects and program. During his career, he managed MDOT's first public-private partnership project (15 year contract) to improve the freeway lighting in the Detroit area; delivered MDOT's first two bridge slides using a CMGC procurement; and helped to deliver MDOT's first diverging diamond interchange using a design-build procurement.	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
01/16 – Present	MDOT, US-31/I-94, Design-Build Procurement and Design Assistance During Construction (DADC), Benton Harbor, MI. Project Manager. Development of design-build procurement documents to reconstruct I-94 from approximately Napier Road north to I-196; reconstruction and realignment of I-94 BL from Urbandale to the new US-31 interchange; new route construction of US-31 from Napier Road to the new US-31/I-94 Interchange. The project included four new bridges and one rehabilitation. Procurement services included preliminary design, drafting the RFQ and RFP language, technical reviews, risk assessment, environmental coordination, and utility coordination. DADC delivery is just beginning but will include submittal reviews, cost estimates, submittal management and coordination between the Design-Builder. The construction cost is expected to be approximately \$135 million.		
05/20 – 05/22	MDOT, I-496, Design-Build Procurement, Lansing, MI. Project Manager. Development of design-build procurement documents to reconstruct and realign I-496 from approximately Lansing Road easterly to the Grand River. The project includes the addition of weave/merge lanes, rehabilitation and capital preventive maintenance on 15 bridges throughout the corridor, drainage reconstruction, signing, pavement markings, and freeway lighting. Procurement services included preliminary design, drafting the RFQ and RFP language, technical reviews, risk assessment, environmental coordination, and utility coordination. The construction cost is approximately \$80 million.		
01/16 – Present	MDOT, Innovative Contracting, I-75 & M-46 Design-Build, Saginaw, MI. Lead QA/QC. Procurement and DADC services for the reconstruction and widening of I-75 from Hess Road to I-675 using design build delivery. The project includes a new double roundabout interchange at M-46 and elevating a 2000-foot stretch of I-75 to allow the removal of a pump station. AECOM services included preliminary road and bridge design, geotechnical services, RFQ & RFP development, cost estimating, risk assessment, scheduling, facilitating meetings and coordination with utilities.		

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Tuna Tarlover Title: Vice President, Risk Consultancy		Years of Relevant Experience with this Employer	14
		Years of Relevant Experience with Other Employer(s)	4
Degree(s) / Years / Specialization		MS / 2010 / Construction Engineering and Management; BS / 2009 / Civil Engineering	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		1. Project Management and Support - Cost-Risk-Schedule Assessment. Tuna leads our Risk Consultancy in the Americas and is responsible for overseeing AECOM's risk assessment and risk management services. From the prefeasibility stage through construction, Tuna has leveraged his extensive experience in the fields of Quantitative Risk Assessment, Risk Management, Project Controls, and Project Management on more than 70 infrastructure and regional development projects. These projects encompass a wide range, including but not limited to transit projects, bridges, airports, highways, dams, power facilities and wastewater treatment plants.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
01/13 – Present	Georgia Department of Transportation, Transportation Investment Act (TIA) Program, Atlanta, GA. Risk Manager. As part of the Program Management team for the 851-project TIA program, Tuna developed and implemented a risk-based processes to quantify project and program risks, inflation, and project management level of involvement. He integrated a probabilistic forecasting cash-flow process to isolate and inform the decision-making. Tuna created a change management control tool that tracked and managed risk causes and triggers. He also worked with project, preconstruction, and construction managers to create awareness on risk areas and to sequence and prioritize projects based on risk exposure and cash-flow availability.
01/18 – 01/24	Amtrak & The Gateway Development Corporation, Hudson Tunnel Project, New York, NY. Risk Manager. The Hudson Tunnel is a multibillion- dollar project that will provide two new tunnels beneath the Hudson River to access the Pennsylvania Rail Station. Tuna is responsible for leading the cost schedule risk assessment to support key project decisions, including packaging and delivery method selection, contingency estimates, total project cost, and certainty on the construction schedule. As part of the risk allocation, the risk assessment is also used to transfer risks through the RFP and project agreements.
01/16 – 01/19	Metropolitan Transportation Authority, East Side Access Program, New York, NY. Risk Manager. East Side Access is a multi-billion-dollar public works project under construction in New York City. It will bring the Long Island Rail Road (LIRR) into a new station built below, and connected to, Grand Central Terminal on the East Side of Manhattan. Tuna was responsible for development, implementation, and execution of risk management standards. and met Federal Transit Administration (FTA) risk management directives.
04/13 – 06/18	New York State Thruway Authority, Governor Mario M. Cuomo Bridge, Westchester, NY. Risk Manager. The Governor Mario M. Cuomo Bridge is an approximately \$4 billion suspension bridge that replaced the existing Tappan Zee Bridge bride in Tarrytown, Westchester. Tuna conducted quarterly Risk Assessments using a customized integrated cost and schedule model. In compliance with FHWA) standards, he has supported the authority's project management team in its evaluation of the design-builder proposal and development of mitigation strategies throughout construction.
05/12 – 11/15	MTA, Second Avenue Subway, New York, NY. Risk Associate. The is a \$16 billion new subway line within New York City's subway system. Tuna has supported and implemented risk-based decision-making processes in the first phase of the subway project. He monitored and updated risk registers while verifying implementation and execution of risk management standards and practices; attended various meetings with the project team, recorded meeting notes, and prepared monthly risk reports for senior management; and updated cost estimate at completion model and contingency drawdown curves to monitor project status and support preparation of budget reports.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Abby Tomlinson Title: Communication Senior Manager		Years of Relevant Experience with this Employer	8
		Years of Relevant Experience with Other Employer(s)	8
Degree(s) / Years / Specialization		MA / 2011 / Mass Communication; BS / 2009 / Public Involvement	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		3. Environmental/Permitting Services- Public Engagement. 12. Alternative Delivery Technical Services - Public Relations and Communications Advisory Services. Abby has experience in execution and management of all aspects of public involvement, including high-level stakeholder coordination, management of the NEPA public involvement process, coordination and development of multi-platform communications campaigns and grassroots stakeholder engagement. Her multimodal project portfolio includes highway/ bridge, transit, aviation, emerging technologies, and seaports.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
01/20 – Present	TxDOT, Transportation Planning and Programming Extension of Staff, Statewide, TX. Outreach Oversight Lead. Abby is currently supporting TxDOT's statewide outreach oversight team, located within the TPP organization. Support long-term initiatives including the development of statewide engagement toolkits targeted at typically underserved populations; assisting in the outreach related to Unified Transportation Plan updates, including managing and reporting out on comments received from the public; development of a suite of materials related to online engagement, including tear sheets and presentations on each of three major platforms (MetroQuest, Bang the Table and Social Pinpoint); development of content sites on each platform at the request of District project teams. Developed a memo for the Commission's consideration that evaluates various open comment options and makes recommendations for updates to Commission policies. Upon approval of policy changes, began to lead the implementation team to develop materials and processes related to these policy updates.
07/21 – Present	City of Austin, Transit Enhancements Project, Austin, TX. Task Lead. City of Austin strategy and boots-on-the ground, pop-up style engagement to share information about potential transit-supportive investments outside of the Project Connect System. Engagements focus on better understanding current transit users experiences and connecting those experiences with potential transit service improvements. In-community engagement strategies netted hundreds of completed surveys from current system users that generally matched the demographic breakdown of CapMetro's rider profile, meeting multiple outreach goals set by the project team.
10/22 – Present	Invenergy, Grain Belt Express EIS, KS and MO. Lead Public Involvement. This project is a 530-mile transmission line project across two midwestern states. Led the development of all content, including a property owner mailing to a 3,000-person list developed by the AECOM team, a website, and all materials and logistics for two virtual engagement sessions and four public meetings across the two states. Materials included a presentation, a set of exhibits, a fact sheet, and logistics included coordination of two teams from three different entities across the two states for a week of activities.
09/22 – Present	TxDOT, Gulf Freeway (I-45S) Planning and Environmental Linkages Study and I-45N Planning and Environmental Linkages Study, Houston, TX. Public Involvement. Lead materials development and logistical planning for stakeholder and public outreach efforts for this PEL study. In addition to stakeholder meetings with agency partners and elected officials, this project includes both virtual and in-person outreach to the general public. Outreach includes traditional open houses, as well as virtual engagement strategies including virtual presentations, social media outreach, and virtual surveys through MetroQuest.

16. STAFF EXPERIENCE

	Firm AECOM Technical Services, Inc.	
Name: Carlos Turcios, PE, MBA, LEED AP BD+C		Years of Relevant Experience with this Employer 15
Title: Senior Electrical Engineer		Years of Relevant Experience with Other Employer(s) 12
Degree(s) / Years / Specialization	MBA / 2004 / International Business; BS / 1998 / Electrical Engineering	
Active Registration Number / State / Expiration Date	44826 / LA / 03.31.2027 Additional active licenses: NY, FL, KY, CA, MI, WA, PA, MD, WI, TN	
Year Registered	2020	Discipline Electrical Engineering
Contract Role(s) / Brief Description of Responsibilities	9. Bridge Design Services - Mechanical/Electrical. Carlos is a lead Electrical Engineer with 27 years of experience across all areas of electrical power distribution and electrical controls. He is familiar with all phases of project design, including estimating, scheduling, inspections, specifying, contract drawings, equipment shop testing, onsite bridge controls functional testing, check-out and start-up, and cost tracking. Carlos has designed and supported medium-voltage and low-voltage power distribution including control schemes for government, commercial, industrial, and bridge facilities; engineered various power systems and distribution networks; formulated and coordinated control schemes for electro/mechanical, HVAC, and SCADA systems; developed designs for interior/exterior lighting, including navigational lighting, obstruction lighting, grounding, lightning protection, fire detection and alarm systems.	
Experience Dates	Experience and qualifications relevant to the proposed contract.	
06/21 – Present	City of Milwaukee, Cherry Street Bridge over the Milwaukee River, WI. Engineer of Record. Provided Electrical Engineering services rehabilitation design of a double leaf movable bridge. The design included construction documents (electrical cost estimate, specifications, CAD drawings and signed and sealed drawings for the rehabilitation of the entire power distribution system, control system, navigational lighting, architectural lighting, CCTV system, PA system, lighting protection system, and the addition of new redundant utility power service connection to allow the bridge to be power fed from two sources via an automatic transfer switch.	
08/21 – Present	City of Menasha, BR 1.24 Over Fox River Nav Canal, Menasha, WI. Engineer of Record. Provided engineering services to re-design the entire control system (PLC-based) for a Wisconsin Central Railroad swing bridge. Included a site visit for existing conditions inspection, report of finding, design documents (electrical construction estimate, specifications, electronic CAD files, signed and sealed documents).	
05/18 – 06/23	Municipality of Chatham-Kent, Baseline Bridge, Municipality of Chatham-Kent, Wallaceburg, ON. Engineer Designer. Responsible for the electrical rehabilitation tender (control house) elements (e.g. plans, specifications, and cost estimates) for Baseline Bridge in Wallaceburg, Ontario. The movable bridge rehabilitation included electrical span control and span operation and support systems. Baseline Bridge is a swing bridge that uses hydraulic cylinders to provide rotational movement and to actuate the span support components. The electrical work consisted of the replacement of the entire control systems including the control desk, PLC and other electrical components.	
06/18 – 06/21	FDOT District 1, Hatchett Creek Bridge Rehabilitation, Venice, FL. Engineer of Record. Responsible for design of the electrical and controls portion of the bridge rehabilitation for On-call contract. This included power and controls for a hydraulic span drive and span lock machinery writing of the FDOT Technical Special Provisions as well as the engineer's electrical cost estimate and construction schedule.	
03/21 – 05/21	City of Appleton, Bascule Bridges Inspections and Rehabilitations, Appleton, WI. Electrical Inspection. Provided electrical inspection services for the City of Appleton Lawe St. and Olde Oneida Bascule Bridges. The inspection included an on-site in-depth inspection of the power distribution system including main motor(s) insulation test, inspection of existing lighting, conduits, conductors, submarine cables, receptacles, power disconnects, main enclosure gears including internal components, power monitoring, control console, control conduits and wiring, control field end devices, navigational lighting, traffic gates, and existing bridge documentation. A report was provided to the owner with findings of the inspection including suggested repairs to the power and control systems.	

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Jonathan Vavasseur Title: Project Biologist		Years of Relevant Experience with this Employer	8
		Years of Relevant Experience with Other Employer(s)	17
Degree(s) / Years / Specialization		BS / 2002 / Wildlife and Fisheries Sciences	
Active Registration Number / State / Expiration Date		PWS #3029/National/NA; FHWA-NHI-142005 NEPA and Transportation Decision-Making/2016; NHI 142073 Applying Section 4(f): Putting Policy to Practice/2017	
Year Registered		2018	Discipline Certified Professional Wetland Scientist
Contract Role(s) / Brief Description of Responsibilities		3. Environmental and Permitting Services - Wetlands Delineations/ T&E Species, Permit Application Development. <i>Jonathan has experience in environmental, regulatory, and ecological consulting with a strong concentration in wetland ecology. He has served as the team leader and field coordinator for environmental project teams. Jonathan has led various projects that range from wetland delineations, threatened and endangered (T&E) species surveys, biological assessments, and environmental site assessments throughout the southeastern US for federal and state agencies, municipalities, and private clients.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
11/20 – 04/21	City of East Baton Rouge, College Drive Corridor Improvements, LA. <i>Senior Biologist/Permitting Specialist.</i> Jonathan conducted wetland delineations, T&E surveys, and Section 404/10 permitting for all roadway segments within the proposed improvement corridors.
07/20 – 09/20	City of East Baton Rouge, Jones Creek Road Extension, LA. <i>Senior Biologist/Permitting Specialist.</i> Jonathan conducted wetland delineation and T&E surveys as well as Section 404/10 USACE permitting
02/19 – 08/20	NASJRB, New Orleans, LA. <i>Project Manager, Senior Biologist.</i> Jonathan conducted wetland and T&E species field surveys, technical reporting, and NEPA documentation for a 500+ acre proposed vegetation clearing project for the Department of Defense.
07/18 – 06/19	Wanhua Chemical US Holdings, St. James Parish, LA. <i>Project Manager, Senior Biologist.</i> Jonathan conducted wetland delineations and T&E species surveys for five sites. He was the lead permitting specialist responsible for obtaining USACE Section 404/10 permits and LADNR Coastal Use Permitting (CUP). Work included conducting wetland and T&E species field surveys and reporting as well completing and submitting all required federal and state regulatory permits.
02/15 – 07/15	Colonial Pipeline Company Anomaly Digs. <i>Lead Field Biologist, Permitting Specialist.</i> Jonathan conducted wetland delineations, T&E surveys, technical reporting, and habitat restoration for approximately 75 anomaly locations in Louisiana and Mississippi. Work included project coordination and conducting wetland, T&E field surveys, technical reporting, and regulatory permitting.
07/14 – 07/15	Baton Rouge Metropolitan Airport, LA. <i>Lead Field Biologist and Project Coordinator.</i> Jonathan conducted wetland delineations and technical reporting for an approximate 220-acre tract owned by the Baton Rouge Metropolitan Airport. Work included project coordination and conducting wetland delineations at the request of the New Orleans District, USACE.
08/15 – 08/18	LADOTD, DCL for FHWA Funded Highway Projects, Statewide, LA. <i>Environmental Impact Specialist, DCL (Biologist).</i> Jonathan coordinated and oversaw all wetland projects for the LADOTD. He was the lead biologist responsible for coordinating all linear and tract wetland delineations and technical reporting for numerous federally funded highway projects all over the state of Louisiana. Work included serving as the environmental coordinator, coordinating and conducting the wetland and T&E field surveys, NEPA processing for federally funded highway projects, and as technical reporting for state highway projects.
04/13 – 02/15	Port of Greater Baton Rouge, LA. <i>Lead Field Biologist, Regulatory Specialist.</i> Jonathan conducted wetland delineations, T&E surveys, and regulatory permitting for numerous tracts owned by the Port of Greater Baton Rouge.

16. STAFF EXPERIENCE

	Firm AECOM Technical Services, Inc.			
	Name: Phil Vogelsang, PE Title: Value Engineering Facilitator & Design PM		Years of Relevant Experience with this Employer	26
			Years of Relevant Experience with Other Employer(s)	21
Degree(s) / Years / Specialization		MS / 1979 / Civil Engineering (Structural); BS / 1978 / Civil Engineering		
Active Registration Number / State / Expiration Date		6201036592 / MI / 06.26.2025		
Year Registered		1991	Discipline	Professional Engineer
Contract Role(s) / Brief Description of Responsibilities		1. Project Management and Support - Value Engineering. <i>Phil is a career value engineering facilitator and will provide support for value engineering requirements.</i>		
Experience Dates	Experience and qualifications relevant to the proposed contract.			
02/24 – 04/24	Michigan DOT (MDOT), VE Study for Bridge Reconstruction of Martin Luther King (MLK) Jr. Street over US-131, CSX and Grand Elk RR in the city of Grand Rapids, Kent County, MI. <i>Value Engineering Study Facilitator.</i>			
01/23 – 04/23	MDOT, VE study for reconstruction of I496/US-127 from Michigan from I-96 to Trowbridge Road (JN210069), MI. <i>Value Engineering Study Facilitator.</i> The scope of work include 19 bridges, and median guardrail extension on I-96 between US-127 and College Road (JN209403) in Ingham County.			
10/22 – 01/22	MDOT, VE Study for M14/I-96 Interchange reconstruction, Wayne County, MI. <i>Value Engineering Study Facilitator.</i> The scope of work include interchange reconstruction and 16 bridge structures.			
06/21 – 09/21	MDOT, VE Study for JN 201133, CS 70024: I-196 from Byron Road to 32nd Avenue Road Reconstruction including Ramps at Byron Road Interchange JN 207995, CS 70024: Four (4) Bridges on I-196 Bridge CPM: Joint Replacement, Deck Patching, Beam Heat Straightening. <i>Value Engineering Study Facilitator.</i>			
03/21 – 05/21	MDOT, VE Study for the rehabilitation of I-75, MI. <i>Value Engineering Study Facilitator.</i> The scope of work include bridge improvements, signalized intersection, and culvert replacements.			
06/20 – 01/21	MDOT, I-94, Jackson and Calhoun Counties, MI. <i>Value Engineering Study Facilitator.</i> VE Study for reconstruction and pavement inlay and bridge preventative maintenance of I-94 in Jackson and Calhoun counties.			
08/20 – 12/20	MDOT, VE Study from Michigan Avenue to M-60 in Parma, Sandstone and Blackman Townships, Jackson County (JN 127621), MI. <i>Value Engineering Study Facilitator.</i> Pavement reconstruction with ramp extensions and drainage improvements and Bridge Capital Preventative Maintenance (CPM) Work for six bridges.			
12/18 – 1/2019	MDOT, VE Study for the reconstruction of Frontenac, Burns, Grand River Avenues over I-94, Detroit, MI. <i>Value Engineering Study Facilitator.</i>			
10/18 – 12/18	MDOT, VE Study for the reconstruction of East Grand Blvd. over I-94 and Milwaukee Ave over I-75, Detroit, MI. <i>Value Engineering Study Facilitator.</i>			
05/18 – 07/18	MDOT, VE Study for the reconstruction of I-69 in Clinton and Eaton Counties, MI. <i>Value Engineering Study Facilitator.</i>			
03/17 – 04/17	MDOT, VE Study a bascule bridge in Bay City, MI. <i>Value Engineering Study Facilitator.</i> The project included the replacement of a bascule bridge in Bay City, including vetting numerous EPE alternatives.			

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: David Weeks, PE Title: Senior Project Manager		Years of Relevant Experience with this Employer	41
		Years of Relevant Experience with Other Employer(s)	3
Degree(s) / Years / Specialization		MBA / 1994 / Business Admin; BS / 1983 / Civil Engineering	
Active Registration Number / State / Expiration Date		101322 / TX / 03.31.2027	
Year Registered		2008	Discipline Civil Engineer
Contract Role(s) / Brief Description of Responsibilities		12. Other Services - Tolling Implementation Design/Support. <i>David has exceptionally broad experience across the full project life cycle, using innovative contracts and management systems to deliver best value for clients. His project experience includes the planning, development, design, construction, operations and maintenance of highways and bridges, heavy & light rail and streetcar, as well as facilities and buildings. He is a Certified Quality Auditor and has led the implementation and continual improvement of quality systems and processes since 1996.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
09/19 – Present	MDOT, I-75 Segment 3 DBFM, MI. <i>Construction Quality Manager.</i> Management of construction QA team, including review of 60%, 90% and RFC submittals, review of shop drawings, co-ordination of as-built plans, document management, QA inspection and QA material testing. Liaison with DB Contractor, Developer and MDOT. Coordination of specialist geotechnical, tunneling and testing consultants. The I-75 Modernization Project includes full reconstruction and improvement of the I-75 main-lanes and service drives for a length of 6 miles and introduces the first HOV lane in Michigan. Flooding is being alleviated through construction of a 4-mile long 14.5ft diameter storage tunnel discharged through a pumping station.
03/10 – Present	TxDOT and LBJ Infrastructure Group, LBJ Managed Lanes PPP Project, Dallas, TX. <i>Project Manager.</i> Oversight of design, construction, operation and maintenance of concession agreement for the IH-635 LBJ Managed Lanes PPP project. The project involved total reconstruction of the existing corridor and the addition of six managed lanes in a dense urban environment, largely within the existing right-of-way, while maintaining traffic flows in excess of 200,000 vpd. Created a design review team and process that successfully reviewed and closed comments on over 25,000 plans within 2 year period, including design calculations, schematic, roadway, bridges and other structures, pavement, drainage, signs, striping, lighting, traffic control, ITS and electronic toll collection systems. Led over 50 third party audits of Developer and DB Contractor to verify contract compliance and drive continual improvement. Identified process improvements and through partnering delivered time savings enabling the project to be substantially completed over three months early.
01/16 – 12/18	CRRMA, El Paso Streetcar Construction Oversight, El Paso, TX. <i>Project Manager.</i> Managed AECOM team providing Engineer of Record duties during construction phase, construction oversight, and contract management of vehicle remanufacture. Subconsultant management during multi-year contract including negotiation of level of effort and change orders.
06/06 – 08/12	TxDOT, PPP Procurement Engineering Contracts, TX. <i>Program Manager.</i> Led the AECOM team supporting TxDOT in a variety of PPP projects, initiatives and transactions, including the re-negotiation of Toll Equity Loan Agreement (TELA) with North Texas Tollway Authority (NTTA). Role included procurement options, due diligence reviews of studies, construction, maintenance and operation costs, Performance Specifications, RFQ prep, RFP prep, and included assessing the impact of legislation changes on toll collection processes and PPP project performance.
06/11 – 08/12	TxDOT, Procurement of SH 183 Managed Lanes PPP Project, TX. <i>Project Manager.</i> Led development of RFI, industry outreach, and analysis of responses. Managed identification of phased project development, including schematic plans and drainage analysis, using value analysis techniques to reduce potential corridor development cost from \$1.8 billion to \$750 million, and increase revenues by 20%. Led development of procurement documents for RFQ & RFP (DBFOM model).

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
		Name: Landon Whitton, PE, CBI Title: Associate Vice President	
		Years of Relevant Experience with this Employer	11
		Years of Relevant Experience with Other Employer(s)	0
Degree(s) / Years / Specialization		BS / 2009 / Mechanical Engineering	
Active Registration Number / State / Expiration Date		41523 / LA / 09.30.2027 Additional active license: MS, AR	
Year Registered		2017	Discipline Civil Engineer
Contract Role(s) / Brief Description of Responsibilities		9. Bridge Design Services - Bridge & Structural Inspections. <i>Landon has technical and management experience in many facets of engineering projects. Landon's technical experience is in Bridge Load Ratings, design, and inspection. He routinely manages bridge and hydraulic projects.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
04/20 – Present	North Dakota Department of Transportation, North Dakota County Bridge Inspections, ND. <i>Project Manager, Inspection Team Leader.</i> North Dakota Department of Transportation hired AECOM to perform inspections and load ratings (using AASHTOWare BrR) on over 700 county bridges across the northwestern part of the state. The substructures were a mix of timber pile bents, reinforced concrete configurations, steel H-pile bents and masonry abutments. The superstructure types inspected/evaluated during this project included: steel I-beams, prestressed girders, trusses, RC channel beams, RC culverts, RC slabs, and steel pipe culverts.
07/20 – Present	MDOT, SR 3 Phase B Post-Tensioned Haunched I-girder Bridge Design (July 2020) and Phase C, Tate County, MS. <i>Project Manager.</i> MDOT contracted AECOM to perform bridge engineering services for the Phase B Bridge Design for SR 3 Bridge No. 183.8 and Bridge No. 184.2 in Tate County. Per the Phase B contract, AECOM created construction plans for both structures. Per Phase C contract, AECOM provided Post tensioning inspection services for the haunched post-tensioned I-girder superstructure on Bridge 183.8 with a main span length of 250ft. Landon was the project manager for the projects.
09/20 – Present	MDOT, SR 63 Bearings Inspection/Phase A (2020-2021) and Phase B (2022-2023). <i>Project Manager.</i> MDOT hired AECOM to provide in-depth inspection and conceptual design recommendations on the repairs or replacements for the bearings on SR 63 over Escatawpa River. The bridge consisted of steel fixed, steel movable, and neoprene bearings. After Phase A, AECOM was contracted to provide construction drawings for the rehabilitation and replacements of the bearings. Landon was project manager for both contracts.
06/22 – Present	MDOT, MS-178 over Byhalia Creek and Barrow Creek Phase-A Hydraulic Recommendations. <i>Project Manager.</i> MDOT retained consulting firms to perform Phase A bridge hydraulic recommendations. Landon is the Project Manager and assisted in the bridge layouts.
08/17 – 08/23	Mississippi Office of State Aid, State Aid Complex Inspections, Statewide, MS. <i>Project Manager, Inspection Team Leader.</i> Mississippi Office of State Aid have hired AECOM to perform inspections and load ratings on over 300 county and urban bridges across the Northern part of the state. Landon manages the project as well as performing bridge inspection on the project. The substructures were a mix of timber piling, steel H-pile, and reinforced concrete piles. The superstructure types inspected/evaluated during this project included; steel I-beams, prestressed girders, trusses, RC channel beams, RC culverts, RC slabs, girders made from steel railroad cars, and steel military bridges.
04/23 – 06/23	WisDOT, Michigan Street over Sturgeon Bay Routine/NSTM (Fracture Critical)/In-Depth Inspections, WI. <i>Inspector.</i> WisDOT hired AECOM to perform a Fracture Critical and Routine Element Inspection of the moveable truss bridge on Michigan Street over Sturgeon Bay. AECOM also performed an In-Depth inspection on the gusset plates. Landon served as a Bridge Inspector on the project and participated in rope access inspection of the bridge.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
		Name: Ed Zhou, PhD, PE Title: Associate VP, Bridge Instrumentation and Evaluation Lead	
		Years of Relevant Experience with this Employer	32
		Years of Relevant Experience with Other Employer(s)	9
Degree(s) / Years / Specialization		BS/1982/Civil Engineering; MS/1990/Civil Engineering; PhD/1994/Structural Engineering	
Active Registration Number / State / Expiration Date		21330/MD/09.02.26 Additional active license: DE, VA	
Year Registered		1995	Discipline Civil Engineer
Contract Role(s) / Brief Description of Responsibilities		9. Bridge Design Services - NDT Testing. <i>Ed has comprehensive knowledge and experience in multiple aspects throughout the bridge life cycle including structural analysis through finite element modeling, design, inspection, load rating, problem diagnosis, non-destructive evaluation (NDE), structural health monitoring, preservation, as well as repair, retrofit, rehabilitation, and replacement design of many types of bridge structures. He is an expert in fatigue and fracture of steel bridges and served as a past Chairman of ASCE Fatigue & Fracture Committee. Ed specializes in evaluation of existing bridges using a variety of instrumentation/testing/monitoring technologies and application of digital imaging and unmanned aircraft system (UAS) technologies for condition and deterioration assessment.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
12/19 – 02/20	CDOT, Live Load Test for Investigating Concrete Cracking of Pier 5 Straddle Beam of WB-WB Ramp Bridge over C-470 Express Lanes, Douglas County, CO. <i>Technical Leader.</i> Responsible for live load testing of reinforced concrete straddle beam (6'-6" wide by 9'-0" deep by 81'-0" long) of Pier 5 of the 9-span prestressed concrete girder structure with a total length of 1,156 ft. The testing was for investigating concrete cracking in the straddle beam discovered during construction before the bridge opened to regular traffic.
04/14 – Present	CTDOT, Two-Year Structural Monitoring of Extradosed/Cable-Stayed Pearl Harbor Memorial Bridge (I-95 over Quinnipiac River) of Post-Tensioned Segmental Concrete Box Girders, CT. <i>Technical Leader.</i> Responsible for the development and implementation of a two-year structural monitoring program for the extradosed/cable-stayed 3-span dual structures consisting of posttensioned segmental concrete box girders. Work scope includes: design of a comprehensive structural monitoring system (SMS) consisting of 252 sensors; development of a procurement package including instrumentation plans, performance specifications and qualification requirements; inspection and oversight during system installation by contractor; acceptance testing and commissioning of SMS; specification and oversight of live load and cable plucking tests at beginning, middle, and end of monitoring period; and data collection, processing, management, analysis, interpretation and reporting throughout monitoring period.
11/20 – Present	VDOT, Route 360 Corridor Evaluation of 22 Structures, Fredericksburg District. <i>NDT Task Lead.</i> Responsible for development and quality assurance review on our program for assessment of the existing structure condition, including Infrared scanning for delamination detection, 3-dimensional ground penetrating radar for deck condition assessment, and digital image mapping for crack detection. Structures range in length up to 500 feet and include both concrete and steel superstructures. The analysis results supported our data-driven process for rehabilitation recommendations and budget prioritization.
05/18 – 06/19	CDOT, I-76 over Clear Creek Fatigue Study, Adams County (CDOT NPS Contract), CO. <i>Lead Instrumentation Engineer.</i> These bridges are highly skewed, multi-span, steel plate girder bridges that collectively have over 60 known distortion induced fatigue cracks due to a gap between the cross-frame stiffener and the bottom flange. The project included detailed inspections; instrumentation with strain gages and displacement transducers; full scale load testing; data collection and analysis; three-dimensional finite element analysis (FEA); and developing conceptual fatigue retrofit details. Field testing was used to calibrate the FEA to have an accurate tool to evaluate fatigue retrofit strategies. Adjustments to the model such as member properties and boundary conditions, allow the model to be refined to replicate the load test responses.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Jason Zimpfer, PE Title: Load Rating Technical Lead		Years of Relevant Experience with this Employer	16
		Years of Relevant Experience with Other Employer(s)	0
Degree(s) / Years / Specialization		MS / 2007 / Structural Engineering; BS / 2006 / Civil Engineering	
Active Registration Number / State / Expiration Date		45922 / LA / 03.31.2028 Additional active license: PE UT, PA, DE, TX, PR, NJ, CO, FL, MT	
Year Registered		2013	Discipline Civil Engineer
Contract Role(s) / Brief Description of Responsibilities		9. Bridge Design Services - Bridge Condition Rating (Load Rating). Jason has 146years of extensive and varied analysis, design, research, and bridge inspection experience. He has performed load rating analyses of more than 1,600 bridges and culverts in more than 15 states and is a certified bridge safety inspector. He has a decade of extensive experience with the AASHTOWare BrR software for a wide range of structure types. His analysis experience also includes coordinating load ratings of deficient structures, movable bridges, truss gusset plate analysis, complex structure analysis, and finite element modeling. He has been involved with long-span truss inspection, analysis, and rehabilitation, and has performed structural research at a graduate level. Training: ASCE Load Rating of Highway Bridges; Bridge Safety Inspector Training Course (NHI 130055) 2009; Bridge Safety Inspection Training Refresher Courses, 2011 through 2022, PA.	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
02/23 – Present	LADOTD (Contract No. 44-21593, State Project No. H009859) IDIQ Contract for Bridge Load Rating Services, Task Order No.1. Task Manager. Subconsultant responsible for bridge superstructure and substructure load ratings using AASHTOWare BrR software and other approved LADOTD software applications. Task manager responsible for all AECOM deliverables. One bridge analysis has been submitted under this agreement, which includes 140 bridges throughout Louisiana.		
01/18 – Present	Montana Department of Transportation (MDT), Load Rating Bridges Term Contracts 2018-2021 & 2021-2024. Task Leader. Responsible for quality, schedule, budget, technical aspects, and communication for load rating services for this statewide contract. The goal of this project is to provide load rating services on an as-needed basis for all of the state's legal loads. The work includes the analysis and rating of more than 800 bridges to date throughout the state. The bridges include steel truss-floorbeamstringer systems with gusset plate analysis, glue laminated timber, solid-sawn timber, reinforced concrete, prestressed concrete, multi-girder steel, corrugated metal pipe, and steel girder-floorbeam-stringer systems. AECOM used AASHTOWare Bridge Rating (BrR) software to analyze all structures that the program is capable of modeling, and Midas Civil for 3D FEM analysis, when required.		
08/14 – 09/17	LADOTD (Contract No. 44-2687 State Project No. H.009730.5) US-190 Krotz Springs Atchafalaya Bridge Bearing Repair, LA. Structural Engineer. Responsible for preliminary and final design of superstructure jacking and repair of the nested rocker bearings supporting the free end of a three-span, 1500 ft long cantilever through truss.		
04/20 – 12/22	NDDOT, Local Public Agency Bridge Inspection and Load Rating, Northwest Region. Technical Advisor. Load rating of 619 local agency bridges in northwest North Dakota. Bridge types include trusses, steel girder, prestressed concrete girder, R/C slabs, T-Beams, and timber. AASHTOWare BrR was used for the majority of the ratings. Substructures and truss bridge pins were rated, as needed, using in-house developed manual calculation and spreadsheet tools.		

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Carey B. Barr, PE Title: Consulting Manager		Years of Relevant Experience with this Employer	14
		Years of Relevant Experience with Other Employer(s)	0
Degree(s) / Years / Specialization	MS / 2010 / Engineering - Transportation, BS / 2009 / Civil Engineering, BS / 2009 / Construction Engineering and Management		
Active Registration Number / State / Expiration Date	#041978 / NC / 12.31.2026		
Year Registered	2014	Discipline	Professional Engineer (PE)
Contract Role(s) / Brief Description of Responsibilities	1. Project Management and Support - Initial Financial Plans. Carey Barr is a consulting manager with 14 years of experience who uses her background in civil engineering and transportation planning to consult in the areas of economic and financial analysis as well as transportation project development. She has experience in financial and benefit-cost analysis, and multimodal economic impact analyses. She regularly provides cost and revenue analyses that provide agencies with cash flows and recommendations for funding sources, and matches revenues with programs of projects to prioritize funding allocations. She has supported clients with Major Project Financial Plans and updates in North Carolina and Texas. Recently, Carey has worked on financial planning efforts with transit agencies and public works departments to develop transition plans to achieve zero emission vehicle (ZEV) fleets. Prior to joining AECOM, Carey worked at the Center for Transportation Research (CTR) at the University of Texas at Austin conducting research for the Texas Department of Transportation.		

Experience Dates	Experience and qualifications relevant to the proposed contract.
01/23 - ongoing	I-26 Connector Initial Financial Plan, Asheville, NC. Lead Financial Analyst. The I-26 Connector is an interstate freeway project that would connect I-26 in southwestern Asheville to US 19-23-70 in northwest Asheville and have a total length of approximately 7 miles in Buncombe County. The IFP was developed in line with Federal Highway Administration (FHWA) guidance on Financial Plans for Major Projects and was approved by the North Carolina division of FHWA.
12/24 - 02/26	New Jersey 2050 Long Range Transportation Plan (LRTP), New Jersey. Lead Financial Analyst. Led the financial team in updating the revenue and expenditure forecast for the NJLRTP, incorporating partner revenues and spending. Explored potential revenues that could be levied/collected to fund more projects.
05/24 - 06/25	2040 Long Range Transportation Plan, ME. Lead Financial Analyst. The plan considers projected growth in population, employment, and residential and commercial development as the basis for new policies and projects to facilitate all modes of transportation, including roads and highways, rail, public transit, and biking and walking. The Task required forecasting federal, state, and local revenue sources.
01/23 - 05/25	2050 LRTP Revenue Estimation and Cost Feasible, Hillsborough County, FL. Lead Financial Analyst. Updated the 2045 LRTP Revenue Forecast for existing federal, state, and local funding sources as well as estimated potential new sources that the county could explore for additional transportation funding. Led the task by updating a spreadsheet from the 2045 LRTP, held meetings with stakeholders to update revenue forecasts. Updated the technical memorandum and compiled presentations for the MPO Technical Advisory Committee and Board of County Commissioners. Participating in the Cost Feasible task by matching revenues to eligible projects.
10/20 - 12/20	Northern Kentucky Outer Loop Preliminary Financial Analysis, Kentucky. Lead Financial Analyst. AECOM developed a financial model for the KYTC that projected potential transportation revenues available for construction and operation of a new interstate highway. The model included sources such as user fees (tolling), federal funding (discretionary grant and new transportation funding bill), federal financing (TIFIA), and local funding (increase in local gas tax, reprogrammed funds) for the four route alternatives under two construction phasing options. The cash flow analysis considered near-term funding for construction and 39-years of operations in order to payback the TIFIA loan. The analysis was presented to the KYTC in a memorandum and through an excel mode.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Nathan Brierley Title: Consulting Manager, Infrastructure Economics		Years of Relevant Experience with this Employer	3
		Years of Relevant Experience with Other Employer(s)	6
Degree(s) / Years / Specialization		BCom / 2016 / Economics and Finance	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		1. Project Management and Support - Initial Financial Plans. <i>Nathan Brierley is a Consulting Manager in the Infrastructure Economics team at AECOM. He has 9 years of experience providing economic and financial advice to support public and private sector clients with strategic planning and investment decisions. He is experienced in grant development, benefit-cost analysis (BCA), economic impact analysis, financial plans and other bespoke economic and financial analysis across a range of infrastructure types including transportation and others.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
03/2026-ongoing	Bedford Intercity Passenger Rail Stop – Project Management Plan, Bedford, VA. <i>Deputy Project Manager.</i> Developed the Project Management Plan (PMP) for the Town of Bedford, Virginia, in support of an FRA grant funding environmental review and preliminary engineering for a new intercity passenger rail station. Ensured alignment with FRA requirements; the PMP was accepted with minimal revisions, enabling the project to proceed on schedule.
09/23-01/24	I-26 Connector Project – Initial Financial Plan, Asheville, NC. <i>Economist/Analyst.</i> Developed the Initial Financial Plan (IFP) in 2024 for the North Carolina Department of Transportation (NCDOT) for the I-26 Connector Project, a major interstate initiative linking I-26 in southwestern Asheville to US 19-23-70 in northwest Asheville. Prepared the IFP in accordance with FHWA Major Project requirements, incorporating cost and schedule risk assessments and coordinating closely with NCDOT and FHWA. The plan received FHWA approval.
02/25-03/25; 02/26-03/26	I-26 Connector Project – Financial Plan Annual Updates, Asheville, NC. <i>Task Lead.</i> Prepared Financial Plan Annual Updates (FPAUs) in 2025 and 2026 for the I-26 Connector Project. Updated the approved Initial Financial Plan to reflect project changes, including cost, schedule, and funding adjustments, ensuring continued compliance with FHWA requirements.
02/25-03/25	IH-10 Beaumont Reconstruction Project – Financial Plan Annual Update, Beaumont, TX. <i>Economist/Analyst.</i> Developed the 2025 Financial Plan Annual Update (FPAU) for the Texas Department of Transportation (TxDOT) for the IH-10 Beaumont Reconstruction Project. The project includes widening IH-10 from four to six lanes between FM 365 East and County Road 131 (Walden Road). Updated the Initial Financial Plan to reflect current project conditions, including revised cost estimates, schedule updates, and funding changes.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: David Cabage, CCP Title: Cost Estimator, Meets MPR 26		Years of Relevant Experience with this Employer	35
		Years of Relevant Experience with Other Employer(s)	4
Degree(s) / Years / Specialization		BS / 1986 / Building Construction	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		1. Project Management and Support - Cost Estimating. <i>David Cabage has significant experience developing Independent Contractor Estimates (ICE) for major roadway and bridge construction projects using a bottom-up approach through development of materials and crew resources and productivities, subcontracting costs and indirect costs for field overhead, home office overhead, bond and insurance costs, and operating margins. His team of estimators is developed entirely from staff who with hard bid experience working for major highway and bridge contractors in the Southeast US. David has managed cost and schedule services for 35 years. His project experience includes all project phases from pre-construction planning for high-level concepts through bidding, including negotiation of change orders and claims. He has estimated numerous transportation and heavy civil projects for highways, bridges, airports, ports, rail, dams, flood control, and drainage facilities.</i>	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
08/25-02/26	Francis Scott Key Bridge Replacement, Baltimore, MD. <i>Project Controls Manager.</i> Prepared an independent cost estimate with a detailed construction schedule for what will be the largest cable stayed suspension bridge in the US. Work scope included advanced package for temporary trestle and foundations, the bridge contract and approach roadway work.		
01/22 - 11/22	William Preston Jr. Memorial Bridge Eastbound Bay Bridge Deck Replacement Phase 1, Baltimore, MD. <i>Chief Estimator and Scheduler.</i> Provided an independent cost estimate at the 90% design stage for comparison with the Construction Manager at Risk (CMAR) estimate. The project included removal of the existing concrete deck and structural steel girders, structural steel strengthening, structural steel girder replacement, replacement of the bridge deck with Exodermic precast deck panels, installation of permanent precast barrier walls, casting operations for precast deck panels and barrier walls, bridge painting, installation of new under-deck catwalks, and replacement of all electrical systems, including power, navigation lighting, communications, and fiber optic conduits. Because all work was performed over a waterway, barges, tugboats, ringer cranes, and other marine equipment were required. The final Phase 1 construction contract, which reflected a reduced project scope, was awarded for \$140 million, compared to AECOM's estimate of \$143 million.		
08/14-04/16	Go Triangle Durham-Orange Light Rail Transit, Raleigh, NC. <i>Cost Estimator.</i> Design development cost estimates for a 17.1 mile new starts system with 17 stations and maintenance facility and all systems. The project includes extensive aerial guideway, at-grade guideway, embedded track, environmental mitigations, land acquisition and vehicles. Construction value is estimated at approximately \$980 million and total program costs are \$1.6 billion.		
09/12 - 09/13	2nd Street Bridge, Austin, TX. <i>Chief Estimator.</i> A project to construct a canted arch-rib suspension bridge in downtown Austin, TX. Project included difficult logistics, protection of adjacent properties, and a unique woven cable system to support the deck structure. Estimated value was \$14.7 million.		
10/08 - 06/09	Pinellas Bayway Bridge Replacement, Pinellas County, FL. <i>Chief Estimator.</i> A new four-lane, 2,600-foot-long high-level bridge that replaced a low-level and bascule bridge. The project also included disposal of saw-cut bridge pieces into an off-shore artificial reef, a toll plaza, a pedestrian bridge, and multiple utility relocations. Our teams estimate of \$61.8 million was 0.64% below the award amount of \$62.2M.		

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Andres Calzada Title: Visualization Manager		Years of Relevant Experience with this Employer	5
		Years of Relevant Experience with Other Employer(s)	20
Degree(s) / Years / Specialization		BA / 2006 / Media Arts and Animation	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		12.Other Services - Graphic Design and Professional Presentation Materials. <i>Andres Calzada has more than 20 years of experience creating high-impact visual communications for architecture, engineering, and construction projects. He collaborates closely with architects, engineers, and project teams to translate complex technical concepts into compelling 3D animations, visualizations, videos, virtual reality experiences, and other digital assets that support client engagement and project delivery. By leveraging the latest visualization technologies, Andres develops effective communication tools that clearly convey design intent to clients, stakeholders, and construction teams.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
01/23 - 05/26	Louisiana International Terminal Port, New Orleans, LA. <i>Project Manager.</i> Andres managed and produced a set of imagery and animations for the Port of New Orleans, to help show how the proposed new facilities and surrounding roadway networks would appear at different stages of construction. This included simulations from the surrounding neighborhoods, as well as at different times of day. Working closely with the design team and port authority, he was successful in creating visually stunning imagery that matched the design intent, as well as helping to tell the story to the surrounding community.
06/24 - ongoing	Portage Bay Bridge, Seattle, WA. <i>Project Manager.</i> Coordinated with national bridge leads and local offices to develop visuals of the replacement for the Portage Bay Bridge in Seattle, WA. The scope encompassed the bridge itself and adjacent lid structures covering existing freeway routes. The project required photography and still images to show not only the final alignment, but the various stages of construction. Andres was able to visit the site and take reference photos for view specific angles that were influential in displaying neighborhood impacts.
01/24 - ongoing	Brent Spence Bridge, Cincinnati, OH. <i>Senior Visualization Artist.</i> Developed a set of visualizations that showed several schemes of a bridge replacement in Cincinnati, Ohio. Worked closely with the project manager to demonstrate their proposed design. This included creating imagery from various vantage points, as well as at different lighting conditions. Also worked with lighting engineers to depict proposed illumination and fixtures from different vantage points.
04/23 - ongoing	Ontario Line South, Ontario. <i>Project Manager.</i> Collaborated with Ontario office to develop 3D models, still images, and animations for 7 subway and light rail stations. This included the above ground station and surrounding context, as well as the below ground architecture. Andres coordinated with the Design/Engineers and the visualization team to develop a pipeline, that allowed for efficient transition from plans to final imagery.
03/24 - 06/24	Mount Hope Bridge, Bristol, RI. <i>Senior Visualization Artist.</i> Created Night simulations of the bridge to aid with the study of lighting design. Using preliminary designs, we created photo-simulations by merging photography, google earth imagery, and 3D rendered elements. We also utilized AI to simulate the surround context and water bodies, to help add to the realism.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Jeffrey L. Coleman Title: Creative Imaging Studio Manager		Years of Relevant Experience with this Employer	31
		Years of Relevant Experience with Other Employer(s)	14
Degree(s) / Years / Specialization		AA / 1980 / Architecture	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		12. Other Services - Graphic Design and Professional Presentation Materials. Jeff Coleman leads AECOM's Visualization Group, managing a multidisciplinary team that develops advanced visualization solutions for transportation, infrastructure, aviation, architecture, and public works projects. With more than 30 years of experience in 3D modeling, animation, and digital visualization, he oversees the delivery of photorealistic renderings, animations, videos, virtual reality experiences, and interactive digital tools that help clients communicate complex engineering concepts to stakeholders, agencies, and the public. His team's work supports some of the nation's largest and most complex infrastructure projects through innovative, technically accurate visual communications.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
02/21 - ongoing	Louisiana International Terminal, Mclean Port, New Orleans, LA. Supervisor/Animation Specialist. Produced photorealistic renderings, aerial flyover animations, driver-perspective and drive-by simulations, and before-and-after visual comparisons to support public outreach and stakeholder engagement. These visualization tools clearly communicated the proposed design, demonstrated facility operations, illustrated the project's visual impact on the surrounding community, and supported presentations to regulatory agencies, project stakeholders, and the public throughout the approval process.
03/26-04/26	I-10 Bayway Bridge, Mobile, AL. Supervisor / Web designer / Animation Specialist. Created an accurate 3D model of the proposed roadway geometry, bridge structure, and surrounding transportation corridor, incorporating revised roadway alignments to demonstrate the Phase 1 construction approach. Produced realistic drive-through and aerial animations illustrating how the new bridge would merge with the existing Bayway viaduct and how restriping would expand the existing two-lane section to three lanes in each direction. The visualization was used by project leadership and decision-makers to evaluate the phased implementation strategy, communicate operational benefits, and build support for advancing the initial phase of the project.
02/24 - ongoing	Two Bridges on the Bronx River Parkway, Bronx, NY. Supervisor/Animation Specialist. Responsible for creating all of the 3D modeling and animation used to show a detailed fly through of this 1.5-mile bridge over Densely populated area of the Bronx as well as the MTA rail yard. The animations were created to show what the new bridge and pedestrian trail will look like. We also had to create detailed animations that show the complicated bridge launching scheme. A detailed phasing animation was also created to show how traffic will be shifted and how work over top of the MTA rail yard will be performed.
06/19 - 08/20	Loop 1604, San Antonio, TX. Supervisor/Animation Specialist. Responsible for creating all of the 3D modeling and animation used to show a detailed fly through of this 27-mile highway corridor. This project required a 3D CAD model and a detailed animated fly thru from end-to-end. Part of this corridor had a very complex multi-level interchange, 5 levels high. A special animation was created to just show all the navigation possibilities in the core of the interchange. This project also had frontage roads the entire length that required detailed 3D modeling and detailed traffic flows that depict closely the volume levels. After all the 3D models and renderings were created, we re-purposed all the graphics to create a 3D Virtual Reality Public Meeting room. This VR room is a website that the public can access and is used to present the project public hearing.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Greg Reilly, PE Title: Electrical Senior Manager		Years of Relevant Experience with this Employer	3
		Years of Relevant Experience with Other Employer(s)	18
Degree(s) / Years / Specialization		BS/2004/Electrical Engineer	
Active Registration Number / State / Expiration Date		0047409/LA/ 03.31.2027 Other active license: IL, IN, NE, KS, FL, GA, MO, TX, OH, RI, MN, WA	
Year Registered		2022 (LA)	Discipline Electrical Engineer
Contract Role(s) / Brief Description of Responsibilities		12.Other Services- Roadway/Bridge and Aesthetic Lighting Design. <i>Greg Reilly specializes in electrical design, aesthetic bridge lighting, roadway lighting, bridge lighting/electrical, parking lot lighting, pedestrian lighting, decorative lighting, Smart lighting systems, and aviation/navigation lighting/electrical services. He is well-versed in aesthetic bridge lighting and DMX512 control systems for large signature bridge projects. He is also an expert in roadway lighting design, including conventional, high-mast, tunnel, roundabout, DDI, and SPUI He is proficient in AGi32 lighting software for modeling aesthetic lighting systems. His project experience includes successful ventures with high-profile clients including the Texas Department of Transportation (TxDOT), as well as providing aesthetic bridge lighting design for multiple design-build and progressive design-build pursuits across the country. He has also provided significant electrical designs for various DOT's, airports, railroads, and other agencies across the country.</i>	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
03/24 – ongoing	Brent Spence Companion Bridge, Covington, KY. <i>Aesthetic Lighting Design Lead.</i> Responsible for specifications, details, and designs for the aesthetic lighting systems on the new Brent Spence Companion Bridge over the Ohio River, which is using a progressive design-build project delivery method. Lead role also included coordination with other lighting, electrical, and ITS designers to ensure all the various systems on the bridge were constructable. The design included RGBW LED aesthetic lighting fixtures and DMX512 control system for the cable stayed dual-deck bridge. A combination of color-changing flood lights, linear fixtures, and direct-view linear fixtures were used to highlight aesthetic features of the bridge. The control system provided dynamic lighting shows, calendar-based color schemes, remote control/programming, and remote device monitoring of individual fixture health. Developed specifications, details, and design plans for all aesthetic lighting work, including coordination with involved disciplines through construction.		
01/25 – ongoing	Barton Springs Road Bridge, Austin, TX. <i>Aesthetic Lighting Design Lead.</i> Responsible for specifications, details, and designs for the aesthetic lighting system on the replacement Barton Springs Road Bridge over Barton Creek. Lead role also included coordination with structural designers to validate the proposed work. The design included white LED aesthetic lighting fixtures for the concrete girder bridge. A combination of white LED flood lights, linear fixtures, roadway fixtures, pedestrian fixtures, and embedded railing fixtures were used to highlight aesthetic features of the bridge as well as provide nighttime safety for motorists and pedestrians. The underdeck lighting also provided wall wash lighting for the abutments, lighting for the multi-use paths, and Zilker Eagle miniature train track. Developing specifications, details, and design plans for all aesthetic lighting work.		
02/23 – 09/23	Dynamic Wireless Power Transfer Pilot Project – Electric Infrastructure Design, Indiana Department of Transportation, West Lafayette, IN. <i>Electrical Design Lead.</i> Electrical lead responsible for the electrical infrastructure design required for the wireless in-pavement electric vehicle charging pilot project. Design included coordination with INDOT and pilot project team to develop plans, details, and specifications for construction. Coordinated electrical details for DC & AC power distribution system and communications.		
11/12 – 02/20	I-74 over the Mississippi River Design Bettendorf, IA / Moline, IL. <i>Electrical Design Lead.</i> Provided roadway, navigation, and aesthetic lighting design and QA/QC for the design team. Lighting design included the preparation of contract plans, estimates, and specifications. The project scope included designing roadway and aesthetic lighting for I-74.		

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Ashley Schulze, PE, PTOE Title: Transportation Engineer, Civil Manager		Years of Relevant Experience with this Employer	16
		Years of Relevant Experience with Other Employer(s)	3
Degree(s) / Years / Specialization		BSc/2008/Civil and Environmental Engineering	
Active Registration Number / State / Expiration Date		42493-6/WI/ 07.31.2026 Other active license: 3575/Professional Traffic Operations Engineer	
Year Registered		2012 (WI)	Discipline Professional Engineer
Contract Role(s) / Brief Description of Responsibilities		4. Traffic Engineering and Design Services - Analysis and Reports - AJR/IJR/IMR Requests. Ashley Schulze is a transportation engineer with experience in transportation planning and traffic analysis. She has experience with the NEPA process and Wisconsin environmental regulations. Ashley was the deputy project manager on a 35-mile Tier 1 EIS and has been the lead engineer on several environmental reports and environmental assessments. She guided each of these projects through the environmental process, including the Section 106 and Section 4(f) processes. Ashley also has experience with completing traffic operational analysis using various traffic operational analysis software including Paramics, Synchro/SimTraffic, and HCS 2010. Over the past several years, she has been involved with many projects involving microsimulation analysis to evaluate existing and future traffic operations. Ashley has been involved in both the development of Paramics models and completion of Paramics peer reviews. She has completed and overseen model development, O-D matrix preparation, model calibration and validation, capacity analysis, and results documentation. Ashley has completed peer reviews following the WisDOT microsimulation peer review guidance on Paramics models that involve a combination of 30 miles of arterials, 40 miles of freeways, 46 interchanges, and hundreds of at-grade intersections.	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
04/17 - 05/24	I-45N PEL Study, Houston, TX. Project Manager. Oversaw progress across all aspects of the project, including alternative analysis, PEL documentation, stakeholder outreach, and public involvement for the 24-mile PEL study to identify the corridor needs and goals, develop and evaluate reasonable alternatives, and identify recommend alternatives to proceed forward into the project development process.		
06/19 - 10/25	I-45S (Gulf Freeway) PEL Study, Houston, TX. Planning Lead. The 14-mile PEL study goal is to identify recommended alternatives, through resource agency coordination and public involvement, that would effectively address the identified needs and goals along the corridor. Results of the PEL Study will be used to inform the subsequent project specific NEPA process.		
04/22 - ongoing	US 51 (Stoughton Road) South Study, Madison, WI. Project Manager and Environmental Lead. The existing corridor is high-speed facility with both signalized intersections and interchanges surrounded by neighborhoods and commercial businesses. The study will evaluate a wide range of alternatives, from a freeway to low-speed urban arterial, to address the safety, mobility, and connectivity needs. The study will conclude with a preferred alternative that will be documented in an Environmental Assessment.		
04/18 - 09/20	I-39/90/94 Wisconsin River Bridge Study, Portage, WI. Deputy Project Manager and Environmental Lead. Project addressed the aging I-39/90/94 bridge over the Wisconsin River in Columbia County. Ashley oversaw all aspects of the project, including alternative development and analysis, completion of the Environmental Assessment, public involvement, agency coordination, and preliminary design.		
05/12 - 03/17	I-39/90/94 Tier 1 EIS, Madison to Portage, WI. Deputy Project Manager. Tier 1 EIS evaluating capacity improvements along a 35-mile corridor from US 12/18 in Madison to the I-39/WIS 78 interchange near Portage. Ashley oversaw progress across all aspects of the project, navigated the study through the NEPA process, and development of a Tier 1 EIS.		

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Jacob Sessions, PE Title: Senior ITS/Traffic Engineer		Years of Relevant Experience with this Employer	2
		Years of Relevant Experience with Other Employer(s)	13
Degree(s) / Years / Specialization		BS/BA/2010/Architecture and Civil Engineering	
Active Registration Number / State / Expiration Date		47543/LA/ 09.30.2027 Other active licenses: TX, AR, MS	
Year Registered		2023 (LA)	Discipline Professional Engineer
Contract Role(s) / Brief Description of Responsibilities		4. Traffic Engineering and Design Services - Analysis and Reports - Traffic Control & Signal Design. <i>Jacob Sessions is a senior intelligent transportation system and traffic engineer. Jacob has 15 years of experience as a transportation engineer for all types of traffic engineering projects. He is proficient in the design of traffic control systems; development of intelligent transportation system planning and design; evaluation of existing and future traffic conditions utilizing traffic simulation methods; evaluation of the level of service provided by the roadway; determination of traffic control necessity using TMUTCD; design of illumination systems; and inspections and inventory of existing infrastructure. His project portfolio includes, but is not limited to, traffic signal PS&E, ITS planning feasibility studies, ITS concept of operations, ITS high-level and detailed design, traffic impact analyses, traffic control PS&E, school safety studies, speed zone studies, warrant studies, illumination PS&E, and intersection and transportation system operations analyses.</i>	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
10/25 - 05/26	IH410 & IH10 ITS PS&E, San Antonio, TX. <i>Senior ITS Engineer.</i> Supported the project team in the development ITS plans, specifications, and estimate for new and proposed ITS devices along IH410 and IH10 in the southeast part of San Antonio. The ITS design included the installation of Wrong Way Driver Detection Systems at all exit ramp locations. Some locations included the removal of existing systems with replacement of newer WWDS technologies and communications. The existing wireless communications and solar powered systems were replaced with hardwired fiber and power connections.		
02/24 - 06/26	Statewide Specification Development, TX. <i>Senior ITS Engineer.</i> Worked on the development of department material specifications and special specifications for Wrong Way Driver Detection Systems, HUB enclosures, ITS Cabinets, Solar, VIVDS, BBU, RVDS, Loop Detection, Magnetometer Detection, Solar Flasher, Spread Spectrum Radios, Broadband Radios, Contact Closure Radios, Network Cabling, and Testing/Warranty. These specifications would be utilized statewide for all projects. These specifications and DMS collected District and vendor feedback to ensure an encompassing document for use statewide.		
11/20 - 01/24	IH820 ITS PS&E, Fort Worth, TX. <i>Project Manager.</i> Led the development ITS plans, specifications, and estimate for new Wrong Way Driver Detection System locations along IH 820 west of Fort Worth. ITS design included hardwired power and fiber communications systems with cellular modem backup. Jacob worked closely with the vendor of the WWDS to ensure optimum device placement to maximize detection and reduce false call potential. Project evaluated prior crash statistics, local land uses, and current roadway conditions to optimize device placement. Other measures including pavement marking changes, raised pavement markers, and signage adjustments were designed to increase the effectiveness of preventing vehicles from entering the roadway in the incorrect direction.		
05/24 - 12/25	Traffic Signal PS&E, El Paso, TX. <i>Senior ITS Engineer.</i> Responsible for developing the network connectivity plans for City of El Paso project to replace the existing analog communications with digital IP based communications. This included coordination with TxDOT and utilization of their backbone fiber when available. This project included replacing over 700 traffic signal controllers for the City of El Paso. Jacob developed plans to adapt the existing hybrid fiber and twisted pair copper system to support IP based communications.		

16. STAFF EXPERIENCE

	Firm AECOM Technical Services, Inc.	
Name: Bradley Touchstone, FAIA Title: Vice President, Bridge Architect - Complex Bridges		Years of Relevant Experience with this Employer 5 Years of Relevant Experience with Other Employer(s) 24
Degree(s) / Years / Specialization	BA/1993/Architecture	
Active Registration Number / State / Expiration Date	#6057/LA /12.31.2026 Additional active licenses: FL, AL, DE, MA, MI, NY, TX, OH, ON (CAN)	
Year Registered	2004 (LA)	Discipline Registered Architect
Contract Role(s) / Brief Description of Responsibilities	12. Other Services - Other Specialty Services - Aesthetics/Bridge Architecture. <i>Bradley Touchstone has more than 30 years of experience in bridge architecture and transportation design. He specializes in the planning and design of signature bridge projects, working with multidisciplinary teams and community stakeholders to develop context-sensitive solutions that reflect the surrounding environment. His experience includes developing bridge design guidelines, aesthetic treatments, and historic bridge documentation and mitigation plans, with extensive knowledge of Sections 4(f) and 106 requirements. Bradley is also a certified post-hurricane safety inspector, serving on rapid-response teams that assess structural safety following major storm events.</i>	
Experience Dates	Experience and qualifications relevant to the proposed contract.	
06/20 - ongoing	I-49 Connector Project, Lafayette, LA. Bridge Architect. The I-49 Lafayette Connector is a future 5.5-mile segment of highway that will extend I-49 from I-10 to the Lafayette Regional Airport. It is a critical transportation link for Lafayette and the state as a whole. The I-49 Lafayette Connector is a key component of I-49 South, which will function as a critical hurricane evacuation route, complete a major energy and trade corridor to the nation and enhance safety by providing new interstate connectivity within the Lafayette region and to New Orleans. AECOM served as a sub-consultant to Lafayette Connector Project (LCP) team responsible for the development of the preferred bridge type and preliminary design for the bridge structures. Bradley led a detailed analysis of the aesthetics related to a full spectrum of bridge types to determine the bridge configuration that meets the community goals, durability requirements and construction constraints of the project.	
08/17 - 09/18	Windsor-Detroit Bridge Authority, Gordie Howe International Bridge, Windsor, Ontario. Lead Architect. The Gordie Howe International Bridge public-private partnership project includes a Canadian customs inspection and toll plaza, a 2,800-foot-long main span bridge, a United States Customs inspection plaza, and an interchange with I-75. Bradley led the development of the aesthetics design guideline for this project. In this role, led a team of architects and designers in reviewing and guiding proponents through a lengthy and complicated aesthetics approval process to ensure that the final proposals met the goals and vision of the Windsor-Detroit Bridge Authority.	
11/15 - 05/17	LADOTD (SP No H.003495), I-49N Segment K – Phase I (I-220 to MLK Dr.), Shreveport, LA. Bridge Architect. Responsible for aesthetics, public involvement and coordination of the art in public places installation on the new bridge.	
01/12 - 01/17	Fore River Bridge, Quincy and Weymouth, MA. Bridge Architect. Bradley served as lead designer for the design-build Fore River Bridge project to replace an existing temporary drawbridge. The project scope included design and construction of large-diameter drilled shaft foundations, concrete tower foundations and plinths, steel bridge towers and a lift span, approach structures and roadways, bridge operating machinery, electrical and communications equipment, traffic controls, and architectural features. The project also involved dredging within the Fore River to provide a 250-foot-wide navigable channel and new bridge fender and dolphin protection systems. Installation of the 324-foot lift span was designed as a float-in procedure from barges.	
02/08 – 12/11	LADOTD (SP No. 052-02-0024), John James Audubon Bridge, Point Coupee and West Feliciana Parishes, LA. Bridge Architect. Responsible for the aesthetics associated with the new Audubon Bridge over the Mississippi River in St. Francisville, LA.	

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Greg Trahan Title: Vice President, Bridge Architect - Complex Bridges		Years of Relevant Experience with this Employer	20
		Years of Relevant Experience with Other Employer(s)	1
Degree(s) / Years / Specialization	BS / 2005 / Civil Engineering		
Active Registration Number / State / Expiration Date	#6057/LA /12.31.2026 PE.0036041 / LA / 03-31-2027; ATSSA Traffic Control Supervisor Refresher-LA S		
Year Registered	2011	Discipline	Civil Engineer
Contract Role(s) / Brief Description of Responsibilities	4. Traffic Engineering and Design Services- Safety Analysis, TMP/MOT/Construction Sequencing, Road Designs/Reviews. 8. Roadway Design and Hydraulic Engineering- Road Design/Reviews.10. Plan Development and Letting Support Services- Conduct Plan Review Meetings. 11. Construction Support Services- Construction Drawings Reviewers, Respond to RFIs, Provide Updated Contract Documents. <i>Gregory will manage project delivery including coordination of technical disciplines, schedule management, and quality control.</i>		

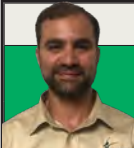
Experience Dates	Experience and qualifications relevant to the proposed contract.
04/21 - ongoing	City of New Orleans, Milan Roadway Improvements, New Orleans, LA. Project Manager. Greg assisted with the completion of the plans for the Milan project, which included the replacement of sidewalks, roadway milling, and pavement patching. Greg also assisted with Construction Administration during construction, including responding to Contractor RFIs and preparing change orders and invoices.
12/23 - 12/25	City of New Orleans, Lafitte Greenway Connections, New Orleans, LA. Project Engineer. Greg assisted with the development of plans for the improvements along the Lafitte Greenway. This included the field review of the Greenway and plan development of additional sidewalks, mill and overlay of roadway, replacement and relocation of pedestrian hybrid beacons, striping, and bollard placement to ensure pedestrian safety on the Greenway.
08/14 - 07/17	LADOTD, Low Cost Systemic Roadway Improvements IDIQ, Statewide, LA. Project Engineer. Greg conducted Safety Improvement Plans (SIP) for 282 systemic curves located throughout the State of Louisiana. Tasks associated with this project included site visits to the curves, preparation of safety countermeasures for each curve, cost estimates for the plan sets, and participation in pre-construction meetings with each LADOTD district. Each site visit included a ball bank test, photographs, and documentation of existing conditions at each curve. Plan preparation included deriving safety countermeasures at each curve location, preparing a letter-size plan set showing the countermeasures, incorporating Crash Modification Factors (CMFs) within the plan sheets, and preparing cost estimates for the safety countermeasures. After completion of the letter-size plan sets, meetings were held with each district to discuss the recommended countermeasures.
09/20 - ongoing	City of Baton Rouge / Parish of East Baton Rouge, College Dr Corridor Enhancement (Perkins – I-10), Baton Rouge, LA. Project Engineer. Greg assisted with the Design Study, Traffic Study, and Preliminary Plans for roadway improvements along College Drive between Perkins Road and Bawell Street, including the interchange with I-10. Preliminary alternatives were developed and documented using LADOTD Stage 0 Project Scope and Environmental Checklists to support applications for state and federal funding beyond the parish MOVEBR bond allocation.
07/15 - 06/17	LADOTD, S.P. No. H.011935.5 Safety Studies Retainer Contract – Roadside Safety Assessment (RSA), Statewide, LA. Project Engineer. Greg was responsible for preparing the Roadside Safety Assessment (RSA) Field Report used to conduct meetings with LADOTD officials, local officials, and law enforcement. Field reports included a map of the general area and a review of Crash1 data, including graphs and charts illustrating crash patterns and severity types. These findings were discussed at the RSA meeting prior to conducting field reviews of existing conditions. Upon completion of the RSA meeting, Greg summarized all findings and discussions into a report submitted to LADOTD, including recommended countermeasures prioritized based on safety effectiveness and financial considerations.

16. STAFF EXPERIENCE

		Firm AECOM Technical Services, Inc.	
Name: Keith Villere Title: Landscape Architecture		Years of Relevant Experience with this Employer	15
		Years of Relevant Experience with Other Employer(s)	35
Degree(s) / Years / Specialization		BLA/1978/Landscape Design and Urban Planning	
Active Registration Number / State / Expiration Date		24-0226/LA/01.31.2027	
Year Registered		1978	Discipline Landscape Design
Contract Role(s) / Brief Description of Responsibilities		12. Other Services- Landscape/Architecture. <i>Keith has more than 40 years of landscape architecture design and construction experience, with specific expertise in green infrastructure, sustainability, and traditional town planning. He has worked with municipal and private clients that have involved not only landscape design, but and master planning of landscape improvements that encompassed green infrastructure and sustainable landscape design principles.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
08/23 – present	College Dr. Enhancements, Baton Rouge, LA. <i>Landscape Architect.</i> Landscape design, street trees and shrubs, bioswale design, and specifications
10/21 – 08/22	Lake Charles DR-4559-LA IRC, Lake Charles, LA. <i>Landscape Architect.</i> Support and planning team for recommendations of affordable housing options.
08/18 – 02/22	Landscape Design of Central Pump Station. <i>Landscape Architect.</i> Responsible for landscape design of Low Impact Development (LID) including grass channels and bioswale of parking area.
11/18 – 07/19	Landscape Design, West Harris County Regional Water Authority. <i>Landscape Architect.</i> Responsible for landscape design of Low Impact Development of proposed main office. Measures include permeable paving, bioswales, grass channels, and rainwater harvesting.
02/17 – 09/17	Fargo Bike and Pedestrian Path Design, Fargo-Moorhead Metropolitan Area Flood Risk Management Project, Fargo, ND. <i>Landscape Design & Consultant.</i> Responsible for the horizontal and vertical alignment of a 31-mile bike path in Fargo, ND. Project included the design of trailhead parking and restroom facilities and access to the trail.
08/15 – present	LADOTD, I-49 Lafayette Connector Design Studies, Tree Preservation, Lafayette, LA. <i>Landscape Architect and Technical Assistance.</i> Responsible for the evaluation and recommendation to preserve an ancient live oak tree within the construction zone of the interstate planning zone.
08/14 – 01/16	USACE, Dwyer Road, Green Infrastructure Landscape Design, New Orleans, LA. <i>Project Manager.</i> Responsible for the design of a 5,000 ft. bike and walking path using native trees and green infrastructure to include a series of water recharge catchment areas with native grasses and wildflowers in New Orleans East.
07/14 – 10/15	USACE, Landscape Master Planning Urban Flood Control, Uptown New Orleans, LA. <i>Project Manager.</i> Responsible for developing landscape master plan alternatives for presentation to the public to re-vegetate several neutral grounds in uptown New Orleans in concert with one of the city's major urban flood control project. Project utilized native tree plantings and green infrastructure under the guidance of the City's Administration, Public Works and Parks & Parkway departments.
04/15 – 04/17	Louisiana Coastal Zone Mater Plan Update. <i>Landscape Architect.</i> Responsible for engaging with participating parish entities to identify non-structural flood programs including reducing the amount of fill in a floodzone and base flood elevations in excess of established requirements.

16. STAFF EXPERIENCE

		Firm ELOS Environmental, LLC	
Name: Drake Arnone Title: Senior Inspector and Risk Assessor		Years of Relevant Experience with this Employer	9
		Years of Relevant Experience with Other Employer(s)	9
Degree(s)/Years/Specialization	BS/2016/Biological Science		
Active Registration Number/State/Expiration Date	Louisiana Department of Environmental Quality Asbestos Inspector Certification Louisiana Department of Environmental Quality Lead Risk Assessor Certification Louisiana Department of Environmental Quality Lead Inspector Certification AI No. 208655 Heuresis Corporation Instrument Operator Training, Pb200i, 2017		
Year Registered	N/A	Discipline	N/A
Contract Role(s)/Brief Description of Responsibilities	3. Environmental and Permitting Services; Material Sampling & Testing - Air Monitoring. Drake has served as an environmental scientist at ELOS since 2017. His responsibilities have included conducting wetland delineations, environmental site assessments, Phase I ESAs, endangered species surveys, Section 10/404 Clean Water Act permitting, mold assessments, and air quality sampling. Drake is a Louisiana-licensed lead inspector and lead hazard risk assessor for the Restore Louisiana Program. He is also a licensed asbestos inspector. He analyzes the scope of industrial hygiene projects and leads the team in meeting the Client's unique project needs.		
Experience Dates	Experience and qualifications relevant to the proposed contract.		
08/25 - 11/25	EBR Air Quality Assessment; East Baton Rouge Parish, LA. ELOS was contracted by the EBR Parish Housing Authority to conduct indoor air quality assessments and swab testing to evaluate potential mold contamination resulting from water damage at its Clarksdale residential site. ELOS conducted a walkthrough of the specified areas, as directed by the Client, and conducted a thorough visual inspection with photographic documentation, recording any observed water damage or signs of microbial activity. Drake operated the air sampling equipment in the designated areas, collecting up to 10 samples to ensure sufficient data for analysis. All samples were delivered to an accredited laboratory for comprehensive evaluation. He documented and reported to the Client any areas where laboratory results or instrument readings fell outside of acceptable or passing limits. Drake provided the Client with a final report summarizing all findings and offering recommendations for further action or remediation, as appropriate.		
11/21 - Present	North Oaks Medical Center, Hammond, LA. ELOS is contracted to perform asbestos testing and air monitoring for North Oaks Medical Center as the buildings undergo renovation. The areas have ranged from doctors' offices and laboratory testing areas to buildings North Oaks has recently purchased and wants to renovate into patient facilities. Drake has coordinated the team's logistics, reviewed sampling results, and prepared the final reports.		
2020 - 2021	McNeese State University; Lake Charles, LA. ELOS was contracted by McNeese State University and the State of Louisiana to provide mold surveys/inspections and air clearance examinations. Drake coordinated the logistics for the mold inspections. He assisted in completing mold inspections of 50 buildings and preparing the final reports for each inspection. Drake also helped organize the recorded data for inclusion in the final report, which was completed less than a month after the fieldwork concluded. He worked proficiently and diligently to perform all required field survey tests.		
04/22 - 06/22	Civic Center IH Service; St Bernard Parish, LA. ELOS was contracted to conduct a mold air monitoring survey of the Frederick J Sigur Civic Center in Chalmette, Louisiana. Eleven mold air samples were collected from areas suspected of mold, areas requiring clearance, and those explicitly requested by the client. Drake conducted the initial site visit to identify the areas that needed testing. After testing, he reviewed the lab reports and coordinated the delivery of the findings to the client.		

16. STAFF EXPERIENCE

08/21 - Present	Marriott New Orleans Industrial Hygiene Services; New Orleans, LA. ELOS was contracted to conduct asbestos air monitoring on 44 floors undergoing remodeling at the Marriott Hotel in New Orleans, LA. Drake led the collection and analysis of the asbestos air samples (as required by EPA and OSHA Standards). As the senior inspector, he examined the collected air samples onsite using phase-contrast microscopy in accordance with NIOSH 7400 standards. This analysis involves counting and identifying fiber types. Additionally, he drafted and provided the Client with a final report summarizing the results of monitoring and clearance testing. ELOS is currently contracted to provide additional support.
2022 - 2025	City of Oakdale Housing Authority; Allen Parish, LA. ELOS was contracted to provide environmental testing for lead, asbestos, and mold at 55 targeted units across three housing complexes in Oakdale, LA (Pear Orchard, Elderly Apartments, and Bowman Hicks). ELOS' accredited inspectors performed environmental testing to determine the presence or absence of hazardous materials and/or conditions at the sites. Drake led the team collecting samples for testing mold, asbestos, and lead paint. In 2025, ELOS performed air monitoring during construction abatement activities and clearance inspections for the same units. Later that same year, ELOS performed asbestos inspections in three structures focused on specific building materials. Drake wrote final reports and reviewed the sample findings for all of these activities.
2025 - 2026	Industrial Hygiene Testing for Schools; Statewide, LA. ELOS was hired by Signature Group to conduct thorough air quality and mold testing at multiple schools. This included visual inspections and smell tests to find signs of water damage, mold, and other possible hazards that could affect indoor air quality. The aim was to identify and resolve any issues that could affect the health and safety of students and staff. Drake also took samples of any mold found for testing. He served as the project manager, overseeing the team conducting the physical tests and preparing the reports after receiving the lab results.
2025 - Present	Livingston Parish Public Schools Environmental Consulting; Livingston Parish, LA. ELOS has been contracted to deliver comprehensive environmental consulting services for the Livingston Parish School Board. These services include initial site assessments, moisture surveys, air quality testing, development of remediation plans, and any necessary post-remediation verification and clearance procedures. Drake serves as the Project Manager and conducts testing, as required by the Board, to ensure all environmental concerns are thoroughly addressed and properly managed.

16. STAFF EXPERIENCE

	Firm ELOS Environmental, LLC		
Name: Michael Bellone Title: Director of Environmental Services and Regulatory Affairs		Years of Relevant Experience with this Employer	1.5
		Years of Relevant Experience with Other Employer(s)	37
Degree(s)/Years/Specialization	MS / 1991 / Environmental Sciences; BS / 1983 / Geological Sciences; Post Graduate Studies in Applied Hydrogeology; Post Graduate Studies in Geophysics		
Active Registration Number/State/Expiration Date	Geologist 520 / MI; 800 / AL; 3924 / TN; 320 / WI; 4344 / TX Certified Hazardous Materials Manager #3849		
Year Registered	N/A	Discipline	Geologist
Contract Role(s)/Brief Description of Responsibilities	3. Environmental and Permitting Services - Material Sampling & Testing - Groundwater Sampling, Soil Sampling. Michael has directed multidisciplinary environmental projects at over 1,200 sites across the United States, including Phase I and Phase II Environmental Site Assessments (ESAs), Remedial Investigations/Feasibility Studies, remediation services (soil, ground water, surface water, and sediment), permitting (air, water, soil) for government agencies, commercial clients, and private industry. He has extensive experience in LDEQ RECAP investigations. His specialties include hydrogeological investigations, site assessments, hazardous waste site closures, environmental permitting, regulatory compliance, health and safety audits, and the design of multimedia remedial systems. At ELOS, Michael oversees and assists with fieldwork, report writing, data processing, and file organization for the successful completion of environmental and industrial hygiene projects.		
Experience Dates	Experience and qualifications relevant to the proposed contract.		
02/23 – Present	LADOTD, Roundabout at Minnesota Park and Range Road, Tangipahoa Parish, LA. Stormwater and SWPPP. ELOS is contracted to complete a wetland delineation to obtain a jurisdictional determination from the USACE and, if necessary, submit a permit application for a roundabout at the intersection of Minnesota Park and Range Road covering 2.5 acres in Tangipahoa Parish, Louisiana. ELOS is collecting data and preparing the wetland delineation report for the USACE, which involves detailed field assessments to identify and map wetland boundaries and associated habitats in accordance with federal guidelines. The report assists with obtaining a jurisdictional determination from the USACE, clarifying whether proposed activities impact waters of the United States and require permits. ELOS also assisted with a CATEX, Phase I ESA, and the SOVs. Michael is currently preparing a stormwater permit and SWPPP to ensure regulatory compliance and proper stormwater runoff management for the project site. [H.014340]		
01/23 – Present	Baton Rouge Metropolitan Airport, Phase II ESA, Baton Rouge, LA. Report Task Lead. ELOS is contracted to conduct a Phase II ESAs at five gas stations, one carwash, and one salvage yard, on behalf of the Baton Rouge Metropolitan Airport. Michael conducted subsurface soil and groundwater investigations by installing up to a maximum of seven soil borings via direct-push technology to a maximum depth of 32 feet below the ground surface. Following the Phase II Subsurface Investigation, Michael led the team in drafting reports for each site, summarizing the field activities, findings, conclusions, and recommendations. Additionally, the reports included a summary of the RECAP comparisons, prepared in accordance with LDEQ guidelines. ELOS is currently conducting Phase II Subsurface Investigations for three additional gas stations.		
2023 – Present	Harvey Gulf International Marine, 3520 Airline Highway Phase I, Phase II, and RECAP Site Investigation II, Jefferson Parish, LA. Site Investigation. Harvey Gulf International Marine contracted ELOS to perform a Phase I ESA on the subject property. ELOS completed a Phase I for the site and recommended a Phase II. The subsequent Phase II ESA identified contaminants above the RECAP Screening Standards. Michael and his team conducted the RECAP Site Investigation from October 14 to October 17, 2025.		

16. STAFF EXPERIENCE

2023	Port of South Louisiana, Avondale Shipyard Phase I ESA; Jefferson Parish, LA. <i>Project Oversight and Assessment.</i> ELOS was contracted to conduct a Phase I ESA for the Avondale Shipyard, a site spanning approximately 320 acres. The assessment aimed to identify potentially hazardous substances, evaluate the soil and groundwater for contamination, and provide conclusions based on these findings. Michael provided project oversight and coordinated the assessment process to provide compliance with environmental regulations and best practices, from initial planning to final reporting.
2023 – Present	EBR, Brownfield Assessment Grant, East Baton Rouge Parish, LA. <i>Material Sampling.</i> ELOS is contracted to provide grant management, a Quality Assurance Project Plan (QAPP), and conduct a Phase II ESA and pre-demolition testing for asbestos, mold, and lead-based paint on three properties throughout East Baton Rouge Parish, LA. The properties included historical buildings, such as a 1940s-era shelter and a grocery store. Michael conducted a Phase II ESA investigation to assess the subject property's subsurface conditions to identify environmental concerns, if any, associated with the site that could become an environmental liability. He conducted a limited subsurface soil and groundwater investigation by installing a total of 6 soil borings using direct push technology, until the groundwater interface was encountered at the subject property or to a maximum depth of 30 feet below ground surface.
02/23 – 05/23	Greater Lafourche Port Commission, Phase I ESA, Cut Off, LA. <i>Pedestrian Survey.</i> ELOS was contracted to complete a Phase I ESA for a 219-acre property before its acquisition by the Greater Lafourche Port Commission. ELOS conducted a site visit to identify evidence of recognized environmental conditions, past or present. Michael conducted a pedestrian survey of the property, observing adjacent properties from the perimeter and public areas. Notable site features, uses, and conditions were photographed and included in the final report to support the assessment findings. ELOS gathered additional information through interviews with key managers, site owners, regulatory representatives, prior landowners, operators, occupants, and neighboring property stakeholders. These interviews were conducted by phone, in writing, and in person to obtain a comprehensive understanding of the property's history and use.
07/23 – 08/24	Livingston Parish Sheriff's Office, Emergency Response/Evacuation Center, Livingston Parish, LA. <i>Soil Sampling.</i> After conducting a Phase I ESA, ELOS found no significant evidence of contaminants on the property. However, ELOS' environmental database and LDEQ file review revealed that contaminants likely existed due to the adjacent site history, including a nearby manufacturing plant. ELOS recommended conducting a Phase II Environmental Site Assessment of the subsurface soils and groundwater. Under the supervision of Michael, 12 soil borings and 12 temporary wells were installed using direct push technology, focusing primarily on the site's perimeter to identify potential contaminants that may have migrated onto the site from nearby facilities. ELOS submitted these samples for analysis and requested specific testing on the samples that may exceed the RECAP Screening Standards. Michael continues to monitor the results and advise on strategies.
04/23 – 06/23	Abita Springs, Sanitation System Services; Abita Springs, LA. <i>Permit Review.</i> ELOS was contracted to review current wastewater plant operations and permit requirements, evaluate feasibility options, and provide recommendations for enhancing the system's capacity and functionality. Michael reviewed the Louisiana Department of Environmental Quality's files and permits, as well as the Environmental Protection Agency's Total Maximum Daily Load options; conducted a site visit; discussed legal options; and edited report drafts.

16. STAFF EXPERIENCE

	Firm	ELOS Environmental, LLC		
	Name: Julian Blaine	Years of Relevant Experience with this Employer		1.5
	Title: Archaeologist / Field Crew Manager	Years of Relevant Experience with Other Employer(s)		6
Degree(s)/Years/Specialization	MA/2024/Archaeology BA/2021/Viking and Old Norse Studies			
Active Registration Number/State/ Expiration Date	Registered Professional Archaeologist, 2024			
Year Registered	N/A	Discipline	N/A	
Contract Role(s)/Brief Description of Responsibilities	3. Environmental and Permitting Services - NEPA Support/Related Laws - Cultural Resources. Julian is an RPA with expertise in archaeological management, excavation, and artifact analysis. He holds a Master of Arts in Archaeology from Uppsala University and has participated in archaeological fieldwork in Sweden, Finland, Germany, and the United States. Julian has specialized experience in terrestrial archaeology, including Section 106 desktop assessments, Phase I surveys, Phase II testing, Phase III data recovery, historic structure assessment, preservation planning, research, and report preparation. His skills include investigating and documenting projects, delivering in-depth site histories to clarify historical context and inform NR eligibility or district integrity. Julian is also a U.S. Army veteran.			
Experience Dates	Experience and qualifications relevant to the proposed contract.			
10/24 - Present	Brownswitch Road Bridge Replacement; St. Tammany Parish, LA: ELOS provided environmental services for a bridge and culvert replacement on a 1.39-acre site along Brownswitch Road, St. Tammany Parish, LA. The project involved removing the existing bridge, constructing a temporary detour with culverts and drainage, and installing a new bridge and related infrastructure. Julian assisted with conducting a CRM Section 106 desktop review to assess the project's potential impacts on cultural resources. He reviewed SHPO databases of historic properties and conducted a cemetery review to identify burial sites in the area. He also helped prepare maps and aerial images to support the cultural resource assessment. Julian assisted with compiling and preparing a Section 106 desktop review report. This included summarizing findings, ensuring compliance with historic preservation requirements, and addressing potential impacts to cultural resources in the project area.			
04/25 - Present	DOTD Delta Trail Study; Northeastern Louisiana. ELOS is contracted to provide environmental services in support of the Delta Trail Study, with the objective of analyzing construction alternatives that minimize negative environmental impacts. As part of this effort, ELOS identified and assessed environmental constraints at 25 potential trailhead locations, encompassing approximately 60 acres. These constraints—such as the need for additional consultation or permitting—may delay, alter, or prevent NEPA readiness for the proposed trailheads beyond typical project requirements. To meet regulatory requirements, ELOS provided additional services to prepare documentation necessary for a Categorical Exclusion from the FHWA. Julian assisted with conducting an initial review of archaeological resources and proximity to existing structures, NRHP-listed sites, and tribal lands. This cataloging of site information and constraints was designed to ensure that proposed structures align with the LADOTD program objectives, timeline, and budget—and to support NEPA readiness for trail installation.			

16. STAFF EXPERIENCE

10/24 - Present	Old Mill Settlement Road - Section 106 Desktop Review; Livingston Parish, LA. The Livingston Parish Government planned to replace a two-lane road between Mill Settlement Trace and LA Hwy 16 in Port Vincent, Louisiana. They contracted ELOS to perform a wetland delineation, submit a joint permit application (JPA), and conduct a Section 106 desktop review and consultation. The work aimed to mitigate repetitive flooding and involved elevating approximately 11 acres. Julian researched cultural resources in the project area, including previous investigations, archaeological sites, cemeteries, and NRHP-listed structures, using the Louisiana SHPO database. He also analyzed historical aerial imagery and topographical maps to document changes in the area over time. Using this research and the road replacement scope, he helped formulate a recommendation to the Louisiana SHPO for a Phase I Cultural Resource Survey.
07/25 - Present	7238 Highway 75 Phase I Cultural Resources Survey; Ascension Parish, LA. ELOS is contracted by Waggoner Engineering, to provide environmental services and conduct a cultural resource survey for the proposed development of an approximately 79-acre site, including an additional servitude to the river spanning roughly 25.4 acres, located at 7238 Highway 75 in Geismar, LA. As the project is funded through the Water Infrastructure Finance and Innovation Act (WIFIA), a thorough assessment of all areas subject to potential disturbance was required to ensure compliance with NEPA. The survey area encompassed a wooded environment situated near the historic Ashland/ Belle-Helene plantation. During the investigation, multiple cultural materials were uncovered through systematic STP excavations. Two archaeological sites—one newly identified and one previously recorded—were evaluated in detail. ELOS conducted and documented STPs, recorded archaeological sites, and led the field crew to designated STP locations. Julian coauthored the cultural resource report, contributing to the documentation and assessment of the site's cultural significance.
06/24 - Present	Move Ascension, Phase III; Ascension Parish, LA. ELOS is contracted to provide environmental services to support the feasibility, engineering, and design of more than 60 roadway improvement projects for Move Ascension. The projects have ranged from installing roundabouts at intersections of local roads with state highways to widening roads, adding turn lanes, J-turns, and providing new connector roads. ELOS conducted a Section 106 desktop review of the Roddy Road area as part of the third phase of the Move Ascension project. Julian identified potential historic structures using SHPO databases and files. He also reviewed historic aerial images for structures in the area. ELOS identified historical structures from multiple sources, compiled them into a report, and sent it to the Client.
10/24 - 11/24	LA 22 Gapping; Ascension Parish, LA. ELOS was contracted to collect data, prepare a report for wetland delineation, submit a JPA, conduct a biological survey, coordinate compliance, survey bald eagles, complete a Phase I Environmental Site Assessment (ESA), support mitigation planning, and execute a Section 106 review and Phase I Cultural Resource Survey for the 328-acre LA-22 Gapping Project. For this road project, which includes replacing two bridges, Julian reviewed the Section 106 research before the field survey. The Section 106 review site covers about 15.5 acres. Julian assisted with the Phase I Cultural Resource Survey by performing augering and shovel tests to identify buried sites. He photographed the project area, wrote the introduction and methodology, and reviewed the entire report before submission to the Client.
08/25 - Present	Fish Hatchery Road Bridge; St. Tammany Parish, LA. ELOS is contracted to conduct a wetland delineation, a JPA, and a Section 106 review for the Fish Hatchery Road Bridge in St. Tammany Parish. Julian led the Section 106 desktop review. After locating several historic properties, four cemeteries, and two investigations, Julian recommended that the investigation continue with a survey along Fish Hatchery Road and Bridge at high-probability intervals of 30 meters. ELOS is currently conducting a T&E species Gopher Tortoise Survey with USACE.
09/25 - Present	Meadow Lane over Spillers Creek; Livingston Parish, LA. Julian completed the Section 106 desktop review for this bridge replacement project. After locating three investigations, five archaeological sites, and two cemeteries, Julian recommended continuing the investigation with a survey at high-probability intervals of 30 meters in the area of potential effect, since that area has never been surveyed, and sites have been discovered along Spillers Creek.

16. STAFF EXPERIENCE

		Firm ELOS Environmental, LLC	
Name: Basile Dardar Title: Environmental Specialist / Project Manager		Years of Relevant Experience with this Employer	8
		Years of Relevant Experience with Other Employer(s)	2
Degree(s)/Years/Specialization		BS/2014/Biology	
Active Registration Number/State/Expiration Date		USACE Wetland Delineation Certification, 2018 ATSSA Traffic Control Technician – expires 11/29/2026 Bat Acoustic Identification, 2024	
Year Registered		N/A	Discipline N/A
Contract Role(s)/Brief Description of Responsibilities		3. Environmental and Permitting Services - NEPA Support/Related Laws - Wetlands Delineations/ T&E Species, Permit Application Development. <i>Services in support of NEPA and related laws and regulations, permit applications and/or associated supporting documentation, services in support of mitigation compliance (Wetland Delineations and T&E Species), Basile is an environmental scientist with direct experience in preparing NEPA documents. Basile's environmental expertise encompasses permitting, environmental surveying, report development, research, sampling, testing, and coordination with agencies and clients. His work includes evaluating environmental impacts, including effects on wetlands, floodplains, water and air quality, noise, endangered species, and man-made hazards. If wetlands are present or impacted, Basile has experience preparing avoidance and minimization plans, exploring alternative project footprints, and, if necessary, developing compensatory mitigation plans in coordination with the USACE and other regulatory agencies. This may include wetland restoration, creation, or enhancement to offset functional losses. Should listed species or critical habitats be identified, Basile will coordinate with the U.S. Fish and Wildlife Service and state agencies to develop species-specific mitigation plans. Measures may include timing restrictions, habitat protection or enhancement, relocation efforts, and monitoring to document effectiveness. We have also included his Traffic Control Technician and Wetland Delineation certificates in this response.</i>	
Experience Dates		Experience and qualifications relevant to the proposed contract.	
08/23 – Present		East Baton Rouge, IJJA Off-System Bridges, East Baton Rouge Parish, LA. <i>Wetland Delineation/Permitting.</i> ELOS is contracted to perform wetland delineation, jurisdictional determinations, and permitting for 13 bridges at separate sites throughout EBR. The project involves replacing the existing bridges with slab-span bridges and covers approximately 13 acres. Basile has coordinated with the field team to conduct wetland delineations, complete the wetland findings report, work with the USACE for jurisdictional determinations of wetlands, and assist with USACE permit applications and supporting documentation. This process also included conducting surveys of T&E species. Basile completed surveys for the tricolored bat, alligator snapping turtle, and the monarch butterfly. [H.015547, H.015548, H.015544, H.015549, H.015545, H.015550, H.015341, H.015551, H.015552, H.015553]	
09/22 – Present		LADOTD, IJJA Off-System Bridges District 62; Statewide, LA. ELOS is contracted to provide environmental services to replace six bridges in Livingston, St Helena, St. John the Baptist, St. Tammany, Tangipahoa, and Washington Parish in several phases until completion. Basile has coordinated with field teams to assess cultural and environmental impacts. Through Present efforts, Basile has maintained the required data and documentation, as well as reviewed deliverables and reports applicable to SOVs, wetland delineations, and a CATEx of construction activities. He has assisted in preparing the necessary permits, maps, forms, and supplemental documentation. [H.015429, H.015430, H.015431, H.015432, H.015432, H.015433, H.015434]	

16. STAFF EXPERIENCE

04/22 – 02/25	LADOTD, Tangi Off-System Bridge Prioritization; Tangipahoa Parish, LA. <i>Wetland Delineation/Permitting.</i> ELOS was contracted to provide environmental services on five Infrastructure Investment and Jobs Act (IIJA) off-system bridges. We prepared an early Section 106 Tribal coordination packet and submitted it to the DOTD. We also performed a wetland delineation, SOVs, CATEX documents, and permit applications and drawings for six bridges to be replaced in District 62. Basile has conducted wetland delineations, prepared and submitted permit applications, and led the team in completing the SOVs and CATEX documentation. [H.015407, H.015333, H.015404]
08/22 – 08/24	LADOTD, Rousseau Bridge Replacement; St Tammany Parish, LA. <i>Wetland Delineation/Permitting.</i> ELOS was contracted to provide environmental services for the Rousseau Bridge Replacement Project located on approximately 2.62 acres in St. Tammany Parish. Services included wetland delineation, a Scenic Rivers permit application, an emergency authorization application to the USACE, SOVs, and a final report. Basile has conducted a wetland delineation, submitted reports to USACE, coordinated with the field team on SOVs and required information, and reviewed permit drawings.
09/20 – Present	LADOTD, Rural Bridges Phases I & II; Statewide, LA. <i>Project Manager.</i> ELOS has been contracted to provide environmental consulting services for the LADOTD Rural Bridge Replacement Initiative for two project phases. Phase I involved bridge replacements under 16 state project numbers and supplemental task orders, impacting 33 structures in Districts 03, 07, 61, and 62. Phase 2 is Present and involves bridge replacements under nine state project numbers and supplemental task orders, affecting multiple structures in Districts 05, 08, and 58. Almost all projects have included a wetland delineation, permit applications, a cultural resource survey, and a survey of T&E species. Basile is the project manager and is conducting bat surveys to ensure that the habitats of endangered bats are not destroyed. [H.014242, H.014243, H.014245, H.014246, H.014247, H.014248, H.014249, H.014250, H.014268, H.015685]
11/17 – Present	Move Ascension - Phases II & III, Ascension Parish, LA. <i>Wetland Delineation/Permitting.</i> ELOS is contracted to provide environmental services to support the feasibility, engineering, and design of more than 60 roadway improvement projects for Move Ascension. The projects have ranged from installing roundabouts at intersections of local roads with state highways to widening roads, adding turn lanes, adding J-turns, and providing new connector roads. ELOS' services have included assessing feasibility options, conducting wetland delineations, completing cultural resource evaluations, completing CATEX, and submitting permit applications to state and federal agencies, depending on the scope of the specific project. Basile has worked on the wetland findings report for the USACE jurisdictional determination of wetlands, reviewed delineation photographs and maps, and reviewed corresponding figures and data for the permit applications.
02/23 – Present	LADOTD, Minnesota Park/Range Road Roundabout, Tangipahoa Parish, LA. <i>Permitting.</i> ELOS is contracted to complete a wetland delineation to obtain a jurisdictional determination from the USACE and, if necessary, submit a permit application for a roundabout at the intersection of Minnesota Park and Range Road covering 2.5 acres in Tangipahoa Parish, Louisiana (H.014340). ELOS is collecting data and preparing the wetland delineation report, which involves detailed field assessments to identify and map wetland boundaries and associated habitats in accordance with federal guidelines. The report assists with clarifying whether proposed activities impact waters of the United States and require permits. Basile has worked on the SOVs, reviewed the CATEX sections and documentation, written permit applications, and coordinated with LADOTD. Basile is currently preparing a stormwater permit and SWPPP to ensure regulatory compliance and proper stormwater runoff management for the project site. [H.014340]
06/24 – Present	LADOTD, US 190 Roundabouts, St Tammany Parish, LA. <i>T&S Species Report.</i> ELOS has been contracted to perform a wetland delineation, prepare and submit a JPA, complete Section 106 reviews, and conduct T&E species surveys for a 28-acre area for the installation of roundabouts on US 190. Basile has assisted with writing and reviewing the T&E species report. [H.014375]
10/24 – Present	Livingston Parish Government, Old Mill Settlement Road - Section 106 Desktop Review, Livingston Parish, LA. <i>Wetland Delineation/Permitting.</i> The Livingston Parish Government planned to replace a two-lane road between Mill Settlement Trace and LA Hwy 16 in Port Vincent, Louisiana. They contracted ELOS to perform a wetland delineation, submit a joint permit application (JPA), and conduct a Section 106 desktop review and consultation. The work aimed to mitigate repetitive flooding and involved elevating approximately 11 acres. ELOS also prepared an EA in accordance with the NEPA and the Council on Environmental Quality Regulations (40 CFR Part 1500 et seq.) as supplemented by procedures promulgated by FEMA. An Eight-Step Decision Making Process for impacts to floodplains and wetlands was provided as an appendix to the EA. Basile coordinated with the client and regulatory agencies to obtain the permit, and he reviewed the delineation report.

16. STAFF EXPERIENCE

		Firm ELOS Environmental, LLC	
Name: Brian Fortson Title: Senior Project Manager / Biologist		Years of Relevant Experience with this Employer	13
		Years of Relevant Experience with Other Employer(s)	23
Degree(s)/Years/Specialization		JD / 2006 / Civil Law BS / 1995 / Wetland Ecology	
Active Registration Number/State/ Expiration Date		USACE Wetland Certification	
Year Registered		N/A	Discipline N/A
Contract Role(s)/Brief Description of Responsibilities		3. Environmental and Permitting Services - NEPA Support/Related Laws - Wetlands Delineations/T&E Species, Permit Application Development. Brian leads permitting and Environmental Review Records (ERR) for multiple projects related to local development and infrastructure improvement initiatives. Brian provides technical expertise on several projects. He previously served as a Planning Technician, Land Use Planner, Environmental Specialist, and Coastal Wetland and Environmental Resources Manager for St. Tammany Parish Government from 1988 to 2013. He administered the St. Tammany Parish Local Coastal Program under the Coastal Zone Management Act of 1972. He was responsible for managing the Parish government's natural resource permitting efforts.	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
08/23 – Present	LADOTD, East Baton Rouge I/JA Off-System Bridge Program, East Baton Rouge Parish, LA. Wetland Delineation and Permit Application. ELOS is contracted to provide environmental services, including SOV, CATEX document, permit applications and drawings, and a wetland study and report. The permit application included a packet documenting the rationale for the project, providing a summary of the project, and a detailed verbal description of the project location. ELOS is also responsible for generating a site plan for each project and coordinating with USACE to obtain a Section 10/404 permit. The project consists of replacing 13 bridges at separate sites throughout EBR with slab-span bridges. The project is approximately 13 acres total. Brian has coordinated with environmental scientists to review the wetland delineation reports and assist with USACE permit applications for the replacement of the 13 bridges. [H.015547, H.015548, H.015544, H.015549, H.015545, H.015550, H.015341, H.015551, H.015552, H.015553]		
09/20 – Present	LADOTD, Rural Bridges Phases I & II, Statewide, LA. Wetland Delineation. ELOS has been contracted to provide environmental consulting services for the LADOTD Rural Bridge Replacement Initiative for two project phases. Phase I involved bridge replacements under 16 state project numbers and supplemental task orders, impacting 33 structures in Districts 03, 07, 61, and 62. Phase 2 is Present and involves bridge replacements under nine state project numbers and supplemental task orders, affecting multiple structures in Districts 5, 8, and 58. Almost all the projects have included a wetland delineation, permit applications, a cultural resource survey, and a threatened and endangered (T&E) survey. Brian has reviewed wetland delineation reports and CATEX documentation, discussed findings and reviewed data for final reports, and met with internal staff to develop T&E species surveys. [H.014242, H.014243, H.014245, H.014246, H.014247, H.014248, H.014249, H.014250, H.014268, H.015685]		

16. STAFF EXPERIENCE

09/22 – Present	LADOTD, IJJA Off-System Bridges District 62, Statewide, LA. <i>Reviewer.</i> This off-system bridge project involves replacing six bridges in Livingston, St Helena, St. John the Baptist, St. Tammany, Tangipahoa, and Washington Parish. ELOS performed wetland delineations, completed permit applications, SOVs to document a CATEX for the proposed work, conducted cultural resources research, prepared tribal packets and reports, and wrote navigability determination reports. Brian reviewed the findings reports before the team submitted them to the client. ELOS is currently providing permitting services to support present project needs and regulatory compliance. These services include preparing and submitting permit applications, coordinating with relevant agencies, and ensuring that all project activities comply with state and federal requirements. [H.015429, H.015430, H.015431, H.015432, H.015432, H.015433, H.015434]
11/17 – Present	Move Ascension, Phases I, II, & III, Ascension Parish, LA. <i>Environmental Task Lead.</i> ELOS is contracted to provide environmental services to support the feasibility, engineering, and design of more than 60 roadway improvement projects for Move Ascension. The projects have ranged from installing roundabouts at intersections of local roads with state highways to widening roads, adding turn lanes, adding J-turns, and providing new connector roads. ELOS' services have included assessing feasibility options, conducting wetland delineations, completing cultural resource evaluations, completing CATEX, and submitting permit applications to state and federal agencies, depending on the scope of the specific project. Brian leads multidisciplinary teams of environmental specialists, engineers, and consultants to efficiently and effectively achieve project objectives, navigating the complexities of environmental compliance. His leadership ensures that infrastructure development meets regulatory standards while minimizing environmental impacts and maximizing community benefits.
02/23 – Present	LADOTD, Roundabout at Minnesota Park and Range Road, Tangipahoa Parish, LA. <i>Task Lead.</i> ELOS is contracted to complete a wetland delineation to obtain a jurisdictional determination from the USACE and, if necessary, submit a permit application for a roundabout at the intersection of Minnesota Park and Range Road covering 2.5 acres in Tangipahoa Parish, Louisiana. ELOS is collecting data and preparing the wetland delineation report, which involves detailed field assessments to identify and map wetland boundaries and associated habitats in accordance with federal guidelines. The report assists with clarifying whether proposed activities impact waters of the United States and require permits. ELOS also assisted with a CATEX, Phase I ESA, and the SOVs. Brian monitors project timelines, milestones, and budgets to ensure the timely delivery of environmental assessments that align with the overall project schedule. ELOS is currently preparing a stormwater permit and Stormwater Pollution Prevention Plan (SWPPP) to ensure regulatory compliance and proper stormwater runoff management for the project site. [H.014340]
01/21 – Present	Ascension Parish, LA 22 Gapping, Ascension Parish, LA. <i>Project Manager.</i> ELOS is contracted to perform a wetland delineation, complete joint permit applications (JPAs), complete a biological survey, monitor for bald and golden eagle protection, complete a Phase I ESA, complete a Section 106 review and report, and assist with wetland mitigation planning. ELOS also provided a Phase I Cultural Resource Survey and report. Brian has served as the project manager, assisting in determining the potential jurisdictional wetlands and other waters, preparing and submitting permit applications, and reviewing the desktop Section 106 review. He also oversaw the Phase I ESA and wetland mitigation planning. Brian is currently coordinating with the Louisiana Department of Conservation and Energy (LDCE) on the mitigation review process.

16. STAFF EXPERIENCE

		Firm ELOS Environmental, LLC	
Name: Sarah Knauer Title: Cultural Resources		Years of Relevant Experience with this Employer	1
		Years of Relevant Experience with Other Employer(s)	10
Degree(s)/Years/Specialization		MA/2020/Historic Preservation BA/2016/Anthropology	
Active Registration Number/State/ Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s)/Brief Description of Responsibilities		3. Environmental and Permitting Services - NEPA Support/Related Laws - Cultural Resources. Sarah Knauer, MS, brings 10 years of experience in historic preservation and archaeology across the northeastern and southeastern United States. Sarah has supported historic preservation initiatives by conducting survey planning, fieldwork, and evaluations of historic resources for federal, state, and private Clients. She has successfully prepared NR nominations, including submitting the NR listing for the Hammond High School Gymnasium in Hammond, Louisiana. She has also contributed to surveys of the Lake Charles Historic District and the Hollygrove neighborhood in Orleans Parish, Louisiana. Sarah has experience with the Historic American Engineering Record (HAER) documentation and photographing practices. She has completed the Advisory Council on Historic Preservation's Section 106 course, and her certificate is included in this package.	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
10/25 - Present	Office of Louisiana Highway Construction - Bridge Projects, Statewide, LA. ELOS is contracted to provide environmental and cultural resource services to support the project engineers in developing plans for the replacement of bridges in Vermilion, Terrebonne, Tangipahoa, St. Tammany, Livingston, and St. Bernard Parishes. Each bridge replacement site measures approximately 0.5 acres, with the total project area encompassing roughly 6 acres. The bridges are situated along both natural and man-made waterways in areas identified by the Louisiana SHPO as having a high probability of containing archaeological sites and unrecorded historic properties. ELOS provided services required to obtain USACE regulatory permits, including submitting SOVs, conducting ground-level investigations of the right-of-way to locate wetlands, verifying the aerial base mapping, and providing cultural and historic resources evaluations for each bridge. Sarah has assisted in evaluating each bridge and, if the proposed activities might affect any historic properties listed on, determined to be eligible for listing on, or potentially eligible for listing on the NRHP, including previously unidentified properties, submitting a pre-construction notification to the district engineer.		
07/25 - Present	7238 Highway 75 Phase I Cultural Resources Survey, Ascension Parish, LA. ELOS was contracted by Waggoner Engineering, Inc. to provide environmental services and conduct a cultural resource survey for the proposed development of an approximately 79-acre site, including an additional servitude to the river spanning roughly 25.4 acres, located at 7238 Highway 75 in Geismar, LA. As the project is funded through the WIFIA, a thorough assessment of all areas subject to potential disturbance was required to ensure compliance with NEPA. The survey area encompassed a wooded environment situated near the historic Ashland/Belle-Helene plantation. During the investigation, multiple cultural materials were uncovered through systematic STP excavations. Two archaeological sites—one newly identified and one previously recorded—were evaluated in detail. ELOS conducted and documented STPs, recorded archaeological sites, and led the field crew to designated STP locations. Sarah contributed to the cultural resource report and assessment of the site's cultural significance.		

16. STAFF EXPERIENCE

01/26 - Present	DOTD Peters Road Bridge, Jefferson and Plaquemines Parishes, LA. ELOS performed a Phase I Cultural Resources Survey for Phase 3 of the Peters Road Bridge and Extension in Jefferson and Plaquemines Parishes, Louisiana, covering 97.74 acres. The project plans to build a new bridge across the Gulf Intracoastal Waterway and a 5-mile-long two-lane access road. Sarah completed the architectural survey within a 150-m APE, identifying resources, documenting historic resources, and determining eligibility. The survey recorded 16 new resources, none of which were eligible for the NRHP, including a railroad spur, two bridges, a waterway, and 11 buildings. ELOS found that no significant archaeological resources would be affected, but noted a potential adverse effect on the historic waterway and recommended that managers consult to mitigate this effect. The project should proceed as planned. [H.008069.5]
09/25 - Present	Clearwater Drover Millers Canal Bridge Replacement; Livingston Parish, LA. ELOS is contracted to provide environmental and permitting services on an approximate 4-acre site to replace the bridge located on Clearwater Drive over Millers Canal in Livingston Parish, LA. Sarah has assisted with the Section 106 desktop review, identified all historic resources within the area of potential effect, and determined eligibility for the NRHP. She also assisted with QA/QC of the draft review report and edited it for overall consistency and clarity.
2025	Alabo St Warf, New Orleans, LA. ELOS was contracted to conduct Section 106 consultations and develop a Historic Structure Resource Survey for Sunrise Foods in connection with their development project in the Lower 9th Ward. The primary objective of the project was to re-evaluate and document the historical significance of the Lower 9th Ward/Holy Cross Historic NR District within the City of New Orleans, as well as the historic commercial corridor along St. Claude Avenue. Sarah authored the detailed report and personally conducted surveys of approximately 240 historic buildings and structures, encompassing a residential neighborhood and the commercial corridor. This extensive survey aimed to identify and assess cultural resources, providing valuable historical context for the area's ongoing preservation efforts. An LHRI form was completed for each and included a determination of eligibility.
2025	Phase I Cultural Resources Survey - Bridge Replacement on SR-20 Over Norfolk Southern Railroad; Morgan County, AL. TerraXplorations Inc. contracted to conduct a cultural resources survey. The survey included background research, archaeological and architectural surveys, and report preparation. The archaeological survey identified one site associated with a historic African American residential block dating from 1860 to 1990. Fifty-eight architectural resources were identified; 15 were newly identified. Seven of the structures appeared to be eligible or listed on the NRHP. Sarah researched, evaluated, and determined the significance of each historic resource and wrote the architectural history portion of the report.
2024	Proposed South Boulevard Widening and Bridge Replacement over CSX Transportation Railroad Project; Montgomery County, AL. TerraXplorations Inc. was contracted by TTL of Montgomery to conduct a cultural resources survey. The survey included background research, archaeological and architectural surveys, and report preparation. Twenty-three new architectural resources were identified, and twenty-one were recommended for exclusion from the NRHP. The Northwest and Florida Railroad and the First CME Church were recommended as eligible for NRHP inclusion. Sarah researched, evaluated, and determined the significance of each historic resource, and wrote the report's architectural history results section.
2024	Tara Blvd/US 41 Widening, Jonesboro, GA. TerraXplorations Inc. was subcontracted by Kimley-Horn to conduct the Georgia Department of Transportation (GADOT) historic resource survey for the 14-mile widening of Tara Boulevard/US 41 in Jonesboro, Georgia. Parcels adjacent to the project area were evaluated to determine if any historic-aged resources were present. In instances where a historic resource was identified, the entire parcel's contents, including land, buildings, outbuildings, and structures, were photographed, meticulously described, and analyzed to identify historic and non-historic material elements. Additionally, a comprehensive development history was constructed for each parcel, from the earliest available historical aerial photograph to the present day, documenting changes over time. This information was compiled within Property Information Forms (PIFs). Sarah was responsible for identifying, researching, documenting, and compiling 100 of the 200 PIF drafted for this project. Sarah was also responsible for sending the SOVs.

16. STAFF EXPERIENCE

	Firm ELOS Environmental, LLC
Name: Jacob O'Neal Title: Cultural Resources	Years of Relevant Experience with this Employer 1
	Years of Relevant Experience with Other Employer(s) 1
Degree(s)/Years/Specialization	BA/2024/Anthropology
Active Registration Number/State/Expiration Date	N/A
Year Registered	N/A
	Discipline N/A
Contract Role(s)/Brief Description of Responsibilities	3. Environmental and Permitting Services - NEPA Support/Related Laws - Cultural Resources. <i>Jacob O'Neal recently earned his degree in Anthropology/Archaeology from the University of Southern Mississippi. Before joining ELOS, Jacob collaborated with several firms, contributing to detailed, well-documented field surveys across Georgia, Mississippi, Texas, Louisiana, and Virginia. He is committed to professional development and has already completed the Advisory Council on Historic Preservation's Section 106 course—his certificate is included with this submission. Jacob's diverse project experience and dedication to best practices make him a valuable addition to the ELOS team.</i>
Experience Dates	Experience and qualifications relevant to the proposed contract.
10/25 - Present	Office of Louisiana Highway Construction - Bridge Projects; Statewide, LA. ELOS was contracted to provide environmental and cultural resource services to support the project engineers in developing plans for the replacement of bridges in Vermilion, Terrebonne, Tangipahoa, St. Tammany, Livingston, and St. Bernard Parishes. Each bridge replacement site measures approximately 0.5 acres, with the total project area encompassing roughly 6 acres. The bridges are situated along both natural and man-made waterways in areas identified by the Louisiana SHPO as having a high probability of containing archaeological sites and unrecorded historic properties. ELOS provided services required to obtain USACE regulatory permits, including submitting SOVs, conducting ground-level investigations of the right-of-way to locate wetlands, verifying the aerial base mapping, and providing cultural and historic resources evaluations for each bridge. Jacob assisted in evaluating each bridge to submit a pre-construction notification to the district engineer if the proposed activities might affect any historic properties listed on, determined to be eligible for listing on, or potentially eligible for listing on the NRHP, including previously unidentified properties.
04/25 - Present	DOTD Delta Trail; Concordia, Tensas, Madison, and East Carroll Parishes, LA. ELOS is contracted to provide environmental services in support of the Delta Trail Study, with the objective of analyzing construction alternatives that minimize negative environmental impacts. As part of this effort, ELOS identified and assessed environmental constraints at 25 potential trailhead locations, encompassing approximately 60 acres. These constraints—such as the need for additional consultation or permitting—may delay, alter, or prevent NEPA readiness for the proposed trailheads beyond typical project requirements. To meet regulatory requirements, ELOS provided additional services to prepare documentation necessary for a Categorical Exclusion from the FHWA. Jacob assisted with conducting an initial review of archaeological resources and proximity to existing structures, NRHP-listed sites, and tribal lands. This cataloging of site information and constraints was designed to ensure that proposed structures align with the LADOTD program objectives, timeline, and budget—and to support NEPA readiness for trail installation.

16. STAFF EXPERIENCE

2/25 - Present	7238 Highway 75 Phase I Cultural Resources Survey; Ascension Parish, LA. ELOS is contracted by Waggoner Engineering, to provide environmental services and conduct a cultural resource survey for the proposed development of an approximately 79-acre site, including an additional servitude to the river spanning roughly 25.4 acres, located at 7238 Highway 75 in Geismar, LA. As the project is funded through the WIFIA, a thorough assessment of all areas subject to potential disturbance was required to ensure compliance with NEPA. The survey area encompassed a wooded environment situated near the historic Ashland/Belle-Helene plantation. During the investigation, multiple cultural materials were uncovered through systematic STP excavations. Two archaeological sites—one newly identified and one previously recorded—were evaluated in detail. Jacob played a key role in the project, conducting and meticulously documenting STPs, recording archaeological sites, and leading the field crew to designated STP locations. He also served as a coauthor of the cultural resource report, contributing to the documentation and assessment of the site's cultural significance.
08/25 - Present	Fish Hatchery Road Bridge; St. Tammany Parish, LA. ELOS is contracted to conduct a wetland delineation, a JPA, and a Section 106 review for the Fish Hatchery Road Bridge in St. Tammany Parish. ELOS Jacob assisted with completing research and writing a report for the Section 106 desktop review. After locating several historic properties, four cemeteries, and two investigations, ELOS recommended that the investigation continue with a survey along Fish Hatchery Road and Bridge at high-probability intervals of 30 meters. ELOS is currently conducting a T&E species Gopher Tortoise Survey with USACE.
01/26 - Present	DOTD Peters Road Bridge; Jefferson and Plaquemines Parishes, LA. ELOS performed a Phase I Cultural Resources Survey for Phase 3 of the Peters Road Bridge and Extension in Jefferson and Plaquemines Parishes, Louisiana, covering 97.74 acres. The project plans to build a new bridge across the Gulf Intracoastal Waterway and a 5-mile-long two-lane access road. Jacob assisted in conducting a Phase I Survey and excavating 233 STPs at 30 m high-probability intervals. He also assisted with the background research and coauthored the final report. All excavated tests were negative for cultural resources. ELOS found that no significant archaeological resources would be affected, but noted a potential adverse effect on the historic waterway and recommended that managers consult to mitigate. The project should proceed as planned. [H.008069.5]
2025	Alabo St. Warf; New Orleans, LA. ELOS was contracted to conduct Section 106 consultations and develop a Historic Structure Resource Survey for Sunrise Foods in connection with their development project in the Lower 9th Ward. The primary objective of the project was to re-evaluate and document the historical significance of the Lower 9th Ward/Holy Cross Historic NR District within the City of New Orleans, as well as the historic commercial corridor along St. Claude Avenue. Jacob assisted the architectural historian with the final survey of approximately 240 historic buildings and structures, updating the LHRI forms, and drafting the field report. This extensive survey aimed to identify and assess cultural resources, providing valuable historical context for the area's ongoing preservation efforts. An LHRI form was completed for each and included a determination of eligibility.
2025	Orphan Wells Consulting Services Cultural Resource; Tangipahoa Parish, LA. ELOS was contracted to provide archaeological monitoring for the Louisiana Wells Plug and Abandon project. ELOS SOI-qualified archaeologist monitored all activities in real time, in collaboration with construction and clearing crews, to pause work and ensure that any unexpected discoveries are promptly assessed and appropriately managed. The archaeologist monitored the project site to ensure compliance with cultural resource laws and regulations, thereby preserving historical integrity and facilitating the documentation and interpretation of archaeological findings that contribute to our understanding of past human activities and environments. Jacob was responsible for conducting the background research on the well sites and assisting with the final report.

16. STAFF EXPERIENCE

	Firm ELOS Environmental, LLC		
Name: Lucas Watkins		Years of Relevant Experience with this Employer	19
Title: Principal/Environmental Scientist		Years of Relevant Experience with Other Employer(s)	4
Degree(s)/Years/Specialization	MS / 2005 / Biological Sciences; BS / 2000 / Forest Management		
Active Registration Number/State/ Expiration Date	Arborist / LDAF / #19-1827 National Highway Institute: NEPA & Transportation Decision-Making Process (includes NEPA, Section 4(f) Coordination, and Section 106), 2015 USACE Wetland Delineation, 2007		
Year Registered	N/A	Discipline	N/A
Contract Role(s)/Brief Description of Responsibilities	3. Environmental and Permitting Services - NEPA Support/Related Laws, Mitigation Compliance. Lucas is the President and founding Principal of ELOS. He has extensive experience in preparing National Environmental Policy Act (NEPA) documents. He is well-versed in ensuring compliance with regulations governing the Louisiana Department of Transportation and Development (LADOTD) activities with environmental impacts, including sampling, testing, monitoring, implementing corrective actions, and preparing reports. He has managed large-scale, multifaceted projects, including complex transportation infrastructure, disaster recovery and debris removal, and wetland restoration initiatives. His key strengths include wetland delineation/permitting/restoration, NEPA compliance, American Society for Testing and Materials (ASTM) Phase I Environmental Site Assessments (ESAs), stormwater management, endangered species surveys, and timber and forest management. Lucas has experience developing mitigation measures to avoid or minimize adverse environmental impacts identified during the NEPA review process. This includes recommending modifications to the site location or the project design, and Present monitoring to ensure compliance with permit conditions.		
Experience Dates	Experience and qualifications relevant to the proposed contract.		
09/20 – Present	LADOTD, Rural Bridges, Phases I & II, Statewide, LA. Mitigation Compliance. ELOS has been contracted to provide environmental and cultural services for the LADOTD Rural Bridge Replacement Initiative projects across six districts. ELOS conducted Section 106 reviews and additional Phase I Cultural Resources Surveys, as needed, for NEPA compliance. ELOS also conducted field investigations to locate wetlands and verify the accuracy of the aerial base mapping. These efforts led to the accurate identification of sensitive areas and to improved project planning. Lucas ensures compliance with all environmental regulations and facilitates communication among DOTD officials, environmental organizations, and stakeholders to maintain project transparency. [Phase 2 Project No. H.014242, H.014243, H.014245, H.014246, H.014247, H.014248, H.014249, H.014250, H.014268, H.015685]		
09/22 – Present	LADOTD, IJA Off-System Bridges District 62, Statewide, LA. Mitigation Compliance. This project involves replacing six bridges in several parishes to improve transportation safety and infrastructure. ELOS performed wetland delineations, completed permit applications, solicited views (SOVs) to document a categorical exclusion (CATEX), conducted cultural resources research, prepared tribal packets and reports, and wrote navigability determination reports. Lucas reviewed all findings before submitting to the Client. All delineations follow the latest U.S. Army Corps of Engineers (USACE) Wetland Delineation Manual. ELOS continues to provide permitting services by preparing applications, coordinating with agencies, and ensuring compliance with state and federal requirements. The project's outcomes will enhance safety, ensure regulatory compliance, and extend the service life of key routes. [H.015429, H.015430, H.015431, H.015432, H.015432, H.015433, H.015434]		

16. STAFF EXPERIENCE

2018 – 2019	LADOTD, Lower LA 45, Jefferson Parish, LA. <i>Project Oversight.</i> ELOS was contracted to conduct the required 404/Coastal Use permits for the project. This included conducting a wetland delineation on the flood and protected side of approximately 18,250 linear ft. of new levee footprint and 21,250 linear ft. of new floodwall footprint, to be submitted for a USACE Jurisdictional Determination. ELOS developed a preliminary assessment of existing site conditions and summarized it in the permit application, as needed, including anticipated environmental impacts on threatened and endangered species and colonial nesting birds. ELOS conducted a preliminary review of existing databases and information to determine the relative risk of encountering cultural resources of concern during construction, which was summarized in the permit application. ELOS conducted Louisiana Wetlands Rapid Assessment Method (LRAM) and Wetland Value Assessment (WVA) assessments of mitigation requirements and consultation on mitigation options for inclusion in the application. Lucas provided project oversight and recommendations.
08/24 – 05/26	Firetower Road – LA 445 Corridor Study, Tangipahoa Parish, LA. <i>Conceptual Plan Analysis.</i> ELOS was contracted to lead a technical team to establish the costs, feasibility, and potential environmental concerns of roadway projects within the corridors of Firetower Road and LA 445, including the interchange of Firetower Road and Interstate-12. Lucas oversaw the team leading public involvement, plan reviews, and demographic and data-collection activities that served as the basis for an existing conditions evaluation report. ELOS then drafted the report, including Lucas's analysis of conceptual plans and growth scenarios to establish an overall assessment of probable costs and project recommendations, all of which were included in the Final Land Use and Transportation Scenario Planning Study
2016 – 2020	LA 3234 Extension to Hammond Airport Environmental Assessment, Tangipahoa Parish, LA. <i>Project Oversight.</i> ELOS was contracted to provide environmental services for the LA-3234 Extension from LA-1065 to Hammond Airport. These services included preparing estimates of environmental mitigation costs, in which ELOS calculated the costs of mitigating unavoidable environmental impacts, including wetland, hazardous waste, and cultural resource mitigation. Lucas oversaw this project, reviewing the wetland delineations for the three possible routes and final reports, as well as the Phase I Environmental Site Assessment.
11/24 – Present	Lafourche Bridge Stage 0; Lafourche Parish, LA. <i>Mitigation Compliance.</i> LADOTD contracted ELOS to conduct an additional Stage 0 checklist for the Lafourche Bayou Bridge, an 11.5-acre site on LA 67 in Lafourche Parish, LA. ELOS assessed the project's potential impacts on human and natural environments by collecting and analyzing data on land use, bridge age, hazardous materials, tribal land ownership, community resources, historic properties, scenic streams, significant trees, and other pertinent factors. The synthesized information informed the completion of the Stage 0 Environmental Checklist and the project's preliminary environmental evaluation. ELOS is currently collaborating with LADOTD to incorporate their feedback and finalize the deliverables. Lucas has overseen every step of the process, ensuring compliance with all regulations and transparency between all stakeholders in the project. [#44-21326, H.015616.1]
02/22 – 05/24	Move Ascension: Phases I, II, & III; Ascension Parish, LA. <i>Environmental and Permitting.</i> ELOS is contracted to provide environmental services to support the feasibility, engineering, and design of more than 60 roadway improvement projects for Move Ascension. The projects have ranged from installing roundabouts at local road intersections with state highways to widening roads, adding turn lanes, adding J-turns, and providing new connector roads. ELOS' services have included assessing feasibility options, conducting wetland delineations, completing cultural resource evaluations, completing Categorical Exclusions, and submitting permit applications to state and federal agencies, depending on the scope of the specific project. Lucas reviewed delineation details, edited cultural resource reports, developed and analyzed alternatives, oversaw the schedules, assisted with wetland mitigation, and reviewed permit applications to state and federal agencies (USACE, LEDNR, DOTD).
08/17 – 07/18	Design Build of I-10 from Highland Drive to LA 73, East Baton Rouge and Ascension Parishes, LA. <i>Mitigation Compliance.</i> ELOS was contracted to serve as the environmental compliance manager responsible for permitting and construction monitoring for the fast-track interstate widening project from Highland Road in Baton Rouge to LA 73 in Prairieville. The project included widening an approximately six-mile stretch of I-10, a quarter mile west of the I-10 Highland Road interchange, to east of the I-10/LA 73 interchange, from two lanes in each direction to three. This widening also included the expansion of two bridges/overpasses within the roadway segment. In addition to renewing the USACE and Scenic Stream permits, ELOS prepared stormwater management, pollution prevention, and impact mitigation plans for all project features, including staging, construction, and permanent areas.

16. STAFF EXPERIENCE

		Firm ELOS Environmental, LLC	
Name: Christopher Wilson Title: Cultural Resources		Years of Relevant Experience with this Employer	2.5
		Years of Relevant Experience with Other Employer(s)	6
Degree(s)/Years/Specialization	MA/2023/Art History and Curatorial Studies MA/2022/Archaeology BA/2021/Art and Archaeology		
Active Registration Number/State/Expiration Date	Registered Professional Archaeologist, Secretary of the Interior-Qualified		
Year Registered	N/A	Discipline	N/A
Contract Role(s)/Brief Description of Responsibilities	3. Environmental and Permitting Services - NEPA Support/Related Laws- Cultural Resources. Christopher Wilson is a Registered Professional Archaeologist (RPA) experienced in archaeological management, excavation, and artifact processing. He earned his Master of Arts in Archaeology from Yale University and has worked on excavations in Greece, Poland, Portugal, and the United States. He has extensive experience addressing Section 106 and Section 4(f) issues and is adept at National Historic Preservation Act documentation, having contributed to multiple DOTD projects across the state. He also completed the Advisory Council on Historic Preservation's Section 106 training. If resources that are eligible for or listed on the National Register of Historic Places are identified, Mr. Wilson will consult with SHPO and relevant tribal entities. Mitigation may include avoidance, data recovery, documentation (e.g., Historic American Buildings Survey/Historic American Engineering Record), or public interpretation efforts. Mr. Wilson is a certified open-water diver and a U.S. Marine Corps veteran.		
Experience Dates	Experience and qualifications relevant to the proposed contract.		
10/25 - Present	Office of Louisiana Highway Construction - Bridge Projects; Statewide, LA. ELOS is contracted to provide environmental and cultural resource services to support the project engineers in developing plans for the replacement of bridges in Vermilion, Terrebonne, Tangipahoa, St. Tammany, Livingston, and St. Bernard Parishes. Each bridge replacement site measures approximately 0.5 acres, with the total project area encompassing roughly 6 acres. The bridges are situated along both natural and man-made waterways in areas identified by the Louisiana SHPO as having a high probability of containing archaeological sites and unrecorded historic properties. ELOS has provided services required to obtain USACE regulatory permits, including submitting SOVs, wetland delineations, verifying the aerial base mapping, and providing cultural and historic resources evaluations for each bridge. Mr. Wilson has led ELOS' Department of Cultural Resources in evaluating each bridge in order to submit a pre-construction notification to the district engineer if the proposed activities might have the potential to cause effects to any historic properties listed on, determined to be eligible for listing on, or potentially eligible for listing on the NRHP, including previously unidentified properties.		
08/23 - Present	LADOTD Rural Bridge Replacement Phases I & II; Statewide, LA. ELOS is contracted to deliver environmental services for the LADOTD Rural Bridge Replacement Initiative in six districts. Mr. Wilson conducted cultural resource management (CRM) and Section 106 reviews for several bridges. One replacement required an additional Phase I Cultural Resources Survey, requiring research, shovel test pit (STP) data, and a final report. He coordinated with SHPO, the National Register of Historic Places (NRHP), and DOTD. Additional tasks included drafting transmittal letters, finalizing Louisiana Historic Resource Inventory (LHRI) forms, administering Survey123, supervising field crews, and submitting the final report. Mr. Wilson ensured all documentation and processes met regulatory standards for cultural resource assessments. [Phase 2 Project No. H.014242, H.014243, H.014245, H.014246, H.014247, H.014248, H.014249, H.014250, H.014268, H.015685]		

16. STAFF EXPERIENCE

12/23 - Present	LADOTD IJA Off-System Bridges District 62; Statewide, LA. This off-system bridge project is replacing six bridges in Livingston, St Helena, St. John the Baptist, St. Tammany, Tangipahoa, and Washington Parish. Mr. Wilson directed CRM services for the DOTD Off-System Bridges District 62 initiative. He conducted background research, drafted desktop reports, and led field crews. He utilized topographical maps and aerial images for critical data. Mr. Wilson compiled and submitted tribal packet research and gathered CRM data for CATEX evaluations. He worked with LHRI, DOTD, and SHPO to ensure regulatory compliance. Mr. Wilson prepared a Section 106 desktop report evaluating effects on historic properties and verifying compliance with cultural preservation requirements. [H.015429, H.015430, H.015431, H.015432, H.015432, H.015433, H.015434]
10/24 - Present	Brownswitch Road Bridge Replacement; St. Tammany Parish, LA. ELOS is contracted to provide environmental services for the replacement of the bridge and culverts on a site approximately 1.39 acres in size, located on Brownswitch Road in St. Tammany Parish, LA. The project involved removing the existing bridge, constructing a temporary detour road north of the bridge to be replaced, installing temporary culverts under the temporary detour road, a temporary drainage ditch, and constructing a new bridge with box culverts, riprap, pipes, driveways, a catch basin, a road, and a ditch. Mr. Wilson conducted a Section 106 desktop review to assess the impact of the bridge replacement on cultural resources. He reviewed SHPO historic property databases, conducted a cemetery review to pinpoint burial sites, and helped prepare maps and imagery to support the cultural resource assessment. He compiled and authored the Section 106 desktop review, summarized the findings, ensured compliance with historic preservation requirements, and addressed potential cultural impacts within the project area.
11/23 - Present	N. Brickyard Road Bridge Replacement; Tangipahoa Parish, LA: ELOS has been contracted to provide environmental clearance for the replacement of the North Brickyard Road Bridge. The project includes a CATEX prepared in accordance with Federal Highway Administration (FHWA) guidance, and a wetland study and delineation are also required. Mr. Wilson reviewed the project site to assess the potential effects of the bridge replacement on cultural resources. He verified that no cultural resources were needed, allowing the project to move forward in accordance with regulatory requirements.
06/24 - Present	Move Ascension, Phase III; Ascension Parish, LA. ELOS is contracted to provide environmental services to support the feasibility, engineering, and design of more than 60 roadway improvement projects for Move Ascension. The projects have ranged from installing roundabouts at intersections of local roads with state highways to widening roads, adding turn lanes, adding J-turns, and providing new connector roads. Mr. Wilson was responsible for conducting a Section 106 desktop review of the Roddy Road area as part of the third phase of the Move Ascension project. This review included identifying potential historic structures by using SHPO databases and files. He also reviewed historic aerial images for structures in the area. He was able to identify, from multiple sources, that there were historical structures. He compiled his findings in the final report.
03/24 - 08/24	5th Street Improvements - Phase I Historic Structure Survey; Gretna, LA. Archaeologist: ELOS was contracted to conduct a Phase I Historic Structure Resource Survey within a 0.5-mile radius of a 27.5-acre site. The survey scope included data collection, completion of LHRI forms, systematic photography of up to 55 standing structures within the indirect APE along 5th Street in Gretna, LA, documentation of the addresses of all historic structures, and preparation of a comprehensive report. Mr. Wilson collaborated closely with the architectural historian to document existing buildings, identify architectural footprints, and complete LHRI forms for each resource. The buildings were determined not to be eligible for the NRHP; however, they are situated within a district that may be eligible as a Postwar Commercial Strip. Mr. Wilson developed a protocol for labeling and temporary curation of any encountered cultural materials. He recommended proceeding with the project as planned, concluding that no significant cultural resources would be affected.
10/24 - 10/24	Old Mill Settlement Road, Livingston Parish, LA. Mr. Wilson was responsible for conducting a Section 106 desktop review in support of Livingston Parish Government's proposed road project. His responsibilities included, but were not limited to, working with all applicable state agencies and adhering to the regulations of 36 CFR Part 800. He verified that the site had experienced disturbances due to road construction and that there was a high probability of cultural resources, given the proximity of the Amite River and the previously recorded archaeological sites.

16. STAFF EXPERIENCE

Firm		Eustis Engineering, LLC	
	Name: Matthew K. Morales, PE Title: Project Manager		Years of Relevant Experience with this Employer 17
			Years of Relevant Experience with Other Employer(s) 0
Degree(s)/Years/Specialization		Bachelor of Science/2008/Civil Engineering	
Active Registration Number/State/Expiration Date		PE.0038211/Louisiana/09/30/27	
Year Registered		2013	Discipline Civil Engineering
Contract Role(s)/Brief Description of Responsibilities		7. Geotechnical Engineering Services; Laboratory Testing & Analysis, Geotechnical Analysis & Design, Field Construction Monitoring & Analysis. Since joining Eustis Engineering L.L.C., Mr. Morales has supported geotechnical investigations by coordinating field personnel, preparing engineering reports, and performing analyses including soil bearing capacity, pile load capacity, settlement, and pavement design. As a licensed Professional Engineer, he has developed advanced expertise in lateral pile load analyses, anchored and cantilever sheet pile wall design using the U.S. Army Corps of Engineers' CWALSHT program, drag load evaluation, wick drain design, and slope stability analyses. He is proficient in industry-standard software including LPILE®, GROUP®, SLOPE/W, WEAP, CAPWAP®, and Settle3. Mr. Morales also has extensive field experience, including CPT interpretation, instrumentation monitoring, dynamic pile testing, and pile integrity evaluations. He holds advanced-level certification from Pile Dynamics and has completed dynamic pile testing on more than 100 projects across multiple states. His transportation experience includes LaDOTD and alternative delivery projects, most recently serving as project manager for major bridge and interchange projects in Louisiana.	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
01/21 – Ongoing	State of Louisiana, Department of Transportation and Development (LaDOTD), Bayou Barataria Bridge Replacement, Jefferson Parish, Louisiana (24515.00-.04). The goal of this project is a full replacement of the Bayou Barataria Bridge. Eustis Engineering L.L.C. obtained relevant permits and land access and drilled 24 borings over water, marsh, and pavement. Geotechnical design analyses include vertical and lateral pile capacity with and without scour, pile group settlement, ground settlement, settlement surcharge/remediation, retaining wall recommendations, slope stability, and pavement design. Engineering during construction (EDC) includes Wave Equation Analysis of Piles (WEAP) driveability, dynamic pile testing with signal matching, and development of a vibration monitoring plan. Mr. Morales has been responsible for performing internal reviews of the engineering analyses, the geotechnical data report, and the geotechnical design report completed for this project. He is also leading the EDC efforts.		
03/20 – 06/25	State of Louisiana, Department of Transportation and Development (LaDOTD), I-10 and I-12 College Flyover Ramp Design-Build Project, East Baton Rouge Parish, Louisiana (B0646). Services for this project included a subsurface exploration comprising undisturbed borings, auger borings, and cone penetration tests coordinated with the design-build contractor and LaDOTD for traffic control, lane closures, and sequencing to meet project schedules. Eustis Engineering also provided laboratory testing including shear and index testing and one-dimensional consolidation tests. Design services were provided for seven major project features. Mr. Morales was the geotechnical design engineer for all project features, including driven pile and drill shaft foundation design, slope stability analyses, retaining wall design, embankment evaluations, roadway pavement design, and load test programs. Eustis Engineering evaluated the results of the bi-directional load test performed on a drilled shaft, performed dynamic pile testing with signal matching to verify pile load capacity estimates, and reviewed installation logs of the production shafts and piles. Mr. Morales' responsibilities on this project included performing engineering design work for the project features in a timely manner, allowing construction operations to progress with minimal delays.		

16. STAFF EXPERIENCE

10/23 – 06/25	Port of New Orleans - Louisiana International Terminal, Violet, Louisiana (24618.10). This project involves the design and construction of a new container terminal along the soft soil deposits of the Mississippi River. Eustis Engineering's involvement in the project included a comprehensive range of geotechnical services. These services are essential for understanding the subsurface conditions and providing necessary data for design and construction of the terminal's infrastructure. Mr. Morales completed an internal review of the dynamic testing, signal matching verification, and test pile program report associated with the wharf and access ramps.
10/13 – 2/15	State of Louisiana – Route Interstate 10, Highland Road to LA Highway 73, East Baton Rouge and Ascension Parishes, Louisiana (21777). As a project engineer, Mr. Morales oversaw the field investigation phase of this project. He has performed analyses for deep foundations and analyzed settlement for the widening of the overpasses and approach embankments.
06/11 -02/13	State of Louisiana - Essen Lane Interchange Westbound, Route Interstate 12, East Baton Rouge Parish, Louisiana. Mr. Morales served as a project engineer for this project. He performed engineering analyses to evaluate some of the retaining wall alternatives. He also performed global slope stability analyses using Spencer's Method of Slices as coded within GEOSLOPE International Ltd.'s computer program, SLOPE/W.
02/09 – 03/15	U.S. Army Corps of Engineers - Preparation of Design Documentation Report and Plans and Specifications, WBV-74 and WBV 09b, Western Tie-In Closure Structure, St. Charles and Plaquemines Parish, Louisiana (20536). Eustis Engineering provided design and engineering during construction (EDC) services. The design phase scope, assisted by Mr. Morales, included drilling 5-in. undisturbed soil borings in the marsh; laboratory testing; engineering analyses of levees and structures; and installation, monitoring, and evaluation of geotechnical instrumentation.
02/09 – 12/14	State of Louisiana - Huey P. Long Bridge Widening, Route U.S. Highway 90, West Bank and East Bank Approaches and Main Bridge Deck Widening (18530, 20262). Mr. Morales was involved in the later phases of this project as a project engineer. He reviewed and evaluated the results of cone penetration tests used to supplement the soil borings and performed dynamic testing on the piles supporting the approach ramps.
02/09 – 04/10	U.S. Army Corps of Engineers - Inner Harbor Navigation Canal Surge Protection Project, New Orleans, Louisiana (20243.00-.15). As a project engineer, Mr. Morales performed Wave Equation Analysis of Piles (WEAP) analyses for this project. He also participated in the field exploration phase and dynamic pile testing during the test pile program and job pile installation. In addition, he reviewed some of the construction submittals.

16. STAFF EXPERIENCE

		Firm Eustis Engineering, LLC	
Name: Lawrence W. Rome, CET Title: Operations Manager and VP of Operations		Years of Relevant Experience with this Employer	31
		Years of Relevant Experience with Other Employer(s)	0
Degree(s)/Years/Specialization		Associate's Degree/1998/Applied Sciences	
Active Registration Number/State/Expiration Date		Water Well Contractor/Louisiana/06-30-2026	
Year Registered		2011	Discipline Geotechnical Operations (Field Investigations, Laboratory Testing & CMT Services)
Contract Role(s)/Brief Description of Responsibilities		7. Geotechnical Engineering Services; Geotechnical Field Investigations - Laboratory Testing & Analysis. <i>Lawrence provides oversight of the drilling, laboratory, and construction materials testing departments. Since joining Eustis Engineering in 1994, Lawrence has worked in several departments throughout our firm. He began as a laboratory technician, performing routine testing such as grain size analyses, Atterberg liquid and plastic limits, and unconfined compression shear as well as more complex testing procedures such as permeability and consolidation tests, lime stabilization studies, California Bearing Ratio tests, relative density tests, and compaction tests. In addition to his work in the laboratory, he also worked with the drilling department, first as a soil technician and eventually as a driller and drilling department manager. He currently serves as the operations manager overseeing all field and laboratory services. He coordinates with the drilling, CMT and laboratory managers to prioritize schedules, training, and deliverables. Lawrence has extensive experience drilling and overseeing the geotechnical drilling activities in marsh, marine, and land environments.</i>	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
06/21 - Present	Port of New Orleans - Louisiana International Terminal, Contract Nos. PORTNOLA-2020-332 and PORTNOLA-2022-648, Violet, Louisiana (24618.00-.12). Eustis Engineering's involvement in the project includes a comprehensive range of geotechnical services. These services involved geotechnical exploration, data analysis and reporting, load testing and monitoring, and test embankment design, instrumentation, and monitoring. Lawrence participated in preconstruction meetings, assisted field crews in setting up geotechnical instrumentation, and scheduled field operations for all exploration phases.		
05/21 - 01/22	State of Louisiana, Department of Transportation and Development (LaDOTD), I-10 Calcasieu River Bridge Project, Lake Charles, Louisiana (24584). This project comprised 24, 100-ft borings (75% over land and 25% in marsh). Lawrence's duties included review of the project schedule with the Project Manager, schedule adjustments for the field crews, ensuring changes in field scope were communicated to the drilling supervisor and field crews, and overall quality control of the field services. He also coordinated with the third party providing equipment for access to the borings made in a marsh environment.		
01/21 - 12/23	State of Louisiana, Department of Transportation and Development (LaDOTD), Bayou Barataria Bridge, Jefferson Parish, Louisiana (24515). For this full replacement of the Bayou Barataria Bridge, we obtained relevant permits and access and drilled 20 borings over water or marsh to depths of 100 to 200 feet below the mudline and also performed 4 shallow pavement borings. As Operations Manager, Lawrence was responsible for ensuring the completeness of the field work order and utility clearances; schedule adjustments and coordination with the drilling supervisor, subcontractors, and crews; and quality control over the field logs submitted to the laboratory. Between project authorization and mobilization of our crews, the area was impacted by Hurricane Ida that increased the urgency of the new bridge. The U.S. Army Corps of Engineers installed and operated a temporary bridge after the hurricane. However, this also impacted our access to the marine boring operations and required additional coordination efforts. Lawrence stepped up to this challenge and managed our efforts seamlessly.		

16. STAFF EXPERIENCE

03/20 – 06/25	State of Louisiana, Department of Transportation and Development, I-10 and I-12 College Flyover Ramp Design-Build Project, East Baton Rouge Parish, Louisiana (B0646). Major features of this project include a flyover ramp exit to College Drive, a modified exit from I-12 West, and a parallel, separated at-grade ramp along I-10 West to the existing College Drive Interchange. Services for this project included undisturbed borings, auger borings, and cone penetration tests. Lawrence's responsibilities for this project included high-level project coordination such as site visits, schedule reviews, field coordination and scheduling, including traffic control considerations.
03/11 – 08/16	State of Louisiana - Wisner Boulevard Overpass, Orleans Parish, Louisiana (22972, 22637, 21349, 21966). Eustis Engineering was involved with several phases of the Wisner Boulevard Overpass project. Initial involvement began in 2011 with the performance of 12 soil borings (each 100 feet in depth) for the proposed widening of the existing bridge under State Project No. H.004732.5. Thirteen soil borings were added to the project in 2012 when a full replacement was being considered. Lawrence dedicated many hours to the oversight of drilling activities to both exploration phases for this project.
02/09 – 04/10	U.S. Army Corps of Engineers – Inner Harbor Navigation Canal Surge Protection Project, Orleans and St. Bernard Parishes, Louisiana (20243.00-.15). The project would allow the U.S. Army Corps of Engineers to achieve a level of 100-year flood protection for some of the region's areas most prone to flooding. As Operations Manager, Lawrence dedicated over 250 hours to this effort, including QA/QC duties during the exploration phases. Geotechnical explorations were conducted with multiple crews in marsh, marine and land-based environments to meet schedule and site constraints. This project was fast-paced and included coordination with multiple stakeholders in addition to third-party equipment operators to complete the explorations to meet the design team's demands.

16. STAFF EXPERIENCE

		Firm Eustis Engineering, LLC	
Name: Patrick A. Thurmond, PE Title: Project Manager		Years of Relevant Experience with this Employer	10
		Years of Relevant Experience with Other Employer(s)	0
Degree(s)/Years/Specialization	Post Graduate Program/2022/Data Science and Business Analytics Graduate Certificate/2021/Coastal Sciences MS/2020/Civil Engineering MS/2018/Engineering Management Graduate Certificate/2018/Coastal Engineering BS/2015/Civil Engineering		
Active Registration Number/State/Expiration Date	PE.0044237/LA/09.30.26		
Year Registered	2020	Discipline	Civil Engineering
Contract Role(s)/Brief Description of Responsibilities	7. Geotechnical Engineering Services; Geotechnical Field Investigations, Geotechnical Analysis & Design, Field Construction Monitoring & Analysis. Prior to joining Eustis Engineering L.L.C., Patrick developed foundational engineering skills as an intern with the U.S. Department of Agriculture's Natural Resources Conservation Service in Cheyenne, Oklahoma, where he gained experience in land surveying, erosion control design, and hydrology. He joined Eustis Engineering as an assistant project engineer and was later promoted to project engineer, performing a wide range of geotechnical analyses including bearing capacity, pile load capacity, vertical and lateral pile response, slope stability, sheet pile wall design, drag load evaluation, wick drain design, and settlement analyses. Patrick is proficient in numerous geotechnical software programs, including LPILE®, TZPILE®, GROUP®, SEEP/W, SLOPE/W, Settle3, and GRLWEAP™. In 2021, after earning Coastal Engineering and Coastal Sciences Certifications from the University of New Orleans, he was promoted to project manager. He has also completed postgraduate coursework in data science and business analytics, applying AI and machine learning to geotechnical data analysis and design development.		
Experience Dates	Experience and qualifications relevant to the proposed contract.		
01/21 – Present	LaDOTD - Bayou Barataria Bridge Replacement, Jefferson Parish, Louisiana (24515.00-.04). The goal of this project is a full replacement of the Bayou Barataria Bridge. Eustis Engineering obtained relevant permits and drilled 24 borings over water, marsh, and pavement. Engineering during construction (EDC) includes Wave Equation Analysis of Piles (WEAP) driveability, dynamic pile testing (DPT) with signal matching, and development of a vibration monitoring plan. Patrick initially planned and performed a precondition survey required to obtain permits for the geotechnical exploration and later provided support for the DPT services, including field operations and data analysis.		
06/21 - Present	Port of New Orleans – Louisiana International Terminal, Violet, Louisiana (24618.00-12). Patrick has been involved in the Louisiana International Terminal project since 2021. This project involves the design and construction of a new container terminal along the soft soil deposits of the Mississippi River. Eustis Engineering's involvement in the project includes a comprehensive range of geotechnical services. These services are essential for understanding the subsurface conditions and providing necessary data for design and construction of the terminal's infrastructure. The scope of work involved geotechnical exploration; data analysis and reporting; load testing and monitoring; and test embankment design, instrumentation, and monitoring. Patrick served as project manager for various stages of this effort. He has dedicated over 2,000 hours to project coordination, field coordination, engineering analyses, oversight of the geotechnical instrumentation for the test embankment sites, oversight of the pile load test program, preparation of numerous design deliverables, and countless other tasks.		

16. STAFF EXPERIENCE

05/21 – Present	Jefferson Parish - Proposed Multi-Use Pathways and Bridges, Bucktown at 17th Street Canal and Veterans Boulevard, Jefferson Parish, Louisiana (23920.00-.02, 25282). These projects involve construction of a new bridge crossing Veterans Memorial Boulevard as well as a bike path extending north and south of the bridge along the west side of the 17th Street Canal. A second bridge is planned where this multi-use path will cross the 17th Street Canal in Bucktown. These new features parallel and cross an existing floodwall with project stakeholders including the local levee district; the State of Louisiana Coastal Protection and Restoration Authority; and the U.S. Army Corps of Engineers, New Orleans District. Additionally, the New Orleans Regional Planning Commission is a stakeholder for continuation of the path into New Orleans after crossing the canal. Eustis Engineering obtained the relevant drilling permits and performed soil borings and associated laboratory testing along the proposed pathway and at the proposed bridges. These data were used to provide design recommendations and limits for the bridge, path, and levee embankment. Patrick performed engineering analyses in support of deep foundation design, slope stability for the existing flood protection features, and a lightweight embankment design. Patrick also coordinated with the structural engineer and regulatory agencies through several design iterations to provide solutions to complex spatial limitations for the Veterans Bridge and pathway alignments. Similar coordination is ongoing for the Bucktown bridge alignment.
07/17 - 06/24	State of Louisiana – Route I-10, Williams Boulevard to Veterans Boulevard and Loyola Drive to Williams Boulevard, Jefferson Parish, Louisiana (21687.05). This project involved the widening of I-10 between two interchanges in Jefferson Parish, Louisiana, and the installation of a replacement bridge and ramp at the Veterans Boulevard interchange in lieu of a bridge widening as initially planned for the project. Patrick was the project manager for this phase of the project. A supplemental exploration was conducted to support engineering analyses including settlement estimates, slope stability analyses, development of a staged surcharge program, and evaluation of construction sequencing. Patrick published the geotechnical report and collaborated with the client's team to ensure geotechnical recommendations were incorporated into the plans and specifications.
03/20 – 06/25	State of Louisiana - Department of Transportation and Development, I-10 and I-12 College Drive Flyover Ramp Design-Build Project, East Baton Rouge Parish, Louisiana, SP No. H.013897, F.A.P. No. H013897 (B0646). Major features of this project include a flyover ramp exit to College Drive; a modified exit from I-12 West; and a parallel, separated at-grade ramp along I-10 West to the existing College Drive Interchange. Geotechnical design services were provided for seven major project features including driven pile and drill shaft foundation design, slope stability analyses, embankment evaluations, roadway pavement design, and development of load test programs. Eustis Engineering performed dynamic pile testing (DPT) with signal matching to confirm driven pile embedments. Patrick assisted the project manager in processing the DPT data and reviewing results of the signal matching and reports.
02/18 – 10/19	Greater New Orleans Expressway Commission (GNOEC) - Lake Pontchartrain Causeway, Safety Bay Improvements, Jefferson and St. Tammany Parishes, Louisiana (23800.00-.03). Field exploration included 20 soil borings within Lake Pontchartrain to supplement historical data. Engineering analyses and recommendations included ultimate compressive and tensile vertical pile capacity curves, lateral load analyses, settlement estimates, and pile load testing recommendations. Patrick completed the design analyses compiled in the geotechnical report as the project engineer. Engineering design support during construction comprised submittal reviews, review and evaluation of daily pile driving records, and responses to RFIs. Patrick spent many hours performing end-of-drive and restrike dynamic pile tests on the monitor piles. He also processed and evaluated these data.

16. STAFF EXPERIENCE

		Firm		Forte & Tablada	
Name: Blake Bonnette Title: Task Lead – Aerial/Mobile LiDAR		Years of Relevant Experience with this Employer		8	
		Years of Relevant Experience with Other Employer(s)		1.5	
Degree(s)/Years/Specialization		South Louisiana Community College/Lafayette/2015			
Active Registration Number/State/Expiration Date		N/A			
Year Registered		N/A		Discipline	FAA Certified Remote Pilot - 4077681
Contract Role(s)/Brief Description of Responsibilities		5. Surveying Services and Right of Way Maps; Topographic Survey, Bathymetric Survey. Mr. Bonnette will serve as Task Lead for Aerial and Mobile LiDAR performed on this project, and in that role, he will supervise all field and office work performed for these tasks. He will also lead the effort on estimating LiDAR tasks within task orders and providing extracted data to be integrated into the Final Topographic Survey files. Mr. Bonnette has 9.5 years of experience capturing, processing, and managing LiDAR projects. Projects have included Terrestrial, Mobile and Aerial LiDAR.			

Experience Dates	Experience and qualifications relevant to the proposed contract.
02/25- Ongoing	Contract 4400021974- Task Order 13- H.016278- US 167: Median Improvements- Vermilion Parish, LA. Mobile LiDAR Project Lead to provide topographic and Mobile LiDAR surveying for a maiden improvements of the US 167. The survey included over 2 miles along a divided 4 lane highway in a rural area.
01/16-Ongoing	H.004273.5 – I-49 Connector – Lafayette Parish, LA – LA DOTD. LiDAR technician responsible for providing terrestrial LiDAR survey of roadway features for the I-49 Connector. The project is in a dense urban area and is approximately 5 miles long. Forte and Tablada, Inc. completed terrestrial LiDAR scanning services for much of the congested corridor as a means to obtaining topographic data without endangering surveyors.
03/2024	H.015935 LA Hwy 47 Over Bayou Bienvenue- Emergency Bridge Replacement, St. Bernard/Orleans Parish, LA. LiDAR Project Lead to provide topographic surveying for an emergency bridge replacement of the LA 47 bridge over Bayou Bienvenue. In addition to Conventional Topographic survey, Hydrographic survey of the Bayou was included. The bridge deck features and substructures were scanned through terrestrial LiDAR methods. Due to the emergency status of the project, the project was completed in a condensed timeline.
01/23- 01/24	Contract 4400021974- Task Order 2- H.014218 US190-Livingston Parish Line – East Baton Rouge Parish, LA. Mobile LiDAR Project Lead responsible for planning and execution of performing Mobile LiDAR and extraction for project providing topographic survey. This project is in a dense urban area and is approximately 4 miles long. The purpose of the project is to complete a road overlay and drainage improvements. Mobile LiDAR was utilized, throughout the project, as a means to obtaining topographic data without endangering surveyors.
10/22 -12/22	Lafayette Streetscape Survey- Congress Street, Lafayette Parish, LA. Mobile LiDAR Project Lead responsible for planning and execution of performing Mobile LiDAR and extraction for approximately a mile of roadway along Congress Street. This survey included mobile LiDAR scanning of all roadway features as a means of obtaining topographic data without endangering surveyors.
05/21-12/22	Contracts 4400010587- Task Order 18; 4400015237- Task Order 1; 4400021974- Task Orders 1, 3, and 4- H.003931- Calcasieu River Bridge (HBI) – Calcasieu Parish, LA. Mobile LiDAR Project Lead responsible for Mobile LiDAR acquisition and Mobile LiDAR extraction efforts. project is in a high-traffic industrial area along I-210 and is approximately 7 miles long. Forte and Tablada completed Mobile LiDAR scanning services for much of the corridor as a means of obtaining topographic data without endangering surveyors. The Survey also included Multibeam Hydrographic survey of Lake Charles, and Terrestrial LiDAR scanning of bridge substructures.

16. STAFF EXPERIENCE

03/21 – 12/21	MOVEBR (20-EN-HC-0003) Florida Blvd. Corridor Enhancement – East Baton Rouge Parish, LA. Mobile LiDAR Tech responsible for assisting with capturing mobile data. Responsible for processing and extracting the Mobile LiDAR data. This project is in a dense urban area and is approximately 4 miles long. Forte and Tablada completed mobile LiDAR services for much of the congested corridor as a means of obtaining topographic data without endangering surveyors.
11/19-12/20	Contract 4400010587- Task Orders 12, 14, and 15- H.012083- Calcasieu River Bridge INT Repairs, Calcasieu Parish, LA. Terrestrial LiDAR Task Lead. to provide laser scanning services for the I-10/Lake Calcasieu bridge in Lake Charles, LA. Terrestrial scans were done underneath the bridge for 10 spans on the East and West side, on top the deck to capture the superstructure, as well as from the water below to capture the sub structure. In addition to the terrestrial scans, mobile Lidar was done for future planning.
10/19-10/20	Inspection of Metal Culverts - Statewide, LA. LiDAR technician to provide inspections and data acquisition for approximately 230 culvert locations statewide. Culvert measurements were acquired with a mixture of 3-D laser scanning, sonar, and LiDAR.
06/19-09/19	Contract 4400010587- Task Orders 11 and 13- H.000303.6- Danziger Bridge Repair, Orleans Parish, LA.. Laser scanning and project technician for Topographic and Monitoring survey, and terrestrial LiDAR scanning of Danziger bridge. This survey was necessary due to damage of joints, deck, and girder ends of the fixed spans on both sides of the bridge.
01/18-06/19	Contract 4400012323- H.004100- I-10: LA 415 to Essen Lane to I-10 and I-12- East and West Baton Rouge Parishes- LA DOTD. Terrestrial LiDAR Technician responsible for assisting with scanning efforts for topographic survey of approximately 5 miles of roadway along I-10 and I-12 between LSU lakes and Essen Lane.
10/18-05/19	Contract 4400010587- Task Orders 2, 3, 4, 5, and 10- H.012343 Sunshine Bridge Repair – St. James Parish, LA. LiDAR Technician responsible for working with the design team to formulate a practical solution for attaining advanced measurements that were compatible with traditional measuring practices which were required for the structural analysis and repair design for the bridge.
05/17-10/18	Contract 4400009387- Task Orders 2 and 5- H.004791.5 Belle Chasse Bridge and Tunnel (HBI)- Plaquemines Parish, LA. LiDAR Technician who led Terrestrial LiDAR processing and extraction efforts for comprehensive topographic surveying for the Belle Chase Bridge and Tunnel Replacement project for LA DOTD. Included in this work was a survey performed utilizing traditional methods, terrestrial laser scanning of roadway, bridge and tunnel features, and multi-beam hydrographic surveying of the Algiers Canal and exterior features of the existing tunnel.

16. STAFF EXPERIENCE

		Firm		Forte & Tablaba	
Name: Tyler Branch, P.E. Title: Group Leader – Transportation - Roadway		Years of Relevant Experience with this Employer		15	
		Years of Relevant Experience with Other Employer(s)		0	
Degree(s)/Years/Specialization		B.S. / 2012 / Civil Engineering			
Active Registration Number/State/Expiration Date		41576 / LA / 09-30-2027			
Year Registered		2017		Discipline	Civil
Contract Role(s)/Brief Description of Responsibilities		8. Roadway Design and Hydraulic Engineering Services; Hydraulic Analysis & Design, Type Size & Location for Drainage Structures.			

Experience Dates	Experience and qualifications relevant to the proposed contract.
08/23-Ongoing	H.015104 Greenwell Spgs. @ Morgan Rd. Intersection Improvements, East Baton Rouge Parish, LA - Serving as the Project Manager for the intersection improvement project in Central, LA. Design consists of a multilane roundabout with lane reductions along an existing 2-lane road to provide pavement for future roadway widening, drainage, and guardrail. All design elements are being designed to DOTD and federal standards utilizing the latest NCHRP Report.
12/22-Ongoing	H.005734 LA 447: Widening from I-12 to Buddy Ellis Rd., Livingston Parish, LA – Serving as the Project Manager for the plan development of the ±1.2 mile, ±\$20 million project to widen LA 447 from a 2-lane roadway to a 4-lane boulevard, and includes relocations of two (2) side roads, Milton Ln. and Miller Rd., and two (2) multi-lane roundabouts – one at O'Donovan Blvd. and another at Buddy Ellis Rd. – in Walker, LA. All design elements will be designed to DOTD and federal standards.
12/23-Ongoing	H.015711 Joor Rd. & Sullivan Rd. Roundabout, East Baton Rouge Parish, LA - Serving as the Project Manager for the intersection improvement project in Central, LA. Design consists of a single lane roundabout including high-speed approaches along Joor Rd. and access management considerations. All design elements are being designed to DOTD and federal standards utilizing the latest NCHRP Report.
09/23-Ongoing	H.015661 Bass Pro Blvd. Improvements, Livingston Parish, LA - Serving as the Project Manager for the pavement preservation and access management project in Denham Springs, LA. The project includes a single lane roundabout at Sac Au Lait Lane, narrow median near S. Range Avenue, and pavement preservation. All design elements were designed to DOTD and federal standards utilizing the latest NCHRP Report.
05/24-Ongoing	C0234: N. Columbia St. Roundabouts, St. Tammany Parish, LA - Serving as the Project Manager for the ±\$2.5 million intersections improvements project in Covington, LA. The design consists of a single lane roundabout at W. 30th Avenue, a mini roundabout at N. Jefferson Avenue, subsurface drainage, and pedestrian facility improvements. Roles includes overseeing all plan development, drainage and geometric design, and right-of-way acquisition.
10/21-01/26	H.014675 Florida Boulevard Corridor Enhancement, East Baton Rouge Parish, LA – Served as the Engineer of Record and Assistant Project Manager for the ±\$46M Corridor Enhancement Project in Baton Rouge, LA, for the MOVEBR Program, overseeing the design of pedestrian and bicycle facilities along both sides of the roadway from N. 22nd St. To Airline Hwy., including crosswalk upgrades at all signalized intersections, pavement preservation, and the design of subsurface drainage improvements from Acadian Thwy. to Foster Dr.
03/25-Ongoing	H.002825 LA 30 (Nicholson Dr.): Brightside – Gourrier, East Baton Rouge Parish, LA - Serving as the Project Manager for the ±\$20M Corridor Improvement Project in Baton Rouge, LA, for the MOVEBR Program, overseeing the design of the corridor widening from 2-lane roadway to 4-lane boulevard with pedestrian and bicycle facilities.

16. STAFF EXPERIENCE

01/15-Ongoing	H.012308 Cook Road Improvements, Livingston Parish, LA - Served as a road designer for the ±1.802 miles, 4-lane boulevard road extension project in Livingston Parish, which includes new and extended 4-lane boulevard roadway with sidewalks, bridge over Grays Creek, RCB over Grays Creek Lateral, single lane roundabout at LA 16 (Pete's Highway). Construction estimated to be complete by July 2026.
01/14-Ongoing	12-CS-HC-0043 Old Hammond Highway, Segment 1, East Baton Rouge Parish, LA - Served as a road designer and performed the horizontal and vertical design for the proposed multilane roundabout and performed the hydrologic and hydraulic analysis for an existing timber bridge replacement as part of the Green Light Plan / MOVEBR in the City of Baton Rouge/East Baton Rouge Parish. Currently serving as the Project Manager for Phase C of the project (Blvd. De Province to S. Flannery), including widening the 2-lane roadway to a 4-lane boulevard with pedestrian and bike facilities, and the replacement of 2 bridge structures.
04/20-06/24	H.014358 Amite Church Road Improvements, Livingston Parish, LA - Project Manager and Engineer of Record for the Design of the ±0.83 mile road preservation project in Livingston Parish, LA, overseeing the design of the alignments, profiles, geometrics, drainage, etc. The project scope included rehabilitating the pavement and improving roadside drainage. Served as the Project Engineer for CE&I Services utilizing the federal / DOTD process.
11/20-09/23	H.014420 Yellow Jacket Boulevard Improvements, Livingston Parish, LA - Project Manager and Engineer of Record for the Design of the ±0.31 mile road preservation project in Denham Springs, LA, overseeing the design of the alignments, profiles, geometrics, drainage, etc. The project scope included mill and overlay and pedestrian facilities upgrades. Served as the Project Engineer for CE&I Services utilizing the federal / DOTD process.
01/19-12/19	BTR Airpark Boulevard Extension, East Baton Rouge Parish, LA - Lead Designer and Project Engineer for the \$2M± road extension project in East Baton Rouge Parish, designing the alignments, profiles, geometrics, grading, drainage etc., and served as the project engineer during the construction phase of the project attending meetings, reviewing and recommending acceptance of pay applications, finding solutions to problems that arose in the field and coordinating dedication of right-of-way.
01/16-12/16	H.011528 George Mashon Road and Travis Street Bridge Replacements, Livingston Parish, LA - Road Designer and performed the hydrologic and hydraulic analysis for existing timber bridge replacements in Livingston Parish.
2014	US 11 (Spartan Drive to LA 433) Road Diet, St. Tammany Parish, LA - Served as a road designer and performed the horizontal geometric design of the proposed alternatives of US 11, including several roundabouts, in St. Tammany Parish.

16. STAFF EXPERIENCE

Firm		Forte & Tablaba		
	Name: Trenton Iglehart		Years of Relevant Experience with this Employer	3
	Title: Survey CAD Technician		Years of Relevant Experience with Other Employer(s)	27
Degree(s)/Years/Specialization		N/A		
Active Registration Number/State/Expiration Date		N/A		
Year Registered		N/A	Discipline	FAA Certified Remote Pilot - 4227009
Contract Role(s)/Brief Description of Responsibilities		5. Surveying Services and Right of Way Maps; Topographic Survey, Right of Way Maps, Bathymetric Survey, Boundary Survey. Trenton will manage all hydrographic field and office work performed on task orders. He will also lead the effort on estimating Hydrographic work for task orders and producing completed Hydrographic in LADOTD format, so that it can be seamlessly integrated into the Topographic files. Mr. Iglehart will be responsible for all QA/QC efforts throughout the process of each Hydrographic task, leading to the final review by the Surveyor. Mr. Iglehart has 12 years of experience on on-system LADOTD Topographic and Right of Way Surveys, and 27 years of Hydrographic Survey experience. He has performed CAD and management tasks on over 224 task orders under 22 separate Topographic & Right of Way IDIQ Contracts with LADOTD which included 106 Bridge Surveys.		
Experience Dates	Experience and qualifications relevant to the proposed contract.			
02/25 – 03/25	Myrtle Grove QA Investigation and Post Dredge Surveys, Plaquemines Parish, LA. Hydrographic Task Manager for project consisting of a Singlebeam Hydrographic investigative QA survey of 5 miles of canals and a full post dredge survey of 250 cross sections over 5 miles of canals in Plaquemines Parish for Plaquemines Parish Government.			
10/24	LADOTD Underwater Bridge Inspections (4400019121)- H.009730 Wax Lake Outlet US190 Bridge. Hydrographic Task Manager for project consisting of a Multibeam Hydrographic survey for Underwater Bridge Inspection.			
09/24 – 03/25	Amite River Sediment Removal. Hydrographic Task Manager for this project consisting of 34 miles of Multibeam Hydrographic Surveys for the Amite River from Port Vincent to Lake Maurepas. This survey was performed for the purpose of sediment stacking analysis and locating potential dredge sites.			
11/24 – 04/25	CPRA MID Barataria Access Dredge Route. Hydrographic Task Manager for this project consisting of 9 miles of Singlebeam Hydrographic Surveys for pre and post dredge QA for design compliance and volumetrics.			
06/24 – 09/24	Amite River Basin Commission Master Plan. Hydrographic and Topographic Task Manager for this project consisting of strategic Singlebeam Hydrographic Cross sections over 115 miles of the Amite River and Multibeam Hydrographic survey of the Amite River Weir for the Master Hydraulic model of the River Basin. Tasks also included the compiling of historic surveys dating back to 1980 for analysis.			
03/2024-04/2024	H.015935 LA Hwy 47 Over Bayou Bienvenue- Emergency Bridge Replacement, St. Bernard/Orleans Parish, LA. Hydrographic Task Manager to provide topographic surveying for an emergency bridge replacement of the LA 47 bridge over Bayou Bienvenue. In addition to Conventional Topographic survey, Hydrographic survey of the Bayou was included. The bridge deck features and substructures were scanned through terrestrial LiDAR methods. Due to the emergency status of the project, the project was completed in a condensed timeline.			
07/23 – 12/23	La46 Over Bayou La Loutre - Recall No.002650 (Yscloskey Bridge Investigation Survey), St. Bernard Parish, LA. Hydrographic Task Manager for field data collection and processing for all Hydrographic survey data. This project consisted of Topographic, Monitoring and Multibeam Hydrographic surveys for the purposes of engineering and inspection.			

16. STAFF EXPERIENCE

07/23 – 09/23	H.015047 Three Mile Lake Flood Reduction. Senior CAD Technician/Hydrographic Task Manager for field data collection and processing for all Hydrographic survey data. Field data processing and drafting for Topographic Surveys. This project consisted of Bathymetric cross sections, the survey of the weir and 3d terrestrial laser scans of 4 bridges surrounding 3 Mile Lake.
06/23 – 08/23	LA DOTD Underwater Acoustic Imaging - LA 14 Over Delcambre Canal Hydrographic Survey, Iberia Parish, LA. Technician for area around the LA-14 Bridge over Delcambre Canal. The work included typical cross-sections, and water bottom features below waterline were collected using multi-beam and single beam sonar equipment. Terrestrial LiDAR was used to capture the above water surface.
09/22 – 12/22	LADOTD IDIQ for Hydrographic Survey (4400019715) (performed as an employee at NTB Associates). Survey Technician for hydrographic survey task orders on the Mississippi River (I-10 at Baton Rouge, Sunshine, Gramercy, Huey Long, and Crescent City Connection), Atchafalaya River (Krotz Springs EB and WB), Pearl River, and Pass Manchac at I-55.
07/17 – 07/22	H.010885 LA 91 Bayou Plaquemine Brule Bridge Replacement (4400010586), Acadia Parish, LA. Senior CAD Technician/Hydrographic Task Manager for field data collection and processing for all Hydrographic survey data. Field data processing and drafting for Topographic Surveys. This project consisted of 0.25 miles of roadway/bridge topographic survey and 500' upstream & downstream bathymetric cross sections for Bridge Replacement.
10/14 – 07/17	IDIQ-Vicksburg & Memphis CORPS of Engineers Districts - Contract No. W912EE-14-D-0002. Various Levee Item surveys, River Revetment Hydrographic surveys and Flood Structure surveys – Senior CAD Technician/Hydrographic Technician for the review, editing, data compilation, and then submitting the project to the Vicksburg District in the required formats. Services under this contract included Topographic, Hydrographic Surveys, Structure Inspection and Evaluation I&E Monitoring Surveys, Geodetic Control Surveys, and Boundary Surveys on over 44 task orders.
09/13 – 04/14	H.002375: LA DOTD – Amite River Bridge near French Settlement – Route LA 16 – Livingston Parish, LA – Senior CAD Technician/Hydrographic Task Manager for field data collection and processing for all Hydrographic survey data. Field data processing and drafting for Topographic Surveys. 3D terrestrial laser scanning and modeling for bridge substructures.
2009-2011	IDIQ – A&E Contract for Surveying Support Services for the Vicksburg CORPS of Engineers District - Contract No. W912EE-07-D-0004. Senior CAD Technician/Hydrographic Technician for the review, editing, data compilation, and then submitting the project to the Vicksburg District in the required formats. Services under this contract included Topographic, Hydrographic Surveys, Structure Inspection and Evaluation I&E Monitoring Surveys, Geodetic Control Surveys, and Boundary Surveys on 26 task orders.
2006-2009	IDIQ – A&E Contract for Surveying Support Services for the Vicksburg CORPS of Engineers District - Contract No. W912EE-05-D-0003. CAD Technician/Hydrographic Technician for the review, editing, data compilation, and then submitting the project to the Vicksburg District in the required formats. Services under this contract included Topographic, Hydrographic Surveys, Structure Inspection and Evaluation I&E Monitoring Surveys, Geodetic Control Surveys, and Boundary Surveys on 32 task orders.
2003-2006	A-E Services for Surveying support services for the Construction Division within the Vicksburg District, U.S. Army Corps of Engineers. CAD Technician/Hydrographic Technician for the review, editing, data compilation, and then submitting the project to the Vicksburg District in the required formats. Services under this contract included Topographic and Hydrographic Surveys. Construction surveying services were performed under 63 delivery orders.
2001-2004	A-E Surveying Services in Support of District Wide Construction Operations Contract No. DACW29-01-D-0004 New Orleans District, U.S. Army Corps of Engineers. Hydrographic Technician Topographic and Hydrographic pre, during and post construction surveying services in support of 50+ task orders issued under this contract.
1998-2001	A-E Services for Hydrographic, Topographic, Geodetic, Property, Boundary and Construction Surveys within the Jacksonville District COE Contract No. DACW. Instrument Technician/Hydrographic Technician performed work under 21 task orders which have included topographic, planimetric, large scale conventional and automated hydrographic, cadastral/boundary, right-of-way, construction/ route alignment and layout, dredged quantity measurements/payment, channel condition, tidal demarcation, beach nourishment, horizontal and vertical geodetic control along the Atlantic and Gulf Coast of Florida.

16. STAFF EXPERIENCE

	Firm	Forte & Tablaba		
	Name: Allison Schilling, P.E.	Years of Relevant Experience with this Employer		9
	Title: Senior Project Advisor	Years of Relevant Experience with Other Employer(s)		35 (DOTD)
Degree(s)/Years/Specialization		B.S. / 1998 / Civil Engineering		
Active Registration Number/State/Expiration Date		30265 / LA / 09-30-2026		
Year Registered		2002	Discipline	Civil
Contract Role(s)/Brief Description of Responsibilities		4. Traffic Engineering and Design Services- Analysis and Reports; Geometric Designs & Reviews, Road Design/Reviews. 11. Construction Support Services; Construction Drawing Reviews, Respond to RFIs, Provide Updated Contract Documents. Mrs. Schilling has over 45 years' experience in roadway design, plan development, project management and administration. She was employed at DOTD for 35 years where she worked for 19 years in the Road Design Section in Baton Rouge and approximately 14 years in the DOTD Hammond District. In her tenure with the Hammond District, she served as the Program Delivery/Design Engineer before becoming the District Administrator. As Program Delivery/Design Engineer, she managed the District Design Office staff in the development of approximately 230 projects worth over \$500 million. She has extensive knowledge of DOTD policies and procedures and project delivery processes. Mrs. Schilling has served on the Louisiana Statewide Transportation Plan Regional Planning Officials Advisory Committee, CRPC Technical Advisory Committee, CRPC Technical Policy Committee and numerous DOTD policy committees including Context Sensitive Solutions, Practical Design, Median Cable Barrier, Rumble Strips, Engineering Automation and Electronic Plans Management. She has worked as a Project Manager and Senior Project Advisor at Forte and Tablaba since 2017		
Experience Dates	Experience and qualifications relevant to the proposed contract.			
01/24-Ongoing	Columbia Street Roundabouts at Jefferson Ave and W 30th Ave St. Tammany Parish in Covington, LA City of Covington. Senior Project Advisor for this project. Assisted in the development of scope of traffic study, conceptual layouts and preliminary cost estimates for the project. Assisted in the project management of the preliminary and final plans as well as right-of-way maps for these roundabouts.			
11/22-Ongoing	H.005734: LA 447 Corridor Improvements (Joe May Rd to I-12) Livingston Parish LADOTD. Assists in the project management of this project to widen LA 447 from 2-lanes to 3-lanes from Joe May Rd to Buddy Ellis Rd and from 2-lanes to 4-lanes from Buddy Ellis Rd to I-12. The roadway design includes roundabouts at Buddy Ellis and O'Donovan Blvd and the realignment of two local roads to provide additional distance between their intersections and the I-12 EB exit roundabout.			
03/20-Ongoing	H.014675: Florida Blvd Corridor Enhancement Project (22nd St. to Airline Hwy.) EBR Parish City of BR. F&T is the Prime Consultant for this MOVEBR Project. Project Manager for the design study, traffic study, INFRA Grant implementation as well as preliminary and final plan development to improve access for pedestrians and bicyclists through sidewalk additions/upgrades, intersection and signal improvements, the addition of pedestrian signals, and transit stop improvements. This project will also incorporate recommendations from the DOTD EBR Pedestrian and Bicycle Road Safety Assessment and the DOTD Safety Study from N. Foster Dr. to Cloud Dr. and will coordinate with the Bus Rapid Transit (BRT) Improvement Project study.			

16. STAFF EXPERIENCE

10/18-05/19	H.000445: US 190 over UPRR and Little Teche Bayou St. Landry Parish LADOTD. Project Engineer. Project Engineer for this project that developed a scoping document for the replacement or rehabilitation of the EB and WB US 190 bridges over the Union Pacific Railroad (UPRR) near I-49 and over Little Teche Bayou in St. Landry Parish, LA. Based on the findings, a Bridge Evaluation Report outlining the feasibility and preliminary cost estimates for several construction phasing alternatives, as well as a recommended scope of work, was developed.
01/18-12/18	LA 16 (Pete's Highway) at Cook Rd. Roundabout Livingston Parish in Denham Springs, LA Livingston Parish. Review Engineer. Worked as part of the Forte & Tablada team in reviewing the conceptual layout and preliminary design for roundabout at LA 16 and Cook Rd. in Denham Springs, LA. This project completed design phase in January 2022 with construction to be completed by July 2026.
01/17-01/18	US 80 at Old Benton Rd. Roundabout Bossier Parish in Bossier, LA City of Bossier. Project Engineer. Developed preliminary and final geometric and sequence of construction plans for the construction of a roundabout at the intersection of US 80 and Old Benton Road. This roundabout was part of a larger permit project sponsored by the City of Bossier to make improvements to US 80 in Bossier City, LA.
01/11-06/13	I-12/US 190 EB Exit Improvements in Covington/Mandeville St. Tammany Parish LADOTD. Project Manager. Developed preliminary and final plans to widen the eastbound exit to a double exit. The project included the geometric changes to the exit ramp, lengthening of the existing deceleration lane, overhead sign trusses, and guardrail.
01/10-08/11	I-12 (LA 1026 – LA 447) Juban to Walker Widening Livingston Parish LADOTD. Project Manager. Developed preliminary and final plans to widen I-12 from 4 to 6 lanes. The project included widening the roadway to the inside, installation of cast-in-place median barriers with conduit for future lighting and overlaying the existing interstate travel lanes.
01/10-01/12	Multiple Roundabout Projects Multiple Sites in District 62 LADOTD. District Project Manager. Project Manager and supervised staff in the design of a roundabout at the intersection of US 190 and LA 434 in Bayou LaCombe, LA. Also worked as District Project Manager for the 3 roundabouts at the I-12 and US 51B interchange in Hammond, LA as well as the roundabout at the intersection of LA 1077 and LA 1085 in Madisonville, LA.
01/08-06/09	LA 3158 (Airport Road at Old Covington Hwy. Roundabout) Tangipahoa Parish in Hammond, LA LADOTD. Project Manager. Developed preliminary and final plans to construct a roundabout at the intersection of LA 3158 (Airport Rd.) and Old Covington Hwy. in Hammond, LA. Led a separate project after construction was complete to add landscaping to provide additional visibility of the roundabout.
01/07-04/09	LA 1040 (LA 1040 – US 51) Old Baton Rouge Highway Realignment Tangipahoa Parish in Hammond, LA LADOTD. Project Manager. Developed preliminary and final plans to realign LA 1040 (Old Baton Rouge Highway) in Hammond to provide greater separation of the signalized US 51/US 190 and US 51/LA1040 intersections. The project included subsurface drainage, utility relocations, and partnering with the City of Hammond to acquire the right-of-way.
01/06-06/10	LA 1032 (US 190 – River Road) Realignment of River Road Livingston Parish in Denham Springs, LA LADOTD. Project Manager. Developed preliminary and final plans to realign LA 1032 (River Road) in Denham Springs to remove a "jog" in the roadway alignment on US 190. The project involved right-of-way acquisition, special design of a reverse crown at the US 190 intersection to minimize drainage impacts, and right-of-way taking to an adjacent business. It also involved working closely with private homeowners impacted by the realignment and transfer of a portion of River Road to the City of Denham Springs after the construction was complete.

16. STAFF EXPERIENCE

		Firm Forte & Tablaba	
Name: Rachel Waldroup, PLS Title: Professional Land Surveyor		Years of Relevant Experience with this Employer	11
		Years of Relevant Experience with Other Employer(s)	0
Degree(s) /Years /Specialization		BS/2020/Environmental Science; AAS/2015/Civil Surveying and Mapping Technology	
Active Registration Number /State / Expiration Date		PLS 5277/LA/09/30/2026	
Year Registered		2022	Discipline Land Surveying
Contract Role(s) /Brief Description of Responsibilities		5. Surveying Services and Right of Way Maps; Right of Way Maps, Bathymetric Survey, Drainage Map Development, Boundary Survey, Title Take-offs/Title Work. Ms. Waldroup will serve as Right-of-Way Survey Manager. In this role she will supervise all field and office work performed on task orders with additional required right-of-way. She will also lead the effort of estimating Right-of-Way tasks and producing project deliverables. Ms. Waldroup has over 6 years of experience working on on-system LADOTD Topographic and Right-of-Way Surveys, with 3 years being a Professional Surveyor on these projects. She has worked on over 30 on-system LADOTD Surveys, including both Topographic and Right-of-Way work.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
09/25 - Ongoing	Contract #OLHC BB1- O.B.2025.04.016 through O.B.2025.04.023, O.B.2025.04.049- Bridge Bundle Program- 9 OLHC Project Numbers (9 Bridge Sites), District 04, LA. Surveyor for topographic surveying and establishing existing right-of-way for 9 bridge sites on 2 lane State Highways for the Office of Louisiana Highway Construction.
04/24 – Ongoing	IDIQ Contract No. 4400027919 for Professional Surveying Services – Statewide with Majority of Work in Districts 02, 61, and 62. Surveyor-In-Charge performing property surveys, establishing existing right-of-way, right-of-way maps and title take-offs for LA DOTD. Under this contract, a total of 7 task orders have been executed. This contract showcases Ms. Waldroup's familiarity with the process of managing an LADOTD Survey IDIQ Task Order from beginning to end.
08/23 – Ongoing	H.015547, H.015548, H.015549, H.015341, H.015551, H.015552, H.015545, H.015550, H.015544, H.015553- Infrastructure Investment and Jobs Act (IIJA) Off-System Bridge Program- 10 State Project Numbers (13 Bridge Sites) District 61 (4400025029). Surveyor for topographic surveying and right-of-way mapping services that included title take-offs, field investigations to survey property boundary evidence, boundary analysis, existing right of way location determination and right of way mapping. The condensed timeline of the projects required that multiple crews be mobilized weekly to stay on schedule.
09/21 – Ongoing	IDIQ Contract No. 4400021532 for Professional Surveying Services – Statewide with Majority of Work in Districts 03 and 07. Surveyor/Surveyor-In-Charge performing property surveys, establishing existing right-of-way, right-of-way maps and title take-offs for LA DOTD. Under this contract, a total of 24 task orders have been executed. This contract showcases Ms. Waldroup's familiarity with the process of managing an LADOTD Survey IDIQ Task Order from beginning to end.
06/21 – Ongoing	H.014219, H.014222, H.014228, H.014231 and H.014236 – Rural Bridge Replacement Initiative Phase II; 5 State Project numbers (20 Bridge Sites) in Districts 04 and 05 (4400019336). Survey CAD Technician and Surveyor for topographic surveying and right-of-way mapping services that included title take-offs, field investigations to survey property boundary evidence, boundary analysis, existing right of way location determination and right of way mapping.
03/21 – Ongoing	MOVEBR (20-EN-HC-0003) Florida Blvd. Corridor Enhancement – East Baton Rouge Parish, LA. Survey CAD Technician/Survey Manager for this project providing topographic surveying, drainage mapping, and Right-of-way services. This project is in a dense urban area and is approximately 4 miles long. Forte and Tablada completed mobile LiDAR services for much of the congested corridor as a means of obtaining topographic data without endangering surveyors.

16. STAFF EXPERIENCE

08/19 – Ongoing	H.011670- I-10/Loyola Interchange Improvements- Kenner, LA. Survey CAD Technician providing Topographic Survey, Right- of-Way Survey, and Drainage Survey. The project stretches along I-10, from the levee in Kenner to the Williams Blvd. off ramp, as well as Loyola Avenue and portions of Veterans Blvd for approximately 3.2 miles of roadway. The Survey was part of a Design-Build Project, which required weekly data updates, to allow the Design team to begin working and stay on schedule.
08/15 – Ongoing	H.004273.5 – I-49 Connector, Lafayette Parish, LA – LA DOTD. Survey CAD Technician, Survey Intern, and Surveyor responsible for providing topographic, terrestrial LiDAR scanning, and property surveying services for the I-49 Connector. The project is in a dense urban area and is approximately 5 miles long.
04/25-07/25	Contract 4400024189 – Task Order 3 - H.016276- Sidney Leblanc Rd over Peebles Coulee, District 03. Surveyor for topographic surveying and right-of-way mapping services that included title take-offs, field investigations to survey property boundary evidence, boundary analysis, existing right of way location determination.
04/25-06/25	Contract 4400024189 – Task Order 2 - H.015911- Grover Jones Rd over Williams Creek, District 04. Surveyor for topographic surveying and right-of-way mapping services that included title take-offs, field investigations to survey property boundary evidence, boundary analysis, existing right of way location determination.
05/21 – 12/22	Contracts 4400010587 - Task Order 18; 4400015237- Task Order 1; 4400021974- Task Orders 1, 3, and 4- H.003931- Calcasieu River Bridge (HBI), Calcasieu Parish, LA. Survey CAD Technician for this project providing topographic survey, Mobile and Terrestrial LiDAR, Multibeam Hydrographic survey of Lake Charles, and drainage mapping. This project is in a high-traffic industrial area along I-10 and is approximately 7 miles long.
08/20–03/22	H.013979, H.013995, H.013992, H.013994, H.013985, H.013954, H.013990- Rural Bridge Replacement Initiative Phase I; 7 State Project Numbers (22 Bridge Sites) in Districts 04, 05, 08 and 58 (4400017598). Survey CAD Technician for topographic surveying and right-of-way mapping services that included title take-offs, field investigations to survey property boundary evidence, boundary analysis, existing right of way location determination and right of way mapping.
01/18 – 06/19	Contract 4400012323 - H.004100- I-10: LA 415 to Essen Lane to I-10 and I-12, East and West Baton Rouge Parishes - LA DOTD. Survey CAD Technician for topographic survey, and terrestrial LiDAR survey of approximately 5 miles of roadway along I-10 and I-12 between LSU lakes and Essen Lane.

16. STAFF EXPERIENCE

		Firm		Forte & Tablada	
Name: Janice P. Williams, P.E. Title: QA/QC Engineer				Years of Relevant Experience with this Employer	3
				Years of Relevant Experience with Other Employer(s)	32.5
Degree(s) /Years /Specialization		BSCE/1985/Civil Engineering			
Active Registration Number /State / Expiration Date		23866 /LA /03/31/2027			
Year Registered		1990	Discipline	Civil Engineering/Environmental Engineering	
Contract Role(s) /Brief Description of Responsibilities		2. Quality Control Reviews and Peer Reviews; Road.			

Experience Dates	Experience and qualifications relevant to the proposed contract.
03/23- Present	Serves as QA/QC Engineer at Forte and Tablada, Inc. Providing thorough and timely reviews of construction plans for conformance with quality standards and applicable guidelines. Provides guidance for best practices in plan development to ensure cost-effective, appropriate solutions are employed for engineering challenges. Develops and implements training to improve procedures and expand staff skill set. Provides expertise in development of highway construction plans with a focus on constructability. Advises senior staff on complex transportation issues regarding DOTD and other agencies
03/23–Ongoing	H.005734 LA 447 Widening: I-12 to Joe May Rd., Livingston Parish, LA - QA/QC reviewer for the construction plans of this project to widen LA 447 from 2-lanes to 3-lanes from Joe May Rd to Buddy Ellis Rd and from 2-lanes to 4-lanes from Buddy Ellis Rd to I-12. The roadway design includes roundabouts at Buddy Ellis and O'Donovan Blvd and the realignment of two local roads to provide additional distance between their intersections and the I-12 EB exit roundabout.
04/23 – 10/25	H.015102 Centerville Street Improvements, Livingston Parish, LA - QA/QC reviewer for the construction plans for the ±0.94-mile Corridor Enhancement / Pedestrian Improvement Project in Denham Springs, LA, including the design of pedestrian and bicycle facilities along both sides of the Centerville St. from River Rd. to N. Range Ave. and sidewalk improvements from N. Hummel Ave. to DS Junior High School, including crosswalk upgrades at the intersection of Centerville and Range / Hummel.
03/24-Ongoing	H.011826 Linder Road Improvements, Livingston Parish, LA - QA/QC reviewer for the construction plans for this rehabilitation project consisting of the full-depth rehabilitation and widening of ~0.4 miles of a 2-lane roadway and the milling and overlay and widening of ~1.7 miles of the 2-lane roadway, as well as drainage improvements.
02/24-Ongoing	H.015104 Greenwell Springs Rd at Morgan Road Roundabout, East Baton Rouge, LA - QA/QC reviewer for the construction plans for this intersection improvement project to construct a roundabout.
09/25- Ongoing	Columbia Roundabouts, City of Covington, St. Tammany, LA - QA/QC reviewer for the construction plans for this roundabout project including two roundabouts in Covington, LA on N. Columbia St/N. Jefferson and N. Columbia St./Monroe St/30th St.
07/24-Ongoing	H.002825 Nicholson Drive (LA 30) Segment 1 (Brightside Lane/West Lee to Gourrier/Burbank), East Baton Rouge Parish, LA - QA/QC reviewer for the construction plans for this project to widen Nicholson Drive (La Hwy 30) beginning approximately 1100 feet north of the Brightside Lane/West Lee Dr. intersection to approximately 300 feet south of Burbank Dr./Gourrier Avenue intersection. The project will consist of a 4-lane divided roadway with a raised grass median and turn lanes. The project also includes subsurface drainage, curb and gutter and bike and pedestrian paths.
09/23-Ongoing	Old Hammond Highway- Segment 1, East Baton Rouge Parish, LA - QA/QC reviewer for the construction plans to construct a four-lane boulevard with a raised median and turn lanes and includes a multi-lane roundabout at S. Flannery Rd. The project also included traffic signalization, utility relocations, testing, lighting, landscaping, rights-of-way, and environmental mitigation.

16. STAFF EXPERIENCE

04/14-01/18	LA DOTD Chief Engineer, Baton Rouge, LA - Engineering leader of DOTD, provided guidance to a staff of more than 500 engineers, engineering technicians and support staff. Responsible for establishing the engineering standards, policies, and procedures that guide delivery of projects. Accountable for the on-time and on-budget delivery of the yearly DOTD Highway Priority Program. Focused on delivery of quality plans and invested much of her time in reviewing plans prior to finalization to ensure plans were clear, concise, and correct prior to approving them as final. Vast experience with all types of projects from Mississippi River crossings to off system bridges uniquely qualifies her to perform QA/QC activities.
06/10-03/14	LA DOTD Chief Project Development Division, Baton Rouge, LA - Responsible for directing activities of 275 staff who delivered annual construction program for DOTD with total construction valued over \$600 million. Work units within this division included: Real Estate, Location and Survey, Road Design, Bridge Design, Pavement and Geotechnical Design and Project Management Sections. Administered sections which delivered complex designs for various type transportation infrastructure facilities; other design support functions; project management services and right of way acquisition. Project Development Chief responsible for successfully directing redesign of the I-49N and I-220 Interchange (H.003495 and H.011111) under a tight deadline to meet funding constraints. Redesign was required after significant constructability issues were identified in regard to the adjacent landfill and timely delivery was paramount to capture the funding.
08/06-06/10	LA DOTD Chief Systems Engineering Division, Baton Rouge, LA - Administered the Systems Engineering Division of the state's multi modal transportation system in an efficient, cost-effective manner. Responsible for activities and production for System Preservation Section; Pavement and Geotechnical Design Section; Systems Engineering Section (Right of Way Permits, Railroad Safety and Rest Area Program); Utility Relocation Section and Truck Permits & Weight Enforcement Police.
10/87-08/06	LA DOTD, Program and Project Manager for Pavement Preservation and Interstate Rehabilitation Programs, Baton Rouge, LA - Program and Project Manager for Pavement Preservation and Interstate rehabilitation Programs and other various projects. Responsible for delivering over 1200 projects totaling over \$2.3 billion in construction costs. Worked as a project manager or subject matter expert on every kind of project in the DOTD program including a Mississippi River crossing, major and minor bridge replacements, interstate interchanges, 4 lane widening, intersection improvements, urban reconstruction, rural 2 lane overlays and many others. Experience in managing these projects allowed her to develop strong skills in identifying constructability issues and finding workable solutions. Developed expertise in plan review and quality assurance while managing a large volume and variety of projects. Also responsible for development of design details and specifications for pavement preservation. Instrumental in developing LADOTD policies and standards in regard to construction traffic control such as the Temporary Traffic Control standard plans.

16. STAFF EXPERIENCE

		Firm		Forte & Tablaba	
Name: Ross Wilson, PLS Title: Senior Professional Land Surveyor				Years of Relevant Experience with this Employer	14.5
				Years of Relevant Experience with Other Employer(s)	2
Degree(s) /Years /Specialization		BS /2010 /Geomatics			
Active Registration Number /State / Expiration Date		PLS 5148 /LA /03/31/2028; Also Registered PLS in TX, MS, AR, FL, KY, TN, GA, MO. Certified Federal Surveyor (CFedS 1897)			
Year Registered		2015	Discipline		Land Surveying
Contract Role(s) /Brief Description of Responsibilities		5. Surveying Services and Right of Way Maps; Topographic Survey, Right of Way Maps, Bathymetric Survey, Drainage Map Development. 6. Subsurface Utility Engineering (SUE) and Utility Relocation. <i>Experience and qualifications relevant to the proposed contract; i.e., "designed drainage", "designed girders", "designed intersection", etc. Experience dates should cover the years of experience specified in the applicable MPR(s).</i>			
Experience Dates		Experience and qualifications relevant to the proposed contract.			
09/25-Ongoing		Contract #OLHC BB1- O.B.2025.04.016 through O.B.2025.04.023, O.B.2025.04.049- Bridge Bundle Program- 9 OLHC Project Numbers (9 Bridge Sites), District 04, LA. Surveyor-in-Charge for topographic surveying and establishing existing right-of-way for 9 bridge sites on 2 lane State Highways for the Office of Louisiana Highway Construction.			
08/23 – Ongoing		Contract 4400025029- H.015547, H.015548, H.015549, H.015341, H.015551, H.015552, H.015545, H.015550, H.015544, H.015553 - Infrastructure Investment and Jobs Act (IIJA) Off-System Bridge Program - 10 State Project Numbers (13 Bridge Sites), East Baton Rouge Parish, LA. Surveyor-in-Charge for topographic surveying and right-of-way mapping services for 13 bridge sites on 2 lane roadways.			
12/21 – Ongoing		IDIQ Contract No. 4400021974 for Professional Surveying Services – Statewide, LA – Surveyor-in-Charge performing Topographic Surveys for LA DOTD. To date, this IDIQ contract has included a total of 9 separate Task Orders for 7 State Highway Projects. Survey tasks included establishing deep rod control monuments, Conventional Topo, Hydrographic Survey, terrestrial and mobile LiDAR Survey, Bridge Survey, and producing Existing Drainage Maps.			
06/21 – Ongoing		Contract 4400019336- H.014219, H.014222, H.014228, H.014231 and H.014236 – Rural Bridge Replacement Initiative Phase II; 5 State Project numbers (20 Bridge Sites) in Districts 04 and 05, LA. Surveyor-in-Charge for topographic surveying and right-of- way mapping services for 20 bridge sites on 2 lane rural roadways.			
08/19 – Ongoing		H.011670- I-10/Loyola Interchange Improvements, Kenner, LA. Surveyor-in-Charge providing Topographic Survey, Right- of-Way Survey, Drainage Survey, Bridge Survey, and Right-of-Way Monument Mapping. The project stretches along I-10, from the levee in Kenner to the Williams Blvd. off ramp, as well as Loyola Avenue and portions of Veterans Blvd for approximately 3.2 miles of roadway. The Survey was part of a Design-Build Project, which required weekly data updates, to allow the Design team to begin working and stay on schedule.			
08/15 – Ongoing		H.004273.5 – I-49 Connector, Lafayette Parish, LA. Survey Manager/Surveyor-in-Charge responsible for providing topographic, terrestrial LiDAR scanning, hydrographic, Bridge Survey, and property surveying services for the I-49 Connector. The project is in a dense urban area and is approximately 5 miles long.			
03/2024-04/2024		H.015935 LA Hwy 47 Over Bayou Bienvenue- Emergency Bridge Replacement, St. Bernard/Orleans Parish, LA. Surveyor-in-Charge to provide topographic surveying for an emergency bridge replacement of the LA 47 bridge over Bayou Bienvenue. In addition to Conventional Topographic survey, Hydrographic survey of the Bayou was included. The bridge deck features and substructures were scanned through terrestrial LiDAR methods. Due to the emergency status of the project, the project was completed in a condensed timeline.			

16. STAFF EXPERIENCE

05/21 – 12/22	Contracts 4400010587 - Task Order 18; 4400015237- Task Order 1; 4400021974- Task Orders 1, 3, and 4- H.003931- Calcasieu River Bridge (HBI), Calcasieu Parish, LA. Surveyor-in-Charge for this project providing topographic survey, Mobile and Terrestrial LiDAR, Multibeam Hydrographic survey of Lake Charles, and drainage mapping. This project is in a high-traffic industrial area along I-10 and is approximately 7 miles long. This Survey included four Phases of work, which were completed within a condensed timeline, requiring up to 6 Survey Crews being mobilized in order to meet deadlines for each Phase.
06/20 – 03/22	Contract 4400017598 - H.013979, H.013995, H.013992, H.013994, H.013985, H.013954, H.013990- Rural Bridge Replacement Initiative Phase I; 7 State Project Numbers (22 Bridge Sites) in Districts 04, 05, 08 and 58, LA. Surveyor-in-Charge for topographic surveying and right-of-way mapping services for 22 bridge sites on 2 lane rural roadways.
11/19-12/20	H.012083 Calcasieu River Bridge Investigation, Calcasieu Parish, LA. Surveyor to provide laser scanning services for the I-10/Lake Calcasieu bridge in Lake Charles, LA. Terrestrial scans were done underneath the bridge for 10 spans on the East and West side, on top the deck to capture the superstructure, as well as from the water below to capture the sub structure. In addition to the terrestrial scans, mobile Lidar was done for future planning.
07/19-08/19	Danziger Bridge Repair Survey, Orleans Parish, LA. Surveyor responsible for establishing control near the Danziger bridge and using laser scanning methods to monitor the Danziger bridge at different stages of bridge lifts. This survey was necessary due to damage of joints, deck, and girder ends of the fixed spans on both sides of the bridge. This project included utilizing LiDAR data.
01/18 – 06/19	Contract 4400012323 - H.004100- I-10: LA 415 to Essen Lane to I-10 and I-12, East and West Baton Rouge Parishes - LA DOTD. Survey Manager for topographic survey, Bridge Survey, and terrestrial LiDAR survey of approximately 5 miles of roadway along I-10 and I-12 between LSU lakes and Essen Lane. Project required Forte and Tablada, Inc. to mobilize up to 5 Survey Crews to meet phased deadlines.
10/18 – 02/19	Contract 4400010587 - Task Orders 2, 3, 4, 5, and 10- H.012343 Sunshine Bridge Repair, St. James Parish, LA. Surveyor-in- Charge responsible for establishing survey control on and near the Sunshine Bridge to use conventional and terrestrial LiDAR scanning methods to monitor the damage on the bridge. This project showcases Mr. Wilson's capability of managing emergency task orders.
05/17-10/18	Contract 4400009387- Task Orders 2 and 5- H.004791.5 Belle Chasse Bridge and Tunnel (HBI), Plaquemines Parish, LA.- Surveyor-in-Charge for comprehensive topographic surveying and drainage mapping for the Belle Chase Bridge and Tunnel Replacement project for LA DOTD. Included in this work was a survey performed utilizing traditional methods, terrestrial laser scanning of roadway, bridge and tunnel features, and multi-beam hydrographic surveying of the Algiers Canal and exterior features of the existing tunnel.
03/13-07/15	H.004698 – Almonaster Avenue Lift Bridge, Orleans Parish, LA. Survey Manager responsible for performing topographic and property surveys, developing a drainage map, establishing existing right-of-way for the north line of I- 10, Almonaster Avenue, and CSX Railroad property, and terrestrial LiDAR scanning all bridge features. This project demonstrates Mr. Wilson's ability to fulfill the minimum personnel requirement of having over five (5) years of experience in conducting topographic surveys.

16. STAFF EXPERIENCE

		Firm T. Baker Smith, LLC	
Name: Kenny Belou, PE Title: Road Design/Reviews		Years of Relevant Experience with this Employer	4
		Years of Relevant Experience with Other Employer(s)	17
Degree(s)/Years/Specialization		BS / 2009 / Civil Engineering	
Active Registration Number/State/Expiration Date		PE.38850 / LA / 09.30.2026	
Year Registered		2014	Discipline Civil Engineering
Contract Role(s)/Brief Description of Responsibilities		8. Roadway Design and Hydraulic Engineering Services - Road Design/Reviews. <i>Supervisor Eng. Kenny will provide roadway design services.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
03/23 – Present	LADOTD, Contract 44-24928, IDIQ Contract for Roadway Design Services, Statewide, LA. <i>Overall Project Manager.</i> Kenny serves as the overall Project Manager for this statewide IDIQ contract, currently supporting five active task orders with an additional task order in negotiation. In this role, he leads task order development and execution, including defining scopes, preparing fee estimates, and establishing schedules to support LADOTD's project delivery needs. He oversees project activities across multiple concurrent efforts, coordinating closely with LADOTD staff, internal teams, and subconsultants to ensure alignment and responsiveness. Kenny manages budgets and schedules at both the task order and contract level while maintaining consistent delivery of high-quality design packages. His experience includes managing multiple concurrent task orders under this contract and supporting delivery in accordance with LADOTD processes and requirements.
10/22 – 01/26	LADOTD, S.P. No. H.001344, US 190: LA 437 to US 190 Bus (Ph 1), St. Tammany Parish, LA. <i>Project Manager.</i> Kenny served as TBS' project manager during construction support for US 190 Phase 1, which included roadway widening, intersection improvements, drainage design, traffic control, and a new 1,400-foot bridge over the Bogue Falaya River. He oversaw responses to contractor RFIs, shop drawing reviews, submittals, and construction-phase questions, coordinating closely with LADOTD District personnel, LADOTD Headquarters construction staff, the contractor, and the design team. His role helped maintain alignment between the approved plans, design intent, field conditions, and construction-phase decisions.
10/22 – 04/23	DLADOTD, escrip S.P. No. H.013116, LA 20 Widen: LA 307 – S. Vacherie, St. James & Lafourche Parishes, LA. <i>Engineer of Record (Road) and Project Manager.</i> Kenny managed the design and delivery of the asymmetrical widening of 2.7 miles of LA 20 to add 8-foot shoulders near Vacherie, Louisiana. As EOR, he was responsible for roadway design including horizontal and vertical alignments, drainage systems (subsurface and open ditch), cross sections, and permanent signing and pavement markings. He performed quality control review of bridge plans to ensure compliance with LADOTD standards and coordinated design efforts with an adjacent in-construction state project within the corridor. Kenny coordinated with LADOTD project management, pavement and hydraulics sections, and subconsultants to maintain alignment with project requirements. He also oversaw the design of utility relocations along the corridor, delivered as a separate project through St. James Parish.
11/23 – Present	LADOTD, S.P. No. H.015576, LA 447 & LA 1025: Roundabout, Livingston Parish, LA. <i>Supervisor Engineer.</i> Kenny supports delivery of this roundabout project in Livingston Parish as a task order under the LADOTD Roadway Design Services IDIQ contract. In this role, he is responsible for overseeing project execution, including quality assurance and quality control, coordination across disciplines and maintaining schedule and deliverable expectations. He manages project activities in coordination with LADOTD staff and the design team to ensure alignment with project requirements. Final Plans are anticipated to be submitted in Q2 2026.

16. STAFF EXPERIENCE

10/24 – 09/25	LADOTD, S.P. No. H.015721, LA 30: Roundabout @ St Elizabeth/S Penn, Ascension Parish, LA. <i>Supervisor Engineer.</i> Kenny supported execution of this roundabout project in Ascension Parish as a task order under the LADOTD Roadway Design Services IDIQ contract. He oversaw key aspects of project delivery, including QA/QC processes, interdisciplinary coordination, and adherence to schedule and deliverable requirements. He worked with the project team to maintain alignment with LADOTD expectations throughout design development. Work is currently suspended to allow for scope modification and stakeholder coordination prior to resuming design efforts.
07/25 – 09/25	LADOTD, S.P. No. H.015308, I-49: I-10 to St. Landry Parish Line, Lafayette Parish, LA. <i>Supervisor Engineer.</i> Kenny supported the design and delivery of this pavement preservation project as a task order under the LADOTD Roadway Design Services IDIQ contract. The project included milling, patching, and overlay of approximately 9 miles of interstate, along with guardrail replacement and rehabilitation of concrete sections. He oversaw key aspects of project execution, including QA/QC, interdisciplinary coordination, and adherence to schedule requirements, and assisted with survey deliverables (performed under Contract 44-21973). Kenny ensured delivery of plans within a 45-day schedule to meet LADOTD's expedited project needs.
05/23 – Present	LADOTD, Contract 44-25027, Infrastructure Investment and Jobs Act (IIJA) Off System Bridge Program District 08, District 08, LA. <i>Supervisor Engineer.</i> Kenny supports delivery of this multi-project bridge replacement program, which includes 12 offsystem bridges and their adjacent roadways throughout LADOTD District 08. Bridge lengths range from approximately 40 to 135 feet and include a variety of structure types such as cross drains, box culverts, and reinforced concrete slab span bridges. He oversees contract and schedule execution across multiple concurrent projects and is responsible for quality control of all design elements, including bridge, roadway, and hydraulic components. Kenny coordinates with internal task managers, LADOTD project management, District and Area engineers, and subconsultants to ensure timely and complete deliverables across the program.
10/22 – 12/22	LADOTD, S.P. No. H.012812, US 190 at Northshore and Camp Villere, St. Tammany Parish, LA. <i>Supervisor Engineer.</i> Kenny provided engineering support for this project, which included a multi-lane roundabout at US 190 and Northshore Boulevard and a single-lane roundabout at US 190 and Camp Villere Road. He performed quality control reviews of plans, design criteria, and project calculations, and coordinated with subconsultants and LADOTD on deliverables. Kenny played a key role in developing construction sequencing for complex drainage and roadway improvements, maintaining traffic through the heavily traveled US 190 corridor during construction.
01/25 – Present	LADOTD, S.P. No. H.015587, LA 3211 @ Yokley Road Roundabout, St. Mary Parish, LA. <i>Supervisor Engineer.</i> Kenny supports delivery of this roundabout project as a task order under the LADOTD Roadway Design Services IDIQ contract. He oversees key aspects of project execution, including QA/QC, interdisciplinary coordination, and adherence to schedule and deliverable requirements. The project includes development of roadway geometry, drainage improvements, and traffic control features associated with the roundabout. Kenny works with the project team and LADOTD to maintain alignment with project requirements and ensure consistent, high-quality deliverables.

	Firm	T. Baker Smith, LLC		
	Name: Daniel Binet, PE		Years of Relevant Experience with this Employer	13
	Title: Lead Transportation Engineer, Bridges		Years of Relevant Experience with Other Employer(s)	0
Degree(s) / Years / Specialization		BS / 2014 / Civil Engineering		
Active Registration Number / State / Expiration Date		PE.42997 / LA / 03.31.2027		
Year Registered		2018	Discipline	Civil Engineering
Contract Role(s) / Brief Description of Responsibilities		9. Bridge Design Services - Bridge & Structural Inspections. Daniel is the Lead Engineer, Bridges at TBS with over 13 years of experience in civil and structural engineering. His experience includes project/ task management, roadway design, urban and rural bridge replacement and rehabilitation design, bridge widening, bridge inspection, structural analysis, split phase construction sequencing, hydrologic/hydraulic analysis, construction support, and development of construction quantities and estimates. Daniel is very familiar with the AASHTO LRFD Bridge Design Specifications, AASHTO geometric and roadside design guides, LADOTD Bridge Design & Evaluation Manual, LADOTD plan preparation guidelines, and LRFR bridge rating procedures. He is also experienced in using AASHTO BrR, STAAD Pro V8i, LEAP CONSPAN structural analysis software, AutoCAD, MicroStation, InRoads and CADConform. Daniel is also a certified NBIS Bridge Inspection Team Leader, holds ATSSA Traffic Control Supervisor (TCS) certification, and has completed the CPTP SCS Cybersecurity WBT training.		
Experience Dates		Experience and qualifications relevant to the proposed contract.		
09/15 – 03/23		LADOTD, S.P. No. H.011152, I-12: US 190 to LA 59, St. Tammany Parish, LA. Engineer of Record / Project Engineer. Daniel performed bridge design and plan preparation for the widening of Ponchitolawa Creek (EB & WB) and Tammany Trace (EB & WB) bridges utilizing AASHTO Type III prestressed girders and reinforced concrete slab spans with varying skew and span lengths. The design was completed using LEAP CONSPAN, STAAD and AASHTO BrR for load rating. He managed production and produced plans and details for the widening which included partial bridge demolition, foundation plans, split phase construction sequencing, widened substructure and superstructure details, and quantity breakdowns. Additionally, he assisted with roadway design including geometrics and drainage. Once the plans were submitted, Daniel provided construction support for RFIs, shop drawing submittals, and general coordination.		
09/18 – 02/26		LADOTD, S.P. No. H.001344, US 190: LA 437 to US 190 Bus (Ph 1), St. Tammany Parish, LA. Engineer of Record/Project Engineer. This project serves to design and construct a new westbound bridge over the Bogue Falaya River in St. Tammany Parish, LA. The bridge features horizontal and vertical curvature with super-elevation near 4%. Adjacent roadway sections are also being improved and widened. Daniel performed bridge design tasks including a Bridge Alternative Study; developed Type, Size and Location (TS&L) plans for prestressed concrete (LG) girder spans and curved steel plate spans; and developed preliminary & final bridge plans for a column supported, 1,400' long bridge using LG 36 and LG 54 prestressed concrete girders. He produced foundation layouts, typical sections, general plan and elevation sheets, and structural details for the new bridge over the Bogue Falaya River as part of this Urban Arterial widening project.		
08/20 – 12/24		LADOTD, Contract 44-17598, Rural Bridge Replacement Initiative, Ph I (47 bridge structures), Districts 04, 05, 08, 58, LA. Engineer of Record/Project Manager. The overall project scope for this projects includes the replacement of 47 bridges throughout 10 Parishes in Louisiana under an expedited schedule. The bridge lengths ranged from 20' - 340'. As project manager, Daniel performed QC review of topographic surveys & served as the EOR for bridge & road elements including hydraulic analysis, scour, horizontal/vertical alignments, bridge TS&L, structural design, & load rating for all structures including LG-25 girders, RC slab spans, & box culverts. Daniel is also providing bridge and structural construction support for contractor submittals and requests for information.		

05/21 – Present	LADOTD, Contract 44-19336, Rural Bridge Replacement Initiative, Ph II (40 bridge structures), Districts 04, 05, LA. Engineer of Record/Project Manager. The project scope includes replacing 40 bridges across 6 parishes in Louisiana on an expedited schedule, with bridge lengths ranging from 20 to 240 feet. As project manager, Daniel conducted QC reviews of topographic surveys and served as the EOR for bridge and road elements, including hydraulic analysis, scour, horizontal and vertical alignments, bridge TS&L, structural design, and load rating for all structures, including reinforced concrete slab spans and box culverts. Daniel also provides general construction support as necessary.
05/23 – Present	LADOTD, Contract 44-25027, Infrastructure Investment and Jobs Act (IIJA) Off System Bridge Program District 08, District 08, LA. Engineer of Record/Project Manager. The overall project scope includes the replacement of 12 off-system bridges in Central Louisiana. Daniel is performing QC review of topographic surveys & serves as the EOR for bridge & road elements including hydraulic analysis, scour, horizontal/vertical alignments, bridge TS&L, structural design, & load rating for all structures including reinforced concrete slab spans & box culverts.
03/16 – 04/23	LADOTD, S.P. No. H.013116, LA 20 Widen: LA 307 – S. Vacherie, St. James & Lafourche Parishes, LA. Engineer of Record for Bridge Design/Project Engineer. Daniel served as an EOR for the asymmetrical widening of 2.7 miles of LA 20 near Vacherie, LA as a part of a rural arterial widening project. He performed all bridge replacement design tasks which included bridge replacement using split-phase construction methods, superstructure and substructure design using various programs including STADD ProV8i, prepared construction phasing details, foundation plans, and led overall bridge plan production efforts. Additionally, Daniel assisted with roadway widening tasks including sequencing and plan production.
09/24 – 02/26	LADOTD, H.016095 LA 70 Rehab: Marguerite St to US 90, St. Mary Parish, LA. Engineer of Record. Daniel served as the Engineer of Record for this roadway rehabilitation project in St. Mary Parish. He led the design on all aspects of the project, including development of typical sections, drainage plan and profile sheets, and joint layouts w/ graphical grades. Daniel ensured the project delivery met LADOTD's aggressive schedule.
11/18 – 09/22	LADOTD, S.P. No. H.013144, Pine Bluff Rd./Drain to Cypress Creek & Tack Allen Rd./Drain to Cypress Creek Bridge Replacements, Ouachita Parish, LA. Engineer of Record. Daniel served as the Engineer of Record for the Ouachita OSBR project, which involved the replacement of two bridges located on Pine Bluff Rd. and Tack Allen Rd. His extensive responsibilities encompassed vertical and horizontal alignment design, ensuring the new structures integrated seamlessly with the existing roadways, utilizing standard plans where applicable and completed structural design and analysis for a RC slab bridge and a RC box culvert. He also verified the proposed structure hydraulic capacity of both structure types and oversaw the production of the plan set. Daniel provided QC efforts for all plan sheets, including both road and bridge components.

16. STAFF EXPERIENCE

		Firm T. Baker Smith, LLC	
Name: Anthony Burns Title: Project Manager, Survey		Years of Relevant Experience with this Employer	4
		Years of Relevant Experience with Other Employer(s)	19
Degree(s)/Years/Specialization	N/A		
Active Registration Number/State/Expiration Date	N/A		
Year Registered	N/A	Discipline	N/A
Contract Role(s)/Brief Description of Responsibilities	5. Surveying Services and Right of Way Maps; Topography Survey, Boundary Survey, Right of Way Maps. <i>Anthony will provide survey technical services on this project.</i>		

Experience Dates	Experience and qualifications relevant to the proposed contract.
11/21 - Ongoing	Contract 44-21973 for Professional Surveying Services; LADOTD, Statewide, LA. Senior Technician. Anthony assists in the development of manhour estimates and the completion of topographic surveys under this contract. He coordinates right-of-entry with landowners, manages field crews, and processes data daily. He performs project QA/QC and aids in Deliverables preparation.
09/25 – Ongoing	S.P. No. H.008069 Peters Road Bridge and Extension (Phase 3); LADOTD; Jefferson and Plaquemines Parishes, LA. Senior Technician. Responsible for field crew coordination and data processing. Performing Topographic, Bathymetric, and Property surveys across approximately 2.8 miles of Virgin terrain for construction of a road between Walker Road and Engineers Road, including a bridge over the Intracoastal Waterway and Bayou Barataria. Right of Way Maps are included in this effort to aid in acquisition of the required Right of Way.
08/19 – 11/19*	S.P. No. H.005121.5 LA 1/LA 415 Connector; LADOTD; West Baton Rouge Parish, LA. Technician. Responsible for field crew coordination and data processing. Performed Topographic and Bathymetric surveys across approximately 2.5 miles of Virgin terrain for construction of a connector Road between LA 415 and LA 1, including a bridge over the Intracoastal Waterway.
02/16 – 02/17*	S.P. No. H.005403: Hooper Road Extension; LADOTD, East Baton Rouge and Livingston Parishes, LA. Technician. Responsible for field crew coordination and data processing. Performed Topographic and Bathymetric surveys across approximately 3 miles of virgin terrain for the design and construction of the Hooper Road Extension between Greenwell Springs Road and LA 16, including a bridge over the Amite River.
06/23 - Ongoing	IJA Off-System Bridge Replacement Program; Contract No. 44-25027; LADOTD; Statewide, LA. Project Manager. Assisted in the completion of topographic surveys, property surveys, and right of way maps for the replacement of 12 bridges. Assisted with field crew coordination, data processing, project QA/QC, and deliverables preparation. Surveys were performed to LADOTD Location and Survey standards.
10/22 - 10/23	Contract 44-17598, Contract 44-19336, Rural Bridge Replacement Initiative, Ph I and Ph II (87 bridge structures); LADOTD; Districts 04, 05, 08, 58. Survey Technician. Responsible for review of topographic surveys.
05/13 – 03/14*	S.P. No. H.002375: Amite River Bridge near French Settlement; LADOTD; Livingston Parish, LA. Survey Crew Party Chief. Responsible for control establishment and data collection. Performed Topographic and Bathymetric surveys for construction of a replacement bridge along LA 16 over the Amite River.
06/19 – 08/19*	S.P. No. .004791: LA 23: Belle Chasse Bridge and Tunnel (HBI); LADOTD; Orleans and Plaquemines Parish, LA. Technician. Responsible for field crew coordination and data processing. Performed Topographic Survey for the construction of a bridge over the Intracoastal Waterway in Belle Chasse, LA.
06/16 – 02/17*	S.P. No. H.000263.5 Chef Menteur Pass Bridge; LADOTD; Orleans Parish, LA. Technician. Responsible for field crew coordination and data processing. Performed Topographic Survey for the construction of a replacement bridge along US 90 over Chef Menteur Pass.

16. STAFF EXPERIENCE

02/17 – 04/18*	S.P. No. H.004987 US 190 Collins Blvd. Widening; LADOTD; St. Tammany Parish, LA. Technician. Performed a Topographic Survey for the widening of approximately 3 miles of US 190 in St. Tammany Parish, LA including the replacement of a bridge over the Bogue Falaya River. Responsible for field crew coordination and data processing. Assisted with QAQC and Deliverables preparation.
04/20 – 11/20*	S.P. No. H.000688 US 11 Norfolk Southern RR Overpass (HBI); LADOTD; St. Tammany Parish, LA. Technician. Responsible for field crew coordination and data processing. Performed a Topographic Survey for the replacement of the US 11 Overpass over the Norfolk Southern Railroad.
11/23 - 06/24	S.P. No. H.015576, LA 447 & LA 1025: Roundabout; LADOTD; Livingston Parish, LA. Project Manager. Responsible for field crew oversight and data processing and review. Performed Topographic survey for the design and construction of a roundabout at the intersection LA 447 and LA 1025 near Walker, Louisiana.
01/18 – 04/20*	S.P. No. H.004100, I-10: LA 415 to Essen Lane; LADOTD; East and West Baton Rouge Parishes, LA. Project Manager. Responsible for field crew oversight, and data processing and review. Performed Topographic survey for the widening of I-10 through Baton Rouge.
* Previous Employer	

16. STAFF EXPERIENCE

	Firm	T. Baker Smith, LLC		
	Name: Ryan DiSalvo, PLS	Years of Relevant Experience with this Employer		9
	Title: Project Manager	Years of Relevant Experience with Other Employer(s)		0
Degree(s)/Years/Specialization		Bachelor of Science/2019/Geomatics		
Active Registration Number/State/Expiration Date		PLS.5326/Louisiana/03.31.2028		
Year Registered		2023	Discipline	Professional Land Surveyor
Contract Role(s)/Brief Description of Responsibilities		5. Surveying Services and Right of Way Maps; Topography Survey, Right of Way Maps, Title Take-off/Title Work. <i>Ryan will serve as a project surveyor.</i>		

Experience Dates	Experience and qualifications relevant to the proposed contract.
11/23 - Ongoing	IDIQ Contract for Roadway Design Services Statewide: H.015576 LA 447 & LA 1025: Roundabout; LADOTD; Livingston Parish, LA. Survey Technician. Ryan assisted in the completion of a topographic survey for the design and construction of a roundabout. He coordinated with field crews and processed data daily. Ryan also performed QA/QC and aided in Deliverables preparation.
06/23 - Ongoing	Contract 44-25027, Infrastructure Investment and Jobs Act (IIJA) Off System Bridge Program District 08; LADOTD; District 08, LA. Survey Technician. Assisted in the completion of topographic surveys, property surveys, and right of way maps for the replacement of 12 bridges. Assisted with data processing, title research, and preparation of property surveys and right of way maps. Surveys were performed to LADOTD Location and Survey standards.
06/22 - Ongoing	Contract 4400019336 – Rural Bridge Replacement Initiative Phase II (40 bridge structures), Districts 04 & 05 (LADOTD). Survey Technician. Provided technical survey support for the 40 bridge replacements structures.
08/20 – 06/22	Contract 44-17598, Rural Bridge Replacement Initiative, Ph I (87 bridge structures); LADOTD; Districts 04, 05, 08, 58. Survey Technician. Assisted in the completion of Topographic Surveys for the replacement of 87 bridge structures in North LA.
08/25 - Ongoing	Contract 44-21973 IDIQ for Professional Surveying Services; LADOTD; Statewide, LA. Survey Technician. Ryan provides technical survey support including coordination with survey crews, assistance with topographic data collection and processing, utility research, drainage map development, and QA/QC review to help ensure accurate deliverables and adherence to project schedules.
08/22 – 01/26	S.P. No. H.014918 LA 73 Roundabout at Bluff Road Connector; LADOTD/Ascension Parish; Ascension Parish, LA. Sr. Technician. Assisted in data processing and project QA/QC. Performed Topographic Survey, Property Surveys, and Right-of-Way Mapping for the design and construction of a Roundabout at the intersection of LA 73 and the proposed Bluff Road Connector.

16. STAFF EXPERIENCE

		Firm T. Baker Smith, LLC	
Name: Austin LaCombe, PE Title: Lead Professional, Subsurface Utility Engineering		Years of Relevant Experience with this Employer	>1
		Years of Relevant Experience with Other Employer(s)	10
Degree(s)/Years/Specialization	Bachelor of Science/2017/Civil Engineering Associate of Science/2015/Pre-Engineering		
Active Registration Number/State/Expiration Date	47563/LA/09.30.2027		
Year Registered	2023	Discipline	Civil Engineering
Contract Role(s)/Brief Description of Responsibilities	6. Subsurface Utility Engineering (SUE) and Utility Relocation; SUE Levels (A-D), Utility Conflict Matrix Development. Austin will provide Subsurface Utility Engineering services for the projects.		
Experience Dates	Experience and qualifications relevant to the proposed contract.		
03/26 - Ongoing	S.P. No. 4400025511, IDIQ SUE Services Statewide; LADOTD; Statewide, LA. Acts as Contract Manager and Engineer of Record for multiple task orders involving Subsurface Utility Engineering (SUE) services. He provides technical leadership and task order oversight. Oversees the execution of Quality Level B and Quality Level A investigations in accordance with project requirements and applicable industry standards. Ensures ASCE 38-22 guidelines are upheld and coordinates with project surveyors to verify that the utility survey file meets the standards set by DOTD's Location and Survey group.		
03/26 - Ongoing	Project No. SP-9999-09(300)/108881-101000, IDIQ SUE Services Statewide; MDOT; Statewide, MS. Serves as Project Manager for multiple task orders involving Subsurface Utility Engineering (SUE) services. Responsibilities include scope determination, client coordination, managing the delivery of Quality Level B and Quality Level A investigations in accordance with project-specific requirements, and deliverable preparation. Ensures compliance with ASCE 38-22 guidelines and supports accurate utility mapping.		
07/15 – 12/21*	S.P. No. H.004273.5, I-49 Connector (Lafayette Regional Airport to I-10/I-49/US 167 Interchange); LADOTD; Lafayette Parish, LA. As a sub to Stantec, Austin served as the SUE Project Manager for the utility portion of this highly complex project. He provided ASCE 38-02 Quality Level A and B services to map underground utilities within 7 miles of downtown Lafayette, as well as Utility Coordination to keep Utility Owners aware of project progression. After compiling the Quality Level B data, Quality Level A "Test Holes" were utilized to establish elevations on critical utility systems determined to be in potential conflict with design.		
1/18 – 5/20*	S.P. No. H.004100.5, I-10: LA 415 to Essen Lane on I-10 and I-12; LADOTD; East Baton Rouge and West Baton Rouge Parishes, LA. Austin served as a project manager for one of the larger SUE projects ever contracted by DOTD. This project involved ASCE 38-02 Quality Level B SUE services throughout the 10-mile project corridor crossing the Mississippi River, in Baton Rouge, LA. Quality Level B efforts were completed in phases to meet key project milestones, resulting in the need for major coordination efforts among design team members to merge data efficiently and accurately. Once complete, a comprehensive map was created to depict the horizontal location of all utilities within the project limits.		
1/20 – 11/20*	S.P. No. H.002868.5, I-49 South: Ambassador Caffery & US 90 Interchange; LADOTD; Lafayette Parish, LA. Project Manager and Utility QA/QC Lead. This project involved providing designating (Quality Level B) and locating (Quality Level A) SUE services to map the underground utilities along this congested route. The first task required designating subsurface utilities along several miles of the Ambassador Caffery and US 90 right-of-way. After the completion of the Quality Level B investigation, this information was reviewed to conduct locating services on critical utilities in an effort to mitigate potential utility conflicts.		
10/21 – 2/22*	S.P. No. H.009266.5, I-10: LA 73 to LA 30; LADOTD; Ascension Parish, LA. Served as Project Manager. For this project, DOTD planned to widen I-10 from 4 to 6 lanes from LA 73 to LA 30. The SUE services managed by Austin included Quality Level B at the LA 73 and I-10 interchange as well as Quality Level D services for the remainder of the project limits.		

16. STAFF EXPERIENCE

3/22 – 8/22*	S.P. No. H.009300.5, Hooper Road Widening (LA 3034 to LA 37); LADOTD; East Baton Rouge Parish, LA. SUE Project Manager. This project involved a complete topographic survey including all above ground utilities and utility features, locations of subsurface utilities with approximate depths, all drainage structures, natural ground shots, existing roadways, and finish floor elevations of all buildings that fell within the project limits. Additionally, the creation of a project drainage map was included with the final project deliverables. All information was collected and completed in accordance with the Location and Survey Manual and all currently accepted Location and Survey Automation procedures. The project also required ASCE 38-02 Quality Level B, C, and D services throughout portions of the project limits. Utilities included water, gas, telephone, cable, and fiber optics.
7/22 - 3/26*	S.P. No. H.013797.5, LA 30: EBR PL to I-10; LADOTD; Ascension, East Baton Rouge, and Iberville Parishes, LA. As a sub to Michael Baker, Austin served as the SUE Project Manager for the utility portion of this Stage 0 feasibility study. This project involved providing ASCE 38-02 Quality Level D, GIS, and LiDAR review services with an emphasis on the pipelines within the corridor. Along with obtaining the utility records, field investigations were also performed to verify ownership and location of these highly impactful pipelines.

* Previous Employer

16. STAFF EXPERIENCE

		Firm T. Baker Smith, LLC	
Name: Kelly Radecker, PE Title: Lead Transportation Engineer, Roads		Years of Relevant Experience with this Employer	7
		Years of Relevant Experience with Other Employer(s)	5
Degree(s)/Years/Specialization		Bachelor of Science/2014/Civil Engineering	
Active Registration Number/State/Expiration Date		PE.43919/Louisiana/03.31.2028	
Year Registered		2019	Discipline Civil Engineering
Contract Role(s)/Brief Description of Responsibilities		8. Roadway Design and Hydraulic Engineering Services; Type Size & Location for Drainage Structures, Hydraulic Analysis. <i>Kelly will provide road design engineering.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
02/20 – 12/22	S.P. No. H.012812, US 190 at Northshore and Camp Villere; LADOTD; St. Tammany Parish, LA. Engineer of Record. Kelly served as Lead Roadway Engineer for the design and plan preparation of an urban multi-lane roundabout at US 190 and Northshore Boulevard and a single-lane roundabout at US 190 and Camp Villere Road. She was responsible for roadway design including horizontal and vertical alignments, roundabout geometrics, drainage systems (subsurface and open ditch), typical sections, sequence of construction, and quantity take-offs. She prepared design reports and cost estimates and coordinated environmental efforts, including public meeting exhibits. Kelly also provided QA/QC of subconsultant deliverables, including traffic signal design and signing and striping plans.
11/23 – Ongoing	S.P. No. H.015576, LA 447 & LA 1025: Roundabout; LADOTD; Livingston Parish, LA. Engineer of Record. Kelly serves as Engineer of Record for the design and plan preparation of an urban single-lane roundabout at the intersection of LA 447 and LA 1025 as a task order under the LADOTD Roadway Design Services IDIQ contract. She is responsible for overall project execution including development of preliminary layouts, defining project limits, and roadway design elements such as horizontal and vertical alignments, roundabout geometrics, AutoTURN movements, drainage systems (subsurface and open ditch) typical sections, sequence of construction, and quantity take-offs. Kelly leads preparation of design report forms and cost estimates and coordinates environmental efforts, including development of exhibits, public meeting materials, and participation in stakeholder coordination and attendance of the public meeting. She supports scheduling and coordination of public meetings and presentations in accordance with LADOTD environmental requirements. Kelly coordinates with LADOTD and subconsultants to maintain alignment with project requirements and schedule.
03/24 - 02/26	S.P. No. H.015554, Loyola Drive Resurfacing; City of Kenner, LA. Engineer of Record. Kelly serves as Lead Roadway Engineer for this pavement preservation project. She is responsible for plan production, quantity calculations, and cost estimates for mill and overlay improvements, curb ramp upgrades, and pedestrian features. She coordinates with LADOTD, the City of Kenner, and subconsultants to ensure project delivery aligns with program requirements.
01/25 - Ongoing	S.P. No. H.015587, LA 3211 @ Yokley Road Roundabout; LADOTD; St. Mary Parish, LA. Engineer of Record. Kelly serves as the Lead Roadway Engineer and Engineer of Record for this concrete, single-lane roundabout at the intersection of LA 3211 and Yokley Road as a task order under the LADOTD Roadway Design Services IDIQ contract. Designed as a task order under the LADOTD Roadway Design Services Statewide IDIQ, the project includes slip lanes at all four legs and ties into existing four-lane divided median sections on LA 3211. Kelly is responsible for full roadway design and plan development, including horizontal and vertical alignments, roundabout geometry, AutoTURN analyses, joint layouts, drainage systems (subsurface and open ditch) typical sections, and construction phasing. Kelly leads preparation of design report forms and cost estimates and coordinates environmental efforts, including development of exhibits, public meeting materials, and participation in stakeholder coordination and attendance of the public meeting. She also supported review of existing drainage mapping to assist survey development and deliverables.

16. STAFF EXPERIENCE

06/25 – 02/26	S.P. No. H.016095, LA 70 Rehabilitation; LADOTD; St. Mary Parish, LA. Project Engineer. Kelly provided independent QA/QC review of subsurface drainage design for this urban roadway rehabilitation project as a task order under the LADOTD Roadway Design Services IDIQ contract. She coordinated with the Engineer of Record to ensure compliance with LADOTD hydraulic requirements and reviewed plans and supporting calculations for accuracy and completeness.
05/19-03/23	S.P. No. H.011152, I-12: US 190 to LA 59; LADOTD; St. Tammany Parish, LA. Project Engineer. Kelly served as the Project Engineer for the design and plan development for signing and pavement marking improvements along I-12 between US 190 and LA 59. She developed signing layout plans, including ground-mounted and overhead sign support locations, and coordinated guardrail design associated with sign installations. Kelly prepared sign shop drawings for non-standard signs using SignCAD, developed clearance diagrams for overhead structures, and completed the Engineering Record of Decision Document (ERDD).
01/16 – 05/19*	S.P. No. H.002424, LA 70: Sunshine Bridge – LA 22; LADOTD; St. James Parish, LA. Project Engineer. Kelly supported design and plan preparation for the widening of approximately 4 miles of LA 70 from the Sunshine Bridge to LA 22, expanding the corridor from two lanes to a four-lane divided roadway. She assisted in development of roadway design elements including typical sections, median layouts, and access management features such as median openings and J-turns. Kelly contributed to plan production and coordination with the project team to support delivery in accordance with LADOTD standards and requirements.
12/23 – Ongoing	S.P. No. H.015555, LA 1077/Brewster Road Roundabout; St. Tammany Parish Government; St. Tammany Parish, LA. Engineer of Record. Kelly leads roadway design and plan preparation for this roundabout project. She is responsible for development of roadway geometry, AutoTURN analyses, drainage systems (subsurface and open ditch), typical sections, quantity take-offs, and construction sequencing. Kelly leads preparation of design report forms and cost estimates and coordinates environmental efforts, including development of exhibits, public meeting materials, and participation in stakeholder coordination and attendance of the public meeting. She supports scheduling and coordination of public meetings and presentations in accordance with LADOTD environmental requirements.
09/25-Ongoing	S.P. No. H.010795, LA 42: Roundabout at Joe Sevario Road; LADOTD; Ascension Parish, LA. Engineer of Record. Kelly serves as Engineer of Record for the design and plan preparation of an urban single-lane roundabout at the intersection of LA 42 and Joe Sevario Road as a task order under the LADOTD Roadway Design Services IDIQ contract. She is responsible for overall project execution including development of preliminary layouts, defining project limits, and roadway design elements such as horizontal and vertical alignments, roundabout geometrics, drainage systems (subsurface and open ditch), AutoTURN movements, typical sections, sequence of construction, and quantity take-offs. Kelly coordinates with LADOTD and subconsultants to maintain alignment with project requirements and schedule.
* Previous Employer	

16. STAFF EXPERIENCE

		Firm T. Baker Smith, LLC	
Name: Brady Smith, PE, PMP Title: Project Manager, Transportation		Years of Relevant Experience with this Employer	4
		Years of Relevant Experience with Other Employer(s)	6
Degree(s)/Years/Specialization		Bachelor of Science/2016/Civil Engineering	
Active Registration Number/State/Expiration Date		PE.45362/Louisiana/09.30.2027	
Year Registered		2021	Discipline Civil Engineering
Contract Role(s)/Brief Description of Responsibilities		4. Traffic Engineering and Design Services-Analysis and Reports; Geometric Designs & Reviews. 8. Roadway Design and Hydraulic Engineering Services; Type Size & Location for Drainage Structures. 11. Construction Support Services; Construction Drawing Reviews, Respond to RFIs, Provide Updated Contract Documents. <i>Brady will provide roadway and bridge engineering services.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
07/25 – 09/25	S.P. No. H.015308, I-49: I-10 to St. Landry Parish Line; LADOTD; Lafayette Parish, LA. Engineer of Record. Brady served as the lead engineer for the design and plan production of this pavement preservation project as a task order under the LADOTD Roadway Design Services IDIQ contract. The project included milling, patching, and overlay of approximately 9 miles of interstate, along with guardrail replacement and rehabilitation of concrete sections. He was responsible for roadway design elements including guard rail design and cost estimates and assisted with survey deliverables (performed under Contract 44-21973). Brady ensured delivery of plans within a 45-day accelerated schedule to meet LADOTD's expedited project needs.
09/24 - Ongoing	S.P. No. H.015721, LA 30: Roundabout @ St Elizabeth/S Penn; LADOTD; Ascension Parish, LA. Engineer of Record. Brady serves as Engineer of Record for this urban multi-lane roundabout project delivered as a task order under the LADOTD Roadway Design Services IDIQ contract. He is responsible for overall project execution including preliminary schematic layout, defining project limits, and roadway design elements such as horizontal and vertical alignments, roundabout geometrics, AutoTURN analyses, typical sections, construction phasing, and quantity take-offs. He leads preparation of design report forms and cost estimates and supports environmental coordination, including development of exhibits for public meetings and stakeholder coordination.
05/23 - Ongoing	Contract 44-25027, Infrastructure Investment and Jobs Act (IIJA) Off System Bridge Program District 08; LADOTD; District 08, LA — Project Manager/Engineer of Record. Brady manages delivery of multiple bridge replacement projects under this program, including development of project schedules, subconsultant coordination, and manhour estimation. He leads roadway and bridge design including horizontal and vertical alignments, bridge hydraulic design, cross sections, guardrail calculations, and cost estimates. He oversees plan production, QA/QC, and development of project documentation including Design Report Forms, Bridge and Hydraulic Design Criteria, Design Exceptions, and Design Waivers while coordinating with LADOTD and stakeholders across multiple concurrent projects.
03/23 – 07/23	S.P. No. H.013116, LA 20 Widen: LA 307 – S. Vacherie; LADOTD; St. James & Lafourche Parishes, LA. Project Engineer. Brady supported delivery of this roadway widening project involving asymmetrical widening of approximately 2.7 miles of LA 20 to add 8-foot shoulders. He led final QA/QC review and implementation of comments for construction plans, including horizontal and vertical geometry, drainage design, cross sections, and signing and pavement markings, ensuring compliance with LADOTD standards.
02/22 – Ongoing	Contract 44-19336, Rural Bridge Replacement Initiative (Phase II); LADOTD; Multiple Districts. Engineer of Record. Brady serves as lead engineer for design and plan production of multiple bridge replacements across north Louisiana. He is responsible for roadway and bridge design elements including alignment, hydraulics, cross sections, guardrail design, and cost estimates. He performs load rating analysis and provides QA/QC for additional structures, and oversees development of environmental deliverables and project documentation including design reports and hydraulic criteria.

16. STAFF EXPERIENCE

07/24 – Ongoing	23-EN-HC-0029, Highland Road at Pecue Lane; City of Baton Rouge, East Baton Rouge Parish, LA. Project Manager/Engineer of Record. Brady manages project execution including schedule development, stakeholder coordination, and subconsultant management for this intersection improvement project. He has led development of the Design Study, including traffic analysis, environmental documentation, drainage mapping, and right-of-way mapping, and will serve as Engineer of Record for final design and plan production.
10/23 – Ongoing	S.P. No. H.012864, Carmel Drive Sidewalks; Lafayette Consolidated Government; Lafayette Parish, LA. Project Manager/Engineer of Record. Brady leads design and plan production for approximately 0.7 miles of ADA-compliant sidewalks. He is responsible for development of roadway and pedestrian design elements including alignments, drainage, cross sections, and cost estimates, ensuring compliance with local and LADOTD standards.
09/22 – Ongoing	Eagle's Nest Ct. Bridge Rehabilitation; Terrebonne Parish, LA. Project Manager. Brady leads inspection, analysis, and rehabilitation design for this bridge structure. He served as Engineer of Record for bridge inspection and load rating analysis and continues to lead design development and construction plans for rehabilitation improvements, coordinating with stakeholders to maintain project delivery.
04/17 – 02/19*	S.P. No. H.010124, LA 16: Roundabout @ LA 447; LADOTD; Livingston Parish, LA. Project Engineer. Brady supported design and plan production for this roundabout project including roadway geometry, drainage design, construction phasing, traffic control, right-of-way determination, and cost estimation, contributing to successful project delivery.
01/17 – 02/19*	S.P. No. H.008312, LA 1042 Bridges Near Greensburg; LADOTD; St. Helena Parish, LA. Project Engineer. Brady supported design and plan production for bridge replacement projects including roadway geometry, diversion road design, construction phasing, traffic control, and cost estimation. The project included replacement of multiple timber trestle bridges with concrete structures while maintaining traffic through diversion routes.

* Previous Employer

16. STAFF EXPERIENCE

		Firm T. Baker Smith, LLC	
Name: Perry Smith, Jr. Title: SUE Senior Project Manager		Years of Relevant Experience with this Employer	6
		Years of Relevant Experience with Other Employer(s)	18
Degree(s)/Years/Specialization		Associate of Science/2007/Electronics	
Active Registration Number/State/Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s)/Brief Description of Responsibilities		6. Subsurface Utility Engineering (SUE) and Utility Relocation; Utility Oversight & Coordination. <i>Perry will provide Subsurface Utility Engineering services for the project.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
5/21 – 10/23	S.P. No. 4400014661, IDIQ SUE Services Statewide; LADOTD; Statewide, LA. Served as Task Manager and Project Manager for 15 separate Subsurface Utility Engineering (SUE) task orders, overseeing project execution from initiation through final delivery. Responsibilities included managing scope, schedule, budget, resource allocation, client coordination, and quality control for Quality Level B and Quality Level A utility investigations. Ensured compliance with project requirements and LADOTD standards while maintaining project schedules and deliverable quality. Led comprehensive QA/QC reviews of topographic survey data and utility mapping to verify accuracy and conformance with ASCE 38-02 guidelines prior to submission to LADOTD.
05/23 – Ongoing	S.P. No. 4400025511, IDIQ SUE Services Statewide; LADOTD; Statewide, LA. Provides project management for multiple Subsurface Utility Engineering (SUE) task orders, overseeing all aspects of project delivery, including scope management, scheduling, budgeting, resource allocation, and client coordination. Leads Quality Level B and Quality Level A utility investigations, ensuring compliance with LADOTD requirements and ASCE 38-22 standards while maintaining schedule and budget objectives. Directs field operations and quality management processes, including detailed QA/QC reviews of topographic survey and utility mapping data, to ensure accurate deliverables that support successful project outcomes.
12/23 - Ongoing	North Columbia Street Bridge Replacement; City of Covington; Covington, LA. SUE Project Manager. Responsible for all Subsurface Utility Engineering Quality Level A and Quality Level B services and performed QA/QC on the topographic survey submitted to the City of Covington to ensure compliance with ASCE 38-02.
06/21 – 10/23	S.P. No. H.003931.5, Calcasieu River Bridge (HBI); LADOTD; Calcasieu Parish, LA. Task Manager. Managed all Quality Level A SUE services and provided QA/QC for Quality Level B SUE services to ensure compliance with ASCE 38-02. Performed records research for all utility companies and verified all available records were obtained.
01/22 – 07/22	S.P. H.012541.5, LA 594, Overpass I-20; LADOTD; Ouachita Parish, LA. Field Manager. Managed the field staff providing Subsurface Utility Engineering Quality Level B and Quality Level C services and performed QA/QC on the field data.
10/21 – 03/22	S.P. H.014747.5, Southern University Ravine Protection; LADOTD; East Baton Rouge Parish, LA. Field Manager. Managed the field staff providing Subsurface Utility Engineering Quality Level B and Quality Level C services and performed QA/QC on the field data. Ensured all work was completed within the truncated time frame.
11/21 – 02/22	S.P. H.014670.5, LA 1270: LA 77 to End of Control Section; LADOTD; Iberville Parish, LA. Field Manager. Managed the field staff providing Subsurface Utility Engineering Quality Level B and Quality Level C services and performed QA/QC on the field data. Ensured all work was completed within the truncated time frame. LADOTD Location and Survey field staff performed the topographic survey and we ensured a smooth working environment for data collection.
03/22 – 09/22	MoveBR Plank – Nicholson, Subsurface Utility Engineering; City/Parish of Baton Rouge; Baton Rouge, LA. SUE Field Manager. Providing SUE services with the 15 designated project sites in general accordance with the recommended practices and procedures described in ASCE Publication CI/ASCE 38-22, Standard Guideline for the Collection and Depiction of Existing Subsurface Utility Data.

16. STAFF EXPERIENCE

		Firm T. Baker Smith, LLC	
Name: Matt Stevens		Years of Relevant Experience with this Employer	21
Title: HHydrographic Marine Solutions Lead		Years of Relevant Experience with Other Employer(s)	0
Degree(s)/Years/Specialization		Associate of Science/2005/Drafting and Design Technology	
Active Registration Number/State/Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s)/Brief Description of Responsibilities		5. Surveying Services and Right of Way Maps; Hydrographic Survey. <i>Matt will provide hydrographic surveying on this project.</i>	

Experience Dates	Experience and qualifications relevant to the proposed contract.
03/14-06/14	LADOTD, S.P. No. H.008149, Pier 1 Removal (Leeville Bridge), LA 1, Lafourche Parish, LA. Hydrographic Surveyor. Responsible for performing high resolution multibeam echosounder hydrographic survey to locate remaining pile structure and deliver digital terrain model and elevation data of structure to LADOTD for USCG coordination of the pier removal at the Leeville Bridge.
11/11 - 01/12	I-10 Twin Span Demolition Survey, Orleans Parish, LA (NASDI, LLC). Hydrographic Surveyor. Hydrographic surveys for identifying and locating debris, pipelines, or other infrastructure on the bottom of the lake for the demolition of the I-10 Twin Spans.
01/12 - 02/12	St. Bernard Port, Harbor and Terminal District Chalmette Slip Surveys, St. Bernard Parish, LA (St. Bernard Port, Harbor and Terminal District). Hydrographic Surveyor. Performed underwater acoustic hydrographic surveys including multi-beam, side- scan, magnetometry, and sub-bottom surveys in the Mississippi River in order to obtain detailed bottom conditions near the Chalmette Slip docking facility to recover damage heel-post turning dolphins and conduct other inspections.
02/25 - 03/25	Project No. STBG-0058-01(042)/109105-101100 – SR 50 Bridge Replacement (Bridge No. 85.7); MDOT; Lowndes County, MS. Senior Technician. Matt oversaw the completion of a multibeam hydrographic survey of the Tombigbee River channel extending 1,500 feet upstream and downstream of the SR 50 bridge utilizing a twenty-four (24) foot vessel and R2 Sonic 2020 Multibeam Echo Sounder. Following post-processing and QAQC, Matt extracted river bottom elevations at ten (10) feet intervals to be inserted into the final survey DGN.
07/18 - 08/19	Nashville Wharf Terminal Survey Services, Orleans Parish, LA (AECOM, Ports America, Port NOLA). Hydrographic Surveyor. Hydrographic side-scan and multibeam survey was performed from immediately in front of the wharf to hundreds of feet into the Mississippi River to record the contour of the river bottom for use in design of the proposed improvements to the facility. Also, Detailed topographic survey was performed over the site, including under the wharf to collect the mudline topography from the face of the wharf to the bulkhead.

16. STAFF EXPERIENCE

		Firm Terracon	
Name: Steven Latiolais Title: Professional		Years of Relevant Experience with this Employer	6
		Years of Relevant Experience with Other Employer(s)	4
Degree(s) / Years / Specialization		B.S. / 2015 / Environmental Management Systems	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		3. Environmental and Permitting Services; Mitigation Compliance	

Experience Dates	Experience and qualifications relevant to the proposed contract.
3/23-Ongoing	Loyola University of New Orleans - New Orleans, LA. Responsible for the cooperative management of on-site hazardous materials along with the University's facility management team. Mr. Latiolais has worked with the University managing asbestos and other hazardous materials projects associated with the renovation, demolition, and routine maintenance at 25 campus structures. Notable work includes the coordination of hazardous material removal at the Mercy Hall demolition and the St. Mary Hall, Buddig Hall, and Danna Center renovations.
05/23-06/24	Touro Synagogue – New Orleans, LA. Industrial Hygienist and leader for asbestos, lead, and hazardous materials inspections and subsequent specification development and abatement monitoring services.
08/22-02/23	Various Projects – PCL Construction – Various Locations. Industrial hygienist responsible for on-site implementation and evaluation of occupational exposures to airborne lead associated with torch cutting leaded coatings on railroad bridge demolition projects.
09/21-10/21	Sewerage and Water Board of New Orleans - New Orleans, LA. Responsible for the planning and execution of an asbestos inspection, condition assessment, and resulting asbestos abatement specification preparation associated with a 100,000 square feet storm water pump station. Services were provided to evaluate the facility's need for hazard mitigation and employee protection following a large-scale asbestos fiber release. Certain areas of the state require largescale operations to draw flood waters from metropolitan areas. The facility was unable to perform regular equipment maintenance and testing due to concern that asbestos fibers would be disturbed. Baseline and ambient operations air samples collected throughout the facility's interior and exterior provided data allowing the facility to perform maintenance and testing again. Following establishment of safe maintenance conditions, Mr. Latiolais prepared two set of project specifications to abate/stabilize deteriorating asbestos-containing materials and perform specialized cleaning throughout the subject structure. The end goal will be a safe working environment and fully operational storm water pump station.
02/21-03/21	Belle Chasse Bridge/Tunnel P3 Project – Belle Chasse, LA. Industrial hygienist responsible for the asbestos inspection of structures planned for demolition within a planned corridor.
02/20-12/20	Martin Behrman Elementary School – New Orleans, LA. Project manager responsible for the performance and coordination of turnkey hazardous materials services for an existing school campus scheduled for renovation/demolition. The project consisted of an approximately 78,000 square feet, three-story school building; an approximately 14,000 square feet, one-story, stand-alone gymnasium; and an approximately 1,400 square feet, single-story auxiliary building. Scope included an asbestos survey, lead-based paint inspection, universal waste survey, mold assessment, and limited site investigation of soils. Services performed included: asbestos survey, lead-based paint inspection, universal waste survey, mold assessment, limited site investigation of soils, hazardous materials removal specification, and asbestos abatement oversight and air monitoring.
11/19-12/19	Nashville Wharf - Port of New Orleans, New Orleans, LA. Industrial hygienist responsible for the sampling of cargo crane and pier coatings for heavy metals prior to restoration/improvement.

16. STAFF EXPERIENCE

		Firm Terracon	
Name: Matthew Minton Title: Supervisor-Other (Laboratory Manager)		Years of Relevant Experience with this Employer	X
		Years of Relevant Experience with Other Employer(s)	X
Degree(s) / Years / Specialization		Associate Degree / 2001 / Design Drafting Technology	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		7. Geotechnical Engineering Services; Laboratory Testing & Analysis. Mr. Minton has 24 years of experience supporting geotechnical field investigations and laboratory testing and analysis for geotechnical projects, civil construction, and landfill construction. He currently serves as the Laboratory Manager of Terracon's Baton Rouge full-service geotechnical and construction materials laboratory, where he oversees laboratory operations, testing programs, and QA/QC processes. Under his supervision, the laboratory has maintained LDEQ LELAP, USACE, and AASHTO (AMRL and CCRL) certifications.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
03/25-03/25	H.012059 - LA19 - Bridges near Zachary – Zachary, LA, DOTD. Served as lab manager for this project.
11/24-Ongoing	H.014988 - Carey Road over Blackwater Bayou – Baker, LA. DOTD. Served as lab manager for this project.
07/24-Ongoing	H.014984 - Libuse Cutoff Road over Flagon Bayou – Pineville, LA. DOTD. Served as lab manager for this project.
07/23-Ongoing	H.015338 - Off-System Bridge Replacement – Cameron, LA. DOTD. Served as lab manager for this project.
07/23-Ongoing	H.012537 - LA154, LA157 - Red Chute BYU & Flat RVR BRS – Elm Grove, LA. DOTD. Served as lab manager for this project.
07/23-Ongoing	H.012048 - Castor Creek and Relief Bridges – Tullos, LA. DOTD. Served as lab manager for this project.
01/24-Ongoing	H.015447 – IIJA Off-System Bridge Program – Simmesport, LA. DOTD. Served as lab manager for this project.
10/22-02/25	H.003931.5-2 - I-10 - Calcasieu River Bridge Additional Borings – Lake Charles, LA. DOTD. Served as lab manager for this project.
07/21-04/22	H.003931 - I-10 Lake Charles – Lake Charles, LA. DOTD. Served as lab manager for this project.
12/21-11/23	H.012033 - Cross Bayou and Caney Bayou – Ouachita Parish, LA. DOTD. Served as lab manager for this project.
09/20-04/24	H.000385.5 - US 190- LA 415 & RR OVERPASS REPL – Port Allen, LA. DOTD. Served as lab manager for this project.
05/20-03/24	H.005121 - LA-1 and LA-415 Connector – Port Allen, LA. DOTD. Served as lab manager for this project.
11/20-01/24	H.012569 - Little Sugar Creek Bridge – Sugartown, LA. DOTD. Served as lab manager for this project.
06/19-01/20	H.004100 – I-10- Widening – East Baton Rouge Parish, LA. DOTD. Served as lab manager on this project.
07/18-11/18	H.011235.5 – I-49 South @ Verot School Road US 90 - Lafayette, LA. DOTD. Served as lab manager on this project.
06/18-08/18	H.005967.5 – Nelson Rd. Extension and Bridges - Calcasieu Parish, LA. DOTD. Served as lab manager on this project.
06/17-02/18	H.002980.5 – I-10 Overpass US 165 & MPRR, Project - Iowa, LA. DOTD. Served as lab manager on this project.
03/17-04/17	H.001140 LA 124 – Hooter Creek Bridge - Jena, LA. DOTD. Served as lab manager on this project.
01/17-03/17	H009233 – Bayou Flagon Bridges - Ball, LA. DOTD. Served as lab manager on this project.

16. STAFF EXPERIENCE

		Firm Terracon	
Name: Stephen Osborne, PG Title: Geologist		Years of Relevant Experience with this Employer	7
		Years of Relevant Experience with Other Employer(s)	3
Degree(s) / Years / Specialization		B.S. / 2013 / Geology	
Active Registration Number / State / Expiration Date		1374 / LA / May 10, 2027	
Year Registered		2022	Discipline Geology
Contract Role(s) / Brief Description of Responsibilities		3. Environmental and Permitting Services; Material Sampling & Testing, Air Monitoring, Soil Sampling. <i>Mr. Osborne brings 10 years of environmental experience supporting environmental field investigations, including air monitoring, groundwater sampling, and environmental soil sampling. He has led more than 100 Phase I Environmental Site Assessments (ESAs) across Louisiana, Mississippi, Alabama, and Texas for lenders, developers, and property owners, performing site reconnaissance and preparing comprehensive reports for a range of property types. Mr. Osborne has also managed nearly 25 Phase II ESAs involving groundwater, surface water, soil, and indoor air sampling, as well as data analysis and regulatory reporting. His experience executing field sampling programs, coordinating data collection, and maintaining adherence to established protocols supports the development of accurate, defensible datasets for environmental analysis, permitting, and compliance.</i>	
Experience Dates	Experience and qualifications relevant to the proposed contract.		
06/18-11/24	H.004273 – I-49 Lafayette Connector - Lafayette, LA. DOTD. Project Manager for this project. Led environmental site investigation for the proposed I-49 Corridor in Lafayette, Louisiana, overseeing assessment of former railroad properties with a history of industrial contamination. Managed project planning, regulatory coordination, subsurface sampling, and analytical testing of soil and groundwater, ensuring compliance with Louisiana Department of Environmental Quality standards. Delivered comprehensive reporting and actionable recommendations to support future infrastructure design and construction.		
04/22-11/25	Former Core's Cleaners - Covington, LA. Agracel, Inc. Geologist. Stephen conducted soil, groundwater, and indoor air sampling to support delineation of impacts associated with the former dry cleaner. He performed soil and groundwater sampling from borings across the site and participated in two rounds of indoor air sampling to evaluate potential vapor intrusion conditions. Stephen also assisted the project manager with preparation of the RECAP Evaluation and coordination of additional investigation at the direction of the LDEQ. The additional investigation focused on closing data gaps on impact limits, with the goal of completing a Voluntary Remedial Action Plan and supporting the client in obtaining a Certificate of Completion for the site.		
12/23-02/24	Plaquemine Burn Site - Plaquemine, LA. Iberville Parish Council. Stephen served as the project manager and was involved in all field services for this project. The scope of work included advancement of 17 soil borings that were converted into temporary monitoring wells at an emergency vegetative debris burn site. Analysis of soil and groundwater for volatile organic compounds, semi-volatile organic compounds, volatile petroleum hydrocarbons, extractable petroleum hydrocarbons, metals, and polychlorinated biphenyls was conducted. Exceedances of various constituents in soil/groundwater were identified during the investigation which warrant additional delineation/investigation.		
10/22-05/23	Proposed Sea Holly Grande - Baton Rouge, LA. JPB Holdings, LLC. Stephen served as project manager and performed all field services for this project. Terracon performed a Phase I ESA, which identified the historic use of underground storage tanks as a recognized environmental condition. Based on the Phase I ESA findings, an LSI was performed, which included the collection of soil, soil gas, and groundwater samples. The analytical results were compared to RECAP Screening Standards, and exceedances were not identified.		

16. STAFF EXPERIENCE

	Firm	Terracon		
	Name: Ryan Poindexter, PE	Years of Relevant Experience with this Employer		9
	Title: Engineer	Years of Relevant Experience with Other Employer(s)		0
Degree(s) / Years / Specialization		B.S. / 2013 / Engineering		
Active Registration Number / State / Expiration Date		P.E. 46285 / Louisiana / March 31, 2028		
Year Registered		2021	Discipline	Civil
Contract Role(s) / Brief Description of Responsibilities		7. Geotechnical Engineering Services; Geotechnical Field Investigations, Field Construction Monitoring. <i>Mr. Poindexter has over nine years of geotechnical engineering experience, supporting geotechnical field investigations, laboratory testing and analysis, and geotechnical analysis and design. His experience includes drill crew supervision, soil laboratory testing, data quality control, engineering calculations, and geotechnical report preparation. He began his career as a field technician and now supports project execution and management, providing data interpretation and engineering support for geotechnical design and reporting. Certifications: ATSSA Traffic Control Supervisor.</i>		

Experience Dates	Experience and qualifications relevant to the proposed contract.
03/25-03/25	H.012059 - LA19 - Bridges near Zachary – Zachary, LA, DOTD. Project Manager for this project.
02/25-Ongoing	H.014990 - S. Tiger Bend Road & E. Achord Road – Baton Rouge, LA. DOTD. Project Manager for this project. Terracon is providing geotechnical engineering services that include subsurface exploration, laboratory testing, and engineering analysis to support the design and construction for the proposed bridge replacement.
07/24-Ongoing	H.014984 - Libuse Cutoff Road over Flagon Bayou – Pineville, LA. DOTD. Project Manager for this project. Terracon is providing subsurface exploration, laboratory testing, and geotechnical data analysis to support the design of a replacement bridge. Scope includes soil and groundwater testing, along with seismic site classification, based on two borings advanced to depths of 85 and 70 feet.
07/23-Ongoing	H.015338 - Off-System Bridge Replacement – Cameron, LA. DOTD. Project Manager for this project. Terracon is providing geotechnical engineering services, including site exploration, analysis, and recommendations for earthwork, foundation design, and construction for infrastructure projects.
07/23-Ongoing	H.012537 - LA154, LA157 - Red Chute BYU & Flat RVR BRS – Elm Grove, LA. DOTD. Project Manager for this project. Terracon is providing geotechnical engineering services that include field exploration, laboratory testing, and engineering analysis to evaluate subsurface conditions and develop design recommendations for foundations, pavements, and earthwork.
07/23-Ongoing	H.012048 - Castor Creek and Relief Bridges – Tullos, LA. DOTD. Project Manager for this project. Ryan is responsible for overseeing all geotechnical investigation activities. This includes coordinating the advancement of 16 soil borings to depths of 60 to 110 feet using rotary drilling methods, ensuring proper sampling techniques such as Shelby tubes and Standard Penetration Tests (SPT), and monitoring groundwater levels during drilling. Ryan also managed laboratory testing to evaluate soil properties—moisture content, plasticity, particle-size distribution, density, and shear strength—ensuring compliance with ASTM standards and LDOTD protocols. Additionally, Ryan ensured accurate classification of soils using the Unified Soil Classification System (USCS) and the preparation of detailed documentation, including boring logs and graphs, while maintaining alignment with project goals and regulatory requirements.

16. STAFF EXPERIENCE

01/24-Ongoing	H.015447 – IIJA Off-System Bridge Program – Simmesport, LA. DOTD. Project Manager for this project. Ryan is responsible for overseeing all aspects of the geotechnical investigation. This includes coordinating the drilling of a 122-foot soil boring using flight auger and mud rotary techniques, ensuring proper sample collection at regular intervals, and managing laboratory testing for moisture content, Atterberg limits, dry unit weight, grain size analysis, and undrained unconsolidated compression. He will also ensure accurate geological characterization and seismic site classification, and guide the development of engineering recommendations for earthwork, foundations, floor slabs, and pavements, all while maintaining compliance with project specifications and regulatory standards.
10/22-02/25	H.003931.5-2 - I-10- Calcasieu River Bridge Additional Borings – Lake Charles, LA. DOTD. Project Manager. Ryan coordinated all phases of subsurface exploration and laboratory testing. This includes managing the execution of 37 deep bridge borings—some over water and within a navigable channel—and 39 shallow roadway borings, as well as an additional 17 test borings using specialized drill rigs along various segments of the I-10 corridor. Ryan also ensured proper sampling methods were used, such as thin-walled tube and split-barrel techniques, and that groundwater levels are accurately recorded. In the lab, Ryan oversaw testing for moisture content, plasticity, particle-size distribution, density, and triaxial compression strength, ensuring all procedures comply with ASTM standards and LDOTD protocols.
09/22-10/25	H.002868 - I-49 Frontage Road Bridges PDA Testing – Lafayette, LA. DOTD. Project Manager. Ryan overseeing this design-build project and is responsible for coordinating geotechnical engineering efforts related to bridge substructures and MSE (mechanically stabilized earth) walls. This includes managing the development of pile foundation designs, such as determining nominal capacities and resistance factors, and overseeing WEAP (Wave Equation Analysis of Piles) analysis to establish driving criteria for the proposed pile driving equipment. During construction, Ryan ensured that dynamic pile testing is conducted and that CAPWAP (Case Pile Wave Analysis Program) results are reviewed to adjust resistance factors or pile lengths as needed. Additionally, Ryan supported DOTD during construction by evaluating settlement monitoring data for MSE walls, ensuring compliance with contract requirements, facilitating pile bent acceptance, and resolving non-conformance reports (NCRs).
05/20–01/21	H.005121 - LA-1 and LA-415 Connector – Port Allen, LA. DOTD. Project Manager for this project. Coordinated field work, access, and initial lab testing prior to project being suspended.
05/18–Ongoing	H.011235.5 - I-49 South @ Verot School Road US 90 - Lafayette, LA. DOTD. Staff Engineer. Reviewing field logs, samples, and data. Assisted in coordinating lab testing.
06/18–06/21	H.005967.5 - Nelson Rd. Extension and Bridges - Calcasieu Parish, LA. DOTD. Assistant to project manager. The project consisted of providing a site characterization report for the new road and bridge, pile design, and pavement design recommendation. The geotechnical field exploration consisted of soil borings adjacent to the existing roadway, borings in undeveloped land adjacent to the Port of Lake Charles, and borings in Bayou Contraband. Field exploration was completed safely over the course of multiple weeks with up to four land and water drill crews on site at once. Laboratory testing included consolidation testing, compressive strength testing, and testing for classifying of soil samples collected in accordance with LADOTD standards. Terracon provided recommendations for precast concrete piles, pavement design, and site preparation.

16. STAFF EXPERIENCE

		Firm Vectura Consulting Services, Inc.	
Name: Gustavo Clavijo Title: Supervisor-Other		Years of Relevant Experience with this Employer	3
		Years of Relevant Experience with Other Employer(s)	9
Degree(s) / Years / Specialization		B.S./ 2011/ Business Administration	
Active Registration Number / State / Expiration Date		N/A	
Year Registered		N/A	Discipline N/A
Contract Role(s) / Brief Description of Responsibilities		4. Traffic Engineering and Design Services-Analysis and Reports; Traffic Data Collection	

Experience Dates	Experience and qualifications relevant to the proposed contract.
04/25 – 07/25	Driftwood LNG Data Collection (Lake Charles, LA) Gustavo scheduled and managed the traffic data collection efforts for 2 7-day classification counts, 93 approach counts and 33 turning movement counts with unmet demand. Gustavo assisted in the post processing of all tube and camera data and ensured that the data collection portion of the project was completed effectively and before the deadline.
08/24 – 12/24	Monroe Street Corridor Study (Mandeville, LA) Gustavo scheduled and managed the traffic data collection efforts for 16 7-day classification counts and 30 turning movement counts with field observations. Gustavo assisted in the post processing of all tube and camera data and ensured that the data collection portion of the project was completed effectively and before the deadline.
6/24 – 04/25	City of New Orleans Speed Management Program (New Orleans, LA) Gustavo scheduled and managed the traffic data collection efforts for this contract which included 48-hr speed studies for 60 segments throughout the City of New Orleans. Gustavo assisted in the equipment set-up/tear-down as well as the post processing of all radar sensor data and ensured that the data collection portion of the project was completed effectively and before the deadline.
11/23 – 01/24	Traffic Impact Study for Waste Site (Lake Charles, LA) Gustavo scheduled and managed the traffic data collection efforts for 2 7-day classification counts and 14 turning movement counts. Gustavo assisted in the post processing of all tube and camera data and ensured that the data collection portion of the project was completed effectively and before the deadline.
11/23 – 01/24	Distribution Center Traffic Impact Study (Elmwood, LA) Gustavo scheduled and managed the traffic data collection efforts for 2 7-day classification counts and 9 turning movement counts. Gustavo assisted in field observations as well as the post processing of all tube and camera data and ensured that the data collection portion of the project was completed effectively and before the deadline.
9/23 – 01/24	US 190B /Fremaux Ave. Sidewalk Feasibility Study (Slidell, LA) Gustavo scheduled and managed the traffic data collection efforts for 2 7-day classification counts, 2 7-day ped and bike counts, 6 turning movement counts, 3 turning movement counts with demand and 3 radar spot-speed survey. Gustavo assisted in the post processing of all tube and camera data and ensured that the data collection portion of the project was completed effectively and before the deadline.
12/22 – 12/22	I-10 Calcasieu River Bridge (Lake Charles, LA) While employed with National Data and Surveying Services, Gustavo was the Project Coordinator working alongside WSP engineers to conduct the traffic data collection effort. Gustavo directly scheduled and managed the field collection efforts on two separate occasions for 54 7-day classification mainline and ramp counts. Gustavo ensured that all collection efforts were completed within budget and on schedule.
08/22 – 11/22	Ardenwood Dr Traffic Counts (Baton Rouge, LA) While employed with National Data and Surveying Services, Gustavo was the Project Coordinator working alongside Neel-Schaffer engineers to conduct the traffic data collection effort. Gustavo directly scheduled and managed the field collection efforts for 4 7-day classification counts, 25 48-hr classification counts, and 24 driveway counts. Gustavo ensured that all collection efforts were completed within budget and on schedule.

16. STAFF EXPERIENCE

	Firm	Vectura Consulting Services, Inc.		
	Name: Kristen Gahagan Farrington, PE, PTOE, RSP1	Years of Relevant Experience with this Employer		5
	Title: Engineer	Years of Relevant Experience with Other Employer(s)		7
Degree(s) / Years / Specialization		B.S. / 2013 / Civil Engineering		
Active Registration Number / State / Expiration Date		PE. 0042785 / LA / 3/31/2027		
Year Registered		2018	Discipline	Civil
Contract Role(s) / Brief Description of Responsibilities		4. Traffic Engineering and Design Services-Analysis and Reports; Traffic Modeling & Analysis, Safety Analysis		

Experience Dates	Experience and qualifications relevant to the proposed contract.
12/23 – 12/24	H.972501.1 South Range Road Stage 0 (Tangipahoa Parish, LA) Kristen was the project manager for a Stage 0 project to improve operations on South Range Road. The project included data collection, existing conditions analysis, safety analysis, and alternatives development.
05/23 – 05/24	US 190B/Fremaux Ave Sidewalk Feasibility Study (Slidell, LA) Kristen was the lead engineer for a sidewalk feasibility study that included data collection, safety analysis, alternative analysis, and final report.
05/23 – 07/23	H.013722 Morgan City Sidewalks & Shared Use Path (Morgan City, LA) Kristen was the lead engineer as part of a DOTD Safety IDIQ contract to document if an approach at a signalized intersection met the warrants listed in the Traffic Engineering Manual Sections 3B.2.4 and 3B.2.8 for a pedestrian marked crosswalk. The study also included an evaluation of a mid-block crossing based on the criteria set in Section 3B.2.7 of the Traffic Engineering Manual. The study consisted of vehicular and pedestrian counts, spot speed study, safety analysis and field observations.
04/21 – 07/24	CP No. 16 CI-US-0032 Bus Rapid Transit (BRT) Improvement Project (Baton Rouge, LA) Kristen a project engineer for a traffic design study and traffic signal design of 19 signals along three corridors: Plank Road, 22nd Street and US 190 (Florida Street). Kristen assisted the prime consultant with the safety analysis as well.
08/21 – 04/22	H.013267 Downtown to Scotlandville Parkway Trail Safety Enhancement Study (Baton Rouge, LA) Kristen was a project engineer for a design study to evaluate the recommended street crossing treatments of the trail at eight locations. The project consisted of collecting vehicular speed and volume data at the proposed trail crossings. Geometric field checks were also performed to determine if any hazards to pedestrians or cyclists existed. Once the field data was collected and analyzed, appropriate crossing treatments utilizing the FHWA STEP Guide for Improving Pedestrian Safety at Unsignalized Locations were developed that included Rectangular Rapid-Flashing Beacons (RRFB) and Pedestrian Hybrid Beacons (PHB's). Currently, Vectura is developing plans for the PHB's at four locations which will be the first implementation of PHB's in the Baton Rouge area on a state route.
02/20 – 09/21	MOVEBR College Drive Enhancement Project (Baton Rouge, LA) Kristen assisted with the data collection task of the College Drive project limits. Tasks included in data collection were 7-day tube counts, intersection turning movement counts, approach tube counts, unmet demand observations, driveway counts, travel time runs, pedestrian / bicycle counts, and weaving counts.
6/19 - 2/21	H.013459 US 167 Improvements Stage 0 Elsie Street to Gilbert Street (St. Landry Parish, LA) Kristen served as project manager for a Stage 0 study to evaluate the addition of a third lane to US 167 from Elsie Street south to a point past Gilbert Drive. Environmental impacts and cost estimates were prepared, as well as a benefit-cost analysis of all improvements considered. Civil Engineer responsible for safety analysis including crash rate number method, over-representation, CATScan quality assurance, HSM existing safety analysis, and No-Build Analysis. Designed high-level concept exhibits and comparison matrix to determine best preliminary alternatives moving forward to meet the purpose and need of the project. Compiled meeting agenda materials and minutes.

16. STAFF EXPERIENCE

6/19 - 2/21	H.013460 US 167 Improvements Stage 0 Enola Street to Ross Road (Evangeline Parish, LA) Kristen served as project manager for a Stage 0 study of a two-lane road to remove a curvilinear section of US 167 from Enola Street near LA 748, southeast for approximately 1.2 miles. The study compared connecting existing property owners to a new roadway with driveways or intersection of old roadway. Environmental impacts and cost estimates were prepared. Civil Engineer responsible for safety analysis including crash rate number method, over-representation, CATScan quality assurance, HSM existing safety analysis, and No-Build Analysis, as well as a benefit-cost analysis. Designed high-level concept exhibits and a comparison matrix to determine best preliminary alternatives moving forward to meet the purpose and need of the project. Compiled meeting agenda materials and minutes.
04/19 – 6/21	H.013817.1 LA 117 Improvements Stage 0 (Vernon and Natchitoches Parishes, LA) Kristen served as project engineer responsible for a Stage 0 study for 18 miles of two-lane LA 117 from LA 8 to LA 118. The study evaluated the impacts of correcting deficient vertical and horizontal geometry along the corridor, widening for the addition of shoulders, and adding passing lanes and turn lanes at strategic locations along the corridor. Kristen was responsible for performing the safety analysis including crash rate number method, over-representation, CAT Scan quality assurance, HSM existing safety analysis, and No-Build Analysis. Kristen designed high-level concept exhibits, evaluated environmental impacts, and prepared high level cost estimates and comparison matrices to determine which preliminary alternatives best meet the purpose and need of the project. Kristen compiled all findings in the Stage 0 report and coordinated with stakeholders and local agencies to ensure the purpose and need of project is met.
02/20 – 06/25	H.010616 – I-20: LA 544 Overpass Replacement (Ruston, LA) Kristen was project engineer for a Level 2 Transportation Management Plan (TMP) for a new four-lane bridge over I-20 and three, two-lane roundabouts along LA 544. Kristen also assisted Brin in the development temporary traffic signal plans with multiple setup configurations for the construction of the roundabouts.
03/19 – 11/19	H.012311 LA 429 Connector Stage 0 (Ascension Parish, LA) Kristen was the task leader for the preparation of a Stage 0 study to evaluate alignments for a limited-access corridor (LA 429) near I-10, between LA 30, LA 73, and US 61. Two alternatives for the widening and reconstruction of LA 429 were evaluated. The scope consisted of stakeholder and public meetings, site visits and data collection, phasing of alternative development for the corridor, scope and budget checklists, and an opinion of probable cost to prepare the Stage 0 Report. Kristen served as the civil engineer responsible for designing high level concept exhibits and comparison matrix to determine best preliminary alternatives moving forward to meet the purpose and need of the project. Compiled meeting agenda materials and minutes, coordinated with interchange study consultants for a cohesive project, and wrote report.
11/18 - 3/21	H.013322 LA 3040 Feasibility / Safety Study Stage 0 (Houma, LA) Kristen served as project engineer for a study to identify safety and operational issues along 2.5 miles of Martin Luther King Boulevard (LA 3040) in Houma, LA to evaluate reasonable alternatives to address any deficiencies discovered. Kristen was responsible for compiling a data collection plan for submittal to DOTD, including count locations, determined peak periods, and peak hours. Kristen performed peak period observations in the field and geometric field checks, as well as unmet demand observations and calculations. Kristen prepared TMC figures, as well as performed existing analysis in Vistro. Compiled all data collected into Appendices A and B per the DOTD Traffic Process and Report and wrote Chapter 1 of report. Kristen represented the project at stakeholder meetings to discuss project status.
04/18 – 04/19	H.011243.1 I-49 at US 190 and LA 31 Interchange Improvements Stage 0 (St. Landry Parish, LA) Kristen was the project engineer responsible for crash and safety analysis, report writing, planning, and designing for this Stage 0 Study to evaluate alternatives to improve traffic operations and safety at the I-49 interchanges with US 190 and LA 31. Crash and safety analysis was performed using the LADOTD CAT Scan tool and IHSDM, and line and grade was prepared to DOTD Design Standards for various corridors, including arterial collectors and freeway ramps. Close coordination with traffic engineer ensured maximum improvement of safety and operations given limited right-of-way and utility conflicts along the corridors.
09/17 – 09/18	H.011160 LA 73 Corridor Study Stage 0 LA 74 to LA 621 (Ascension Parish, LA) Kristen was the designer responsible for concept development, report writing, and impact analysis for a Stage 0 study. The purpose of the study was to evaluate conceptual alternatives to improve capacity and operations along the LA 73 corridor and its connecting transportation network. The scope included the evaluation of three interchange configurations for the interchange of I-10 at LA 73 in conjunction with two corridor alternatives for LA 73, resulting in six different alternatives for which line and grade, impacts, and high-level cost estimates were prepared.

16. STAFF EXPERIENCE

		Firm Vectura Consulting Services, Inc.	
Name: Sheelagh Brin Ferlito, PE, PTOE Title: Supervisor-Eng		Years of Relevant Experience with this Employer	10
		Years of Relevant Experience with Other Employer(s)	27
Degree(s) / Years / Specialization		B.S. / 1988 / Civil Engineering	
Active Registration Number / State / Expiration Date		PE.0025383 / LA 9/30/2027	
Year Registered		1993	Discipline Civil
Contract Role(s) / Brief Description of Responsibilities		4. Traffic Engineering and Design Services-Analysis and Reports; Traffic Control & Signal Design, Intersection Signing & Pavement Markings Design	

Experience Dates	Experience and qualifications relevant to the proposed contract.
07/21 - current	H.007160 - EBR Computerized Traffic Signal, Phase VB (Baton Rouge, LA). Brin is the task leader for Vectura for the Construction Engineering and Inspection of 24 traffic signals. Brin oversaw the review of signal mast arm shop drawings to assist the City-Parish of Baton Rouge in accepting the manufactured poles. Brin and Reece, with the DOTD, City-Parish and the Contractor conducted field visits to confirm pole foundation locations.
07/19 – current	MOVEBR New Capacity Projects Program Management (Baton Rouge, LA). Brin is the lead traffic engineer for the entire New Capacity Projects program management team. All traffic engineering scope of services, traffic / speed data collection, traffic design studies, safety studies, and traffic signal design plans are reviewed by Brin. She is in constant communication with the Traffic Engineering staff of DOTD and EBR Traffic Engineering Department. She understands the current requirements for all aspects of traffic engineering projects.
07/19 – current	H.004791 DOTD Belle Chasse Bridge & Tunnel Replacement PPP (Belle Chasse, LA). Brin is the project manager for the temporary and permanent traffic signal plans for the intersections of LA 23 at Burmaster St and at Engineers Rd. She based her traffic signal plans on design year volumes that were developed using growth rates from the New Orleans Regional Planning Commission Travel Demand Model. This project is the first ever Public-Private-Partnership performed by Louisiana DOTD.
04/18 – 06/21	H.011909.5-4 Roundabout: US 171 at Boone St. (Vernon Parish). Brin reviewed 60 Percent Preliminary Signing and Striping Plans and developed documented comments based on LADOTD Road Design Manual, LADOTD Standard Details and MUTCD. She is also the project manager for the design of temporary traffic signal plans that will be implemented during the roundabout construction at the intersection of US 171 at Boone Street in Leesville, LA. She coordinated access management issues using aerials, aged traffic volumes and Synchro Software.
09/20 – 12/21	H.010960.5 LA 30 Roundabouts at Tanger I-10 (Ascension Parish, LA). Brin is the project manager for the design of temporary traffic signal plans that will be implemented during the roundabout construction along LA 30 in Gonzales, LA. The project involves replacing three existing signalized intersections with multilane roundabouts along LA 30 at I-10 Interchange ramps and at the Tanger Boulevard. Vectura also developed signal timing plans for each phase of the construction to maintain progression along LA 30.
02/20 – 06/25	H.010616 – I-20: LA 544 Overpass Replacement (Ruston, LA.) Brin was the project manager for a Level 2 Transportation Management Plan (TMP) for a new four-lane bridge over I-20 and three, two-lane roundabouts along LA 544. Brin also developed temporary traffic signal plans with multiple setup configurations for the construction of the roundabouts.
09/17-04/18	US 11 at US 190 Bus. (Fremaux Ave.) Pedestrian Crosswalk Study and Traffic / Pedestrian Signal Equipment Design Slidell, LA Brin developed a formal traffic study for a proposed crosswalk with pedestrian traffic signal equipment and pedestrian clearance timings based on DOTD requirements. Brin assisted with vehicle and pedestrian data collection, spot speed study, analyzed 3-year intersection crash data and developed signal timing for pedestrians to cross the street. From the design study, a set of Traffic Signal Modification Plans were developed to implement the recommended alternative.

16. STAFF EXPERIENCE

02/17-10/17	Stage 0 Judge Tanner Boulevard at N. Causeway Roundabout Study (St. Tammany Parish, LA) Brin developed the safety analyses for a Stage 0 Study for 4 intersections in the Mandeville area. The study was based on EDSMs VI.1.1.1 / VI.1.1.5 and DOTD Traffic Engineering Manual Section 20.2. Brin assisted collecting 7-day, 24-hour counts w/ Classification, turning movement counts for peak periods and speed data for mainlines. She developed signal timing in the PTV Vistro software. The signal timings were then used in Sidra to complete the HCM analyses. Brin provided a quality control review of the traffic report.
06/16-09/17	H.004490 Stage 0 Roundabout Studies (Lafayette Parish, LA) Brin developed sections of a Stage 0 Feasibility Study for roundabouts the conformed to DOTD EDSMs and Traffic Engineering Manual Section 20.2 at ten intersections in the Lafayette area. Brin, along with Laurence, collected 7-day, 24-hour counts w/ classification, turning movement counts for AM and PM peak periods and speed data for mainlines. Brin provided a QC review of the Sidra analyses and developed traffic signal timing for 3 intersections for Years 2019 and 2039, AM & PM peak hours and developed a crash analyses as defined in Section 20.2 of TEM. CMF factors were identified for the preferred alternative to predict the number of crashes that could be eliminated. Brin provided a QC review of the final draft.
04/14 – 12/14	H.002301 Signal Design for N. Sherwood Forest Dr. Widening Project (Baton Rouge, LA) As the project engineer, Brin was in responsible charge for data collection and design for three signalized intersections as part of a road widening project as per EBR DPW and DOTD requirements. Ms. Ferlito developed the traffic signal equipment, signal timing and communication construction plans, special provision specifications, quantities, and cost estimate. She also performed tasks to develop the striping plans and sequence of construction plans which included temporary signal equipment placement due to lane shifts during construction.
07/12-03/14	EBR 03-TS-CI-0026 CE&I for EBR Traffic Signal Systems Jefferson Highway Construction (Baton Rouge, LA) Brin was the Project Resident Engineer on behalf of EBR for performing CE&I services for the construction of 11 traffic signals. She maintained records of the contractor's daily operations, coordinated significant events that affected construction progress including utility issues, reviewed shop drawings, conducted monthly progress meetings, recorded daily installed quantities, developed change orders and monthly contractor pay estimates. She also coordinated with DOTD ITS division for fiber splicing into interstate I-12 fiber backbone and ATM / EOC building. She processed all monthly tasks in EBR formats as well as all items on the EBR project closeout checklist.
07/08-09/09	SPN 013-05-0043 CE&I for EBR Traffic Signal Systems Phase IV Construction (Baton Rouge, LA) Brin was the Project Resident Engineer for DOTD and EBR to perform CE&I services for the construction of 21 traffic signals. She developed the project Sample Plan, maintained records of the contractor's daily operations, coordinated significant events that affected construction progress including utility issues, reviewed shop drawings, conducted monthly progress meetings, recorded daily installed quantities, coordinated concrete sampling for DOTD Materials Lab, developed change orders and monthly contractor pay estimates. She also coordinated with DOTD ITS division for fiber splicing into Airline Highway fiber backbone and ATM / EOC building. She processed all monthly tasks electronically in DOTD Site Manager and in EBR required formats as well as all items on the DOTD Project Closeout Checklist including the 2059 Report.
09/13 – 04/14	S.P. 700-99-0477 Jefferson Hwy. Signal Design (Baton Rouge, LA) Ms. Ferlito designed traffic signal plans for 11 intersections along Jefferson Highway between College Drive and the I-12 On Ramp in Baton Rouge. Design included traffic data collection, traffic signal layout, fiber interconnect layout, fiber splicing diagrams, pedestrian crosswalk layout, and sign layout. Design also included traffic signal synchronization signal timing and pedestrian signal timing. She prepared estimated quantities, preliminary and final signal construction plans, and specifications.
03/05 – 11/05	Airline Hwy Widening SPN 700-99-0332 (Baton Rouge, LA) Brin designed 8 traffic signals as part of the Airline Hwy. widening project in Baton Rouge. Her design included traffic data collection, traffic signal equipment, signal synchronization timing, fiber communication, storage length calculations based on queues analyses, special provision specifications, quantities, and cost estimate. This project included fiber design to be the first Baton Rouge project to connect video surveillance images and traffic controller information to the ATM / EOC.

16. STAFF EXPERIENCE

	Firm Vectura Consulting Services, Inc.			
	Name: Laurence Lucius Lambert, II, PE, PTOE, PTP Title: Supervisor-Eng		Years of Relevant Experience with this Employer	10
			Years of Relevant Experience with Other Employer(s)	18
Degree(s) / Years / Specialization		B.S./1997/Civil Engr. M.S./2006/Civil Engr. (Transportation focus) M.B.A./2010		
Active Registration Number / State / Expiration Date		PE.0029901 / LA / 3/31/2028		
Year Registered		2001	Discipline	Civil
Contract Role(s) / Brief Description of Responsibilities		4. Traffic Engineering and Design Services-Analysis and Reports; Traffic Data Collection, Traffic Modeling & Analysis, TMP/MOT/Construction Sequencing, AJR/IJR/IMR Requests/ 12. Other Services- ITS Design and Support.		

Experience Dates	Experience and qualifications relevant to the proposed contract.
01/23 – 02/24	H.011504 Alexandria ITS Phase 2 Laurence was the project manager for a System Engineering Analysis Report, Engineering Opinion of Probably Construction Cost and Level 2 Transportation Management Plan.
07/23 – 11/23	H.015504.5 CCC Decorative Lighting Level 4 TMP (New Orleans, LA) Laurence was the project manager for a Level 4 Traffic Management Plan (TMP) for the Crescent City Connection (CCC). Laurence oversaw the lane closure analysis based on queuing. A safety analysis of the construction zone was also performed to identify any “hot spots”. The results were summarized in a report that was reviewed by DOTD.
02/21 - 03/21	H.013256.5 I-10 ITS Scott to Lake Charles (Southwest Louisiana) Laurence was the lead traffic engineer for a Level 2 Traffic Management Plan (TMP) for the construction of ITS equipment along I-10. The plan included a safety strategy that included a CAT Scan, LOS determination utilizing Citrix data, lane closure recommendations based on a queue analysis and public information strategies.
07/22 – 09/22	H.013716.5 – US 167: Camellia Blvd – Churchill Dr (Lafayette, LA) Pedestrian Count Study Laurence developed a technical memorandum as part of a DOTD Safety IDIQ contract to document if an approach at a signalized intersection met the warrants listed in the Traffic Engineering Manual Sections 3B.2.4 and 3B.2.8 for a pedestrian marked crosswalk.
03/21 – 03/22	H.014513.1 Lafayette Regional ITS Architecture Update Laurence completed an ITS System Inventory, identified all existing and future agreements between stakeholder organizations participating in the ITS operations in the Lafayette region, and updated the strategy for maintaining the regional ITS architecture.
10/21—03/22	H.013256.5 I-10 ITS Scott to Lake Charles (Lead Traffic Engineer) Laurence was the lead traffic engineer for a Level 2 Traffic Management Plan (TMP) for the construction of ITS equipment along I-10. The plan included a safety strategy that included a CAT Scan, LOS determination utilizing Citrix data, lane closure recommendations based on a queue analysis and public information strategies.
07/19 – current	MOVEBR New Capacity Projects Program Management (Baton Rouge, LA) At the beginning of the program, Laurence worked with the Capital Region Planning Commission to produce measures of effectiveness from the travel demand model to prioritize the MOVEBR project list. Laurence and Pong Wu developed a list of vehicle miles traveled, V/C ratios and vehicles hours of delay. Laurence also developed specifications of Rectangular Rapid Flashing Beacons (RRFB) for the City of Baton Rouge.
04/18 – 12/21	H.010960.5 LA 30 Roundabouts at Tanger & I-10 Gonzales (Ascension, LA) Laurence provided a Quality Control review of the temporary construction and sequence of construction plans. Vectura also provided Quality Control review of signing and striping plans at 30% and 60% plan sets to ensure the roundabouts conformed to the Pavement Markings Details Sheet PM-09 and the MUTCD details on roundabouts.

16. STAFF EXPERIENCE

04/18 – 12/21	H.011909.5-4 Roundabout: US 171 at Boone St. (Vernon Parish, LA) Laurence provided a Quality Control review of the temporary construction and sequence of construction plans. Vectura also provided Quality Control review of signing and striping plans at 30% and 60% plan sets to ensure the roundabouts conformed to the Pavement Markings Details Sheet PM-09 and the Manual on Uniform Traffic Control Devices (MUTCD) details on roundabouts.
09/17-04/18	US 11 at US 190 Bus. (Fremaux Ave.) Pedestrian Crosswalk Study and Traffic / Pedestrian Signal Equipment Design Slidell, LA Laurence assisted Brin in the development of a formal traffic study for a proposed crosswalk with pedestrian traffic signal equipment and pedestrian clearance timings based on DOTD requirements. Brin assisted with vehicle and pedestrian data collection, spot speed study, analyzed 3-year intersection crash data and developed signal timing for pedestrians to cross the street. From the design study, a set of Traffic Signal Modification Plans were developed to implement the recommended alternative.
10/17 - 10/18	H.013025 LA 182 (University Avenue) Corridor Planning Study (Lafayette, LA) Laurence was the lead transportation engineer for a Corridor Planning Study for LA 182. The scope focused on improving safety and mobility for pedestrian, bicycle, and transit users. Laurence collected AM & PM peak vehicle turning movement counts as well as pedestrian and bicycle counts. Laurence coordinated with the Acadiana Planning Commission to develop growth rates and design year volumes. Laurence then performed Highway Capacity Manual analysis for 5 intersections along the intersection analyses for the signalized and roundabout controlled alternatives. Included in the study was a safety analyses of five intersections and the intermediate segments. Based on the results of the safety analysis, Laurence provided design criteria to the design team for improving safety of pedestrians, bicycles, and vehicles.
09/18 – 02/19	H.013261.1 I-110 ITS Deployment Systems Engineering Analysis (Project Manager) As a sub-consultant, Laurence was the task leader for the Constraints & Alternatives Analysis as well as the Projects & Procurement Strategy portion of the project. The goal of the project was to deploy Close Circuit Television (CCTV) cameras and one Dynamic Message Sign (DMS) along the I-110 corridor from US 190 to US 61. To communicate with the field devices from the Traffic Management Centers (TMCs), installing fiber optics along the I-110 corridor was recommended. The fiber optics also allow communication to the traffic signals at the interchange ramps along I-110 to the TMC.
03/18 – 06/18	Shreveport Immediate ITS Phase 2b (Lead Traffic Engineer) Laurence was the task leader for Procurement and Alternative Analysis Configuration portions of the Systems Engineering Analysis (SEA) that complied with Code of Federal Regulations (CFR), Title 23, 940.11). The Alternatives Analysis Configuration consisted of analyzing three possible project configurations. The pros and cons of the needed equipment and communication options were documented. This task consisted of a field visit with DOTD staff to verify fiber optic lines, junction boxes and traffic signal controller types. The Procurement task consisted of investigating the methods of procurement for the deployment project where the procurement options for the pros and cons for each method were documented.
01/17 – 07/17	RPC Task ST-1.17 Minnesota Park Road Improvements (Tangipahoa Parish) Laurence was the task leader for a traffic data collection and intersection analyses of a Stage 0 feasibility study. Laurence utilized Sidra software to perform an alternative analyses Highway Capacity Manual Analyses that included STOP, signal, and a roundabout. The DOTD procedures for utilizing Sidra were followed for this project. Laurence stamped the final version of the traffic study for the Stage 0.
09/16 - 04/17	H.004957.5 I-12 To Bush - LA 3241 (I-12 – LA 36) Corridor Study (St. Tammany Parish, LA) Laurence was the lead traffic engineer for a DOTD traffic study for the new LA 3241 alignment with the purpose of obtaining both existing and projected future traffic variables in accordance with standard operating procedures typically performed in these types of analyses. Laurence worked closely with the NORPC and District 62 to develop design year volumes using data the TransCAD model. The traffic study examined concepts that improved the safety and efficiency of the roadway consistent with the latest DOTD policies related to access management. Laurence, along with Brin, collected 7-day, 24-hour counts w/ classification on mainlines, turning movement counts for morning and evening peak periods and speed data for mainlines. Laurence also developed a VISSIM traffic simulation model of the preferred alternative.

16. STAFF EXPERIENCE

		Firm Vectura Consulting Services, Inc.	
Name: Bridget Scheyd Robicheaux, PE, PTOE Title: Engineer		Years of Relevant Experience with this Employer	9
		Years of Relevant Experience with Other Employer(s)	9
Degree(s) / Years / Specialization		B.S./2007/Civil Engineering M.S./2014/Civil Engineering	
Active Registration Number / State / Expiration Date		PE. 0041272 / LA / 3/31/2027	
Year Registered		2016	Discipline Civil
Contract Role(s) / Brief Description of Responsibilities		4. Traffic Engineering and Design Services-Analysis and Reports; Traffic Control & Design	

Experience Dates	Experience and qualifications relevant to the proposed contract.
07/21 – current	H.007160 EBR Computerized Traffic Signal, Phase VB (Baton Rouge) Bridget has reviewed the signal mast arm shop drawings to assist the City-Parish of Baton Rouge in accepting the manufactured poles. Bridget also reviewed the traffic signal supports and documented all of her comments in a quality control tracker spreadsheet.
06/21 - 06/21	CP No. 16 CI-US-0032 Bus Rapid Transit (BRT) Improvement Project (Baton Rouge, LA) Bridget assisted with the traffic signal design of 19 signals along three corridors: Plank Road, 22nd Street and US 190 (Florida Street).
03/21 - 07/22	H.007160 - EBR Computerized Traffic Signal, Phase VB (Baton Rouge, LA) Bridget is part of the team responsible for Construction Engineering and Inspection. Bridget has reviewed the signal mast arm shop drawings (checking pole quantities and markups) to assist the City-Parish of Baton Rouge in accepting the manufactured poles.
04/20 - 07/20	H.004791 DOTD Belle Chasse Bridge & Tunnel Replacement Public-Private Partnership Project (Belle Chasse, LA) Bridget assisted the project engineer who designed the temporary traffic signal for the intersection of LA 23 at Engineers Rd by pulling crash data along LA 23, reviewing and summarizing crash reports, and performing CATScan analysis.
04/19 - 01/20	Traffic Studies for Broussard Middle School and Billeaud Elementary School (Lafayette Parish, LA) Bridget was the project engineer for developing a traffic study for two school entrances in Broussard, LA. Her tasks included traffic data collection, forecast traffic volume development, existing traffic analyses and future traffic analyses using HCM software. She performed turn lane warrants based on NCHRP Report Number 457 as well as storage lengths based on queues and DOTD requirements.
07/19 – current	MOVEBR New Capacity Projects Program Management (Baton Rouge, LA) Bridget assists Brin daily for the entire New Capacity Projects program management team. Bridget has performed multiple reviews of traffic studies and traffic signal designs. This includes reviewing raw data, unmet demand, volume maps, existing and build analyses, and safety analyses for accuracy and consistency throughout the report. She provides comments in a spreadsheet known as the Comment Tracker. All comments are posted in the Comment Tracker so that all parties are aware. Many of these projects are located on state routes and require approval by the Traffic Engineering staff of DOTD and EBR Traffic Engineering Department. She understands the current requirements for all aspects of traffic engineering projects. Using methods outlined in NCHRP 765, Bridget helped to develop design year volumes for the Jones Creek (Airline to Jefferson) MOVEBR project. She has developed Turn Lane tech memos for the MOVEBR Old Hammond Highway Segments 1A and two projects and for the MOVEBR Highland at Siegen project.
07/18 – 04/19	LA 1 Pedestrian Crosswalk Study and Traffic / Pedestrian Signal Design West Baton Rouge Parish, Addis, LA Bridget assisted Brin with the crosswalk study by pulling and formatting the crash data. She also assisted Brin with the crash analysis and formatting the findings.
10/17 - 07/18	Travel Demand Model Update: Southeast Louisiana Travel Model (New Orleans, LA) Bridget developed base year traffic volumes to calibrate and test of the regional travel demand as part of updating the New Orleans Regional Planning Commission Travel Demand Model in TransCAD. Specifically, Bridget obtained and reviewed the over 4,000 traffic counts (cars / trucks) that were used in the validation of the SELATRAM model to check for consistency, reasonableness, and completeness. She tabulated her results in a spreadsheet that was included in a technical memorandum.

16. STAFF EXPERIENCE

		Firm Vectura Consulting Services, Inc.	
Name: Reece Rodrigue, PE, PTOE, RSP1 Title: Engineer		Years of Relevant Experience with this Employer	6
		Years of Relevant Experience with Other Employer(s)	7
Degree(s) / Years / Specialization		B.S. / 2013 / Civil Engineering	
Active Registration Number / State / Expiration Date		PE. 0042074 / LA / 3/31/2028	
Year Registered		2017	Discipline Civil
Contract Role(s) / Brief Description of Responsibilities		4. Traffic Engineering and Design Services-Analysis and Reports; Traffic Control Design & Signal Design, Safety Analysis, Intersection Signing & Pavement Markings Design.	

Experience Dates	Experience and qualifications relevant to the proposed contract.
04/20 – 04/26	H.004791 DOTD Belle Chasse Bridge & Tunnel Replacement Public-Private Partnership Project (Belle Chasse, LA) Reece is responsible for designing the temporary traffic signal for the intersection of LA 23 at Engineers Rd. for eight phases of construction per the anticipated sequence of construction. Temporary pole location and heights were recommended for placement for use for all construction phases. Vehicle clearance interval calculations were conducted for each phase in accordance with DOTD and ITE guidance. Reece is responsible for producing the traffic impact analysis portion of the Traffic Management Plan that was also used in planning for the permanent and temporary signal timing plans. Reece was also responsible for producing the permanent signal plans for the LA 23 intersections at Engineers Road and at Burmaster Street. He evaluated stop bar locations, calculated vehicle, and pedestrian clearance intervals, designed the railroad preemption sequence for both at-grade crossings, designed the wiring layout, and developed the interconnect plan. In addition, Reece was responsible for reviewing and approving shop drawings that were submitted by the contractor for use in construction.
06/23 – 06/25	H.011507.1 Monroe Phase 3 SEA Reece visited the project site to document the controller type and detection needs at each signalized intersection within the right-of-way.
04/21 - current	MOVEBR Direct Select for Traffic Signal Design, Baton Rouge, LA Reece is a project engineer for the design of traffic signal upgrades at 10 intersections. This project included a traffic design report, preliminary and final plans for traffic signals that included traffic signal layout, fiber interconnect layout, fiber splicing diagrams, pedestrian crosswalk layout, and sign layout. The design also included traffic signal synchronization signal timing and pedestrian signal timing.
07/21 – 04/26	H.007160 - EBR Computerized Traffic Signal, Phase VB (Baton Rouge) Reece is part of the team responsible for Construction Engineering and Inspection. Reece has reviewed the signal mast arm shop drawings to assist the City-Parish of Baton Rouge in accepting the manufactured poles. Reece, with the DOTD, City-Parish and the Contractor conducted field visits to confirm pole foundation locations.
01/23 – 02/24	H.011504 Alexandria ITS Phase 2 Reece was the project engineer for a site visit, System Engineering Analysis Report, Engineering Opinion of Probably Construction Cost and Level 2 Transportation Management Plan.
01/21 – 05/21	H.013256 - I-10 ITS Scott to Lake Charles (Lafayette, Acadia, and Jefferson Davis Parishes) Reece was a member of the subconsultant team who was tasked with reviewing the ITS plans for 15 sites along I-10 where CCTV cameras were being installed. Reece was responsible for measuring anticipated construction quantities and producing a cost estimate for said quantities by using DOTD's Bid Tabulation and Cost Estimating Tool.
09/20 – 12/21	H.011909.5-4 Roundabout: US 171 at Boone St. (Vernon Parish) Reece was a project engineer, who participated in the production of the temporary signal design associated with the sequence of construction for the roundabout at US 171 at Boone St. He conducted a thorough analysis of the US 171 corridor's existing allowable movements and identified the movements that would be restricted during the proposed construction process and how it would impact the typical traffic patterns.

16. STAFF EXPERIENCE

09/20 – 12/21	H.010960.5 LA 30 Roundabouts at Tanger I-10 (Ascension Parish) Reece was a project engineer, who assisted in the production of the temporary signal design associated with the sequence of construction for the roundabouts on LA 30 in Gonzales, LA. This project consists of eight proposed construction phases. He assisted in calculating the temporary pole heights, determining the placement location for the temporary poles for each phase, measuring and calculating clearance intervals. Reece conducted a thorough analysis of the LA 30 corridor's existing allowable movements and identified the movements that would be restricted during the proposed construction process and how it would impact the typical traffic patterns.
04/20 - current	H.004791 DOTD Belle Chasse Bridge & Tunnel Replacement Public-Private Partnership Project (Belle Chasse) Reece is the project engineer who designed the temporary traffic signal for the intersection of LA 23 at Engineers Rd. The design of the temporary signals is set for eight phases of construction per anticipated sequence of construction. Temporary pole location and heights were recommended for placement for use for all construction phases. Vehicle clearance interval calculations were conducted for each phase in accordance with DOTD and ITE guidance. Reece is responsible for producing the traffic impact analysis portion of the Traffic Management Plan, which was also used in planning for the permanent and temporary signal timing plans. Reece also produced permanent signal plans for the LA 23 intersections at Engineers Road and at Burmaster Street. He evaluated STOP bar locations, calculated vehicle, and pedestrian clearance intervals, designed the railroad preemption sequence for both at-grade crossings, designed the wiring layout, and developed the interconnect plan. Reece maintains correspondence with the fellow design engineering team for product consistency. In addition, Reece reviewed and approved shop drawings that were submitted by the contractor.
04/21 - current	MOVEBR Direct Select for Traffic Signal Design, Baton Rouge, LA Reece is a project engineer for the design of traffic signal upgrades at 10 intersections. This project included a traffic design report, preliminary and final plans for traffic signals that included traffic signal layout, fiber interconnect layout, fiber splicing diagrams, pedestrian crosswalk layout, and sign layout. The design also included traffic signal synchronization signal timing and pedestrian signal timing.
02/20 – 09/21	College Drive Corridor Enhancement from Perkins Road to I-10 (Baton Rouge, LA) Reece was the task leader for organizing and formatting the data collection of the College Drive project limits. Tasks included in data collection were 7-day tube counts, intersection turning movement counts, approach tube counts, unmet demand observations, driveway counts, travel time runs, pedestrian / bicycle counts, and weaving counts.
07/19 – 12/19	Burgess Avenue at Duff Road Traffic Signal Design, Walker, LA Reece was responsible for the design of a fully actuated signalized intersection in the city of Walker, LA. The traffic signal was determined to meet signal warrants upon completion of the Foxglove subdivision in Livingston Parish, LA. Plans included road widening, signal face indication schedule, signal sequence chart, sign schedule, detector schedule, controller timing, wiring diagram, and free operation phasing diagram. Reece met with city officials to discuss the feasibility of constructing a traffic signal as opposed to other alternative measures for improving the intersection.
02/16 - 12/16	H.005733.5 US 190 Superstreet Task Order (St. Tammany Parish) Reece was a team member responsible for the layouts for the US 190 Superstreet signal designs. He created the preliminary plans using CAD software program MicroStation V8i. He aided in the technical design of each intersection. He conducted field inspections to verify locations of existing equipment as well as observing the area for feasible proposed utility locations. He attended project team meetings to discuss the project details as well as the plan-in-hand walk-through.
01/16 – 11/17	Ochsner Main Campus Traffic Signals (Jefferson Parish) Reece served as a design engineer for the traffic signal plans for the two Ochsner Main Campus access traffic signals with US 90 (Jefferson Hwy). The goal of the design was to implement updated pedestrian timings as well as optimize progression through the US 90 corridor. He reviewed traffic data and assigned time of day coordination timing parameters for the two intersections so that they may be included in the coordinated system west of the intersections. He used TruTraffic to determine the appropriate offset parameters so that vehicles may progress efficiently through the coordinated system. Plans for the two intersections were drafted in the form of DOTD's latest version of the TSI format. He was responsible for estimating construction quantities using DOTD's 2016 Spec Item list.



DOTD I-49 Environmental Impact Statement (EIS) Raceland to Westbank Expressway

AECOM was chosen by the Louisiana Department of Transportation and Development to provide engineering and environmental services necessary to perform an alternatives analysis, conduct a Line & Grade Study, perform traffic analysis, and prepare an Environmental Impact Statement (EIS) to ultimately achieve a Record of Decision (ROD) to convert existing US 90 to a full control of access highway that met interstate standards. This project extends from Bayou Lafourche in Lafourche Parish to the completed portion of the Westbank Expressway (US 90 Business) near Ames Boulevard in Jefferson Parish. This project includes an interchange with I-310 interchange in St. Charles Parish and with the US 90/US 90 Business interchange leading to the Huey P. Long Bridge crossing of the Mississippi River on US 90. The selected alternative, after numerous public meetings, includes 38.6 miles of interstate highway and an elevated crossing of Bayou Des Allemands. This project also is the first in Louisiana, not related to emergency recovery, to include the new SAFETEA-LU requirement for a Project Management Plan. The EIS and Record of Decision (ROD) were issued in 2008.

Relevance to Critical Projects IDIQ: *Planning, Alternative analysis, S&E design management, Hydrology & hydraulic analysis, Traffic analysis, Environmental, Public and stakeholder involvement, Utilities, Geotechnical, Road Design, Bridge Design*

Section 17

17. FIRM EXPERIENCE

Firm	AECOM Technical Services, Inc.		Discipline(s)*	Environmental, Planning, Bridge, Road, Other (Railroad Coordination), Traffic
Project name	I-49 Lafayette Connector Supplemental EIS, CSS, Bridge/Structural Design		Firm responsibility (prime or sub?)	Sub
Project number	H.004273		Owner's name	DOTD
Project location	Lafayette, LA		Owner's Project Manager	Tim Nickel, PE
Owner's address, phone, email	PO Box 94245, Baton Rouge, LA 70804-9245 Phone: 225.379.1110 Email: timothy.nickel@la.gov			
Services commenced by this firm (mm/yy)	2015	Total consultant contract cost (\$1,000's)		\$32,000
Services completed by this firm (mm/yy)	Ongoing	Cost of consultant services provided by this firm (\$1,000's)		\$12,997 (AECOM Fee)

FIRM MEMBERS INVOLVED:

- Derek Chisholm
- Tom Hunter
- Jonathan McDowell
- Ken Butler
- Gary Maji
- Daniel Boyd
- Gregory Trahan
- Jonathan Vavassuer
- Shelley Hartsfield
- Tuna Tariover
- Tom Herzog

RELEVANCY:

- Project management & quality plan
- Alternatives evaluation
- Complex nepa studies and permitting services for seis
- Context sensitive solutions
- Public involvement & community advisory services
- Complex and signature bridge design
- Led railroad coordination
- Graphic design and professional presentation material development

The 5.5-mile I-49 Lafayette Connector project is one of the largest undertaken by the DOTD with an estimated construction cost of \$2.2 billion. The project improves US 90/US 167 corridor with a controlled access facility from I-10 to the Lafayette Regional Airport with improvements to the surface roads and the Evangeline Thruway.

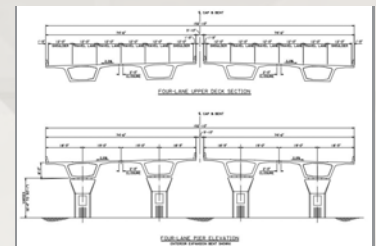
AECOM staff serve as members of the Lafayette Connector Partners (LCP) Project Management Team as task leaders for all structural design work, the environmental reevaluation and SEIS development, CSS planning and advisory services, public outreach, railroad coordination, and planning tasks including the development of a Cost and Schedule Risk Assessment (CSRA). Additionally, AECOM staff performed QC reviews of road design and participated in traffic operations and safety studies.

AECOM was tasked to lead and prepare a supplemental EIS (one of the most complex in the State) and obtain approvals and permits and to cultivate agreement and support on the preferred alternative. AECOM authored the draft SEIS and has nearly completed the cultural resources, including a Section 106 consultation process, noise and air analysis, wetlands, T&E, other natural resource impact analyses, environmental justice, visual analysis, relocation planning, and railroad coordination.

AECOM developed the 2022 TransComm Award-winning Virtual Reality Room as part of a Public Information Meeting Website to be able to hold a public informational meeting during COVID restrictions.

The AECOM-led bridge team evaluated three alternatives for the mainline viaduct and bridge over Vermilion River. AECOM developed a bridge evaluation scoring matrix that considered total costs, maintenance of traffic impacts, and bridge aesthetics criteria. Numerical criteria scoring and weighing factors were assigned as part of a quantitative approach to identifying a preferred structure. Total costs developed considered both initial construction and long-term maintenance costs. Signature feature bridge options were also considered.

AECOM worked with the DOTD Railroad section to lead meetings and support coordination with Amtrak, BNSF Railroad, and L&D Railroad for the railroad crossings across the Evangeline Thruway, at the proposed East Kaliste Saloom Road interchange, and other railroad crossings identified in previous studies in downtown Lafayette. AECOM also supported the preparation of the concept engineering application for the grade separated crossing at the East Kaliste Saloom Road interchange.



17. FIRM EXPERIENCE

Firm	AECOM Technical Services, Inc.		Discipline(s)*	Environmental, Planning, Bridge, Road, Traffic, Other (Tolling)
Project name	Red River Bridge at Jimmie Davis Highway, Environmental Assessment (EA), Supplemental EA, Line & Grade, and Toll Study		Firm responsibility (prime or sub?)	Prime
Project number	H.008068, H.008069, H.008244		Owner's name	Louisiana DOTD
Project location	Bossier and Caddo Parishes, LA		Owner's Project Manager	Ken Dugas
Owner's address, phone, email	PO Box 94246, Baton Rouge, LA 70804; 225.379.1071/225.242.4516/225.379.1652; ryan.reviere@la.gov /ezekiel.onyegbunam@la.gov/catherine.mastin@la.gov			
Services commenced by this firm (mm/yy)	12/08	Total consultant contract cost (\$1,000's)		Stage 0: \$291; EA: \$915; SEA: \$513
Services completed by this firm (mm/yy)	03/23	Cost of consultant services provided by this firm (\$1,000's)		Stage 0: \$225; EA: \$588; SEA: \$489

FIRM MEMBERS INVOLVED:

- Jonathan McDowell
- Gary Maji
- Stephen McCullough
- Derek Chisholm
- Gregory Trahan
- Lou Costa
- Tom Hunter

RELEVANCY:

- Major Bridge of Navigable Waterway
- Wetlands and Threatened and Endangered Species Studies
- Prepared EA & Supplemental EA
- Performed Toll Study
- Road Design/Geometrics
- Bridge Design & Alternatives Analysis
- Hydrology & Hydraulics
- Traffic Analysis & Modeling

The Red River Bridge at Jimmie Davis Highway is a major river crossing over a navigable section of the Red River. Tasks included Stage 0 study, preparation of NEPA Environmental Assessment (EA) and Supplemental Environmental Assessment (SEA), public information and engagement, Complete Streets design, road design, bicycle and pedestrian facility design, bridge design, hydraulics design, a bridge alternatives type and size analysis, toll study, environmental data collection and studies, traffic analysis, and noise analysis.

Initially, AECOM prepared a Stage 0 Feasibility Study and subsequently an Environmental Assessment (EA) that obtained a Finding of No Significant Impact (FONSI) from the FHWA. In 2017, the DOTD initiated a Supplemental Environmental Assessment (SEA) to identify a new preferred alternative that will satisfy the purpose and need of the project and maintain the use of the existing truss bridge.

In addition to the new bridge crossing over the Red River for westbound LA 511, the project includes interchange modifications with Clyde Fant Parkway, providing a full interchange at Arthur Ray Teague Parkway that parallels the Red River in Bossier City, access and superstreet improvements to Jimmie Davis Highway (LA 511), other roadway network improvements for access to LA 511, and a bicycle/pedestrian trail across the Red River to connect the existing trails on each side of the river.

The preliminary engineering for the SEA was used as a basis of design for the current Design-Build project for the construction of the new bridge crossing.

Since the existing 2-lane Jimmie Davis Bridge is eligible for the National Register of Historic Places and is not beyond repair, it cannot be demolished. Although its use as the alignment of the trail has been studied, that would require that a third party take responsibility for its maintenance, and no third party has been identified. Therefore, the 2015 Selected Alternative and the 2019 Preferred Alternative both provide a new westbound bridge with 2 vehicular travel lanes and the trail. The eastbound traffic would continue to use the existing bridge, which is scheduled to be rehabilitated under another contract.



17. FIRM EXPERIENCE

Firm	AECOM Technical Services, Inc.		Discipline(s)*	Bridge, Road, Traffic, Environmental
Project name	DOTD Bridge Preventative Maintenance IDIQ		Firm responsibility (prime or sub?)	Prime
Project number	H.001970, H.011993, H.015603		Owner's name	DOTD
Project location	Statewide		Owner's Project Manager	Brian Allen
Owner's address, phone, email	1201 Capitol Access Road, Baton Rouge, LA, 70802, 225.379.1840, brian.allen@la.gov			
Services commenced by this firm (mm/yy)	06/23	Total consultant contract cost (\$1,000's)		\$662
Services completed by this firm (mm/yy)	Ongoing	Cost of consultant services provided by this firm (\$1,000's)		\$632

FIRM MEMBERS INVOLVED:

- Daniel Boyd
- Jonathan McDowell
- Gregory Trahan
- Sarah Elsworth
- Jonathan Giardina
- Gary Maji

SUBCONSULTANT INVOLVED:

- T. Baker Smith, LLC
- Vectura Consulting Services, LLC

RELEVANCY:

- Bridge Design over Navigable Waterways
- Retaining/Noise Wall Design
- Roadway & Traffic Design
- Bridge Inspection
- NEPA Environmental Studies and Permitting
- Maintenance of Traffic/Sequence of Construction



The AECOM Team currently holds a DOTD Bridge Preventative Maintenance IDIQ contract to provide "as-needed" support to DOTD Bridge Division for the development of transportation bridge replacement, bridge evaluation, bridge maintenance & repair, and emergency design services. This work also includes roadway, traffic and environmental design services as necessary to support the bridge design. The following projects highlight our team's diverse and relevant bridge design experience:

DOTD (H.001970), LA 561 Bridge Replacement over Boeuf River, Hebert, LA: AECOM performed preliminary roadway and bridge design for the replacement of an existing 3-span truss bridge over the Boeuf River in Richland and Caldwell Parishes. The AECOM Team worked integrally with DOTD project manager, geotechnical, environmental, and district staff to confirm approach roadway, drainage, maintenance of traffic, right-of-way, utility, and bridge requirements to replacement this structurally deficient bridge. AECOM is currently scoping final design services with the DOTD/PM, Dana Feng and is expecting to get NTP later this summer.

DOTD (H.011993), LA 10 Bridge over Bayou Carron, St. Landry Parish, LA: AECOM performed final bridge design services for the replacement of an existing truss bridge over Bayou Carron. The AECOM Team worked integrally with the DOTD/PM, Dana Feng, geotechnical, roadway, and district staff to develop final design calculations, bridge quantity cost estimates, and construction documents for the advertisement of this 3-span replacement bridge using LG36 precast, pretensioned concrete girders.

DOTD (H.015603), LA 641 Bridge over I-10, Gramercy, LA: After an over-height equipment trailer impacted a portion of the LA 641 Bridge spanning across the WB lanes of I-10 bridge, DOTD Maintenance Division performed an emergency bridge inspection to confirm structure damage and load posting requirements. After this initial assessment, the DOTD/PM, Phillip Grasso, contacted AECOM to perform a detailed superstructure inspection and bridge load rating LA 561 Bridge to identify structure mitigations to repair this bridge. AECOM developed final bridge girder repair plans, special provisions, sequence of construction plans, and construction cost estimates to improve the bridge load rating and extend the bridge service life for this 1584-ft, multi-span, pretensioned concrete line girder structure.

DOTD (H.013832), LA 6 Red River Bridge, Grand Ecore, LA: AECOM is currently scoping Stage 0/1 design services to develop and evaluate potential deck rehabilitation alternatives to arrest bridge deterioration and extend the bridge service life for this 1879-ft, multi-span, steel plate girder structure that includes a 975-ft long, two-girder 3-span main unit. The 2009 bridge deck replacement is starting to exhibit deterioration and now requires periodic maintenance in the main unit to minimize deck delaminations and spalling on the travelled deck surface.

Bridge to Box Culvert Bundle (H.016313, H.016315, H.016316, H.016317, H.016321, H.016322, H.016323, H.016324, & H.016326), Statewide, LA. AECOM is currently scope of the environmental studies to produce a Categorical Exclusion, permitting support, road design, hydraulics design, sequence of construction, and bridge design to replace the 11 rural timber supported, concrete slab span bridges with box culverts.

17. FIRM EXPERIENCE

Firm	AECOM Technical Services, Inc.		Discipline(s)*	Road, Bridge, Traffic
Project name	Southeast Connector Design-Build Project		Firm responsibility (prime or sub?)	Lead Design
Project number	N/A		Owner's name	TxDOT
Project location	Tarrant County, TX		Owner's Project Manager	Justin Thomey
Owner's address, phone, email	2501 SW Loop 820, Fort Worth, TX 76133, 817.371.4106, justin.thomey@txdot.gov			
Services commenced by this firm (mm/yy)	2020	Total consultant contract cost (\$1,000's)		\$85,695
Services completed by this firm (mm/yy)	2024 (Design)	Cost of consultant services provided by this firm (\$1,000's)		\$38,000 (AECOM Fee)

FIRM MEMBERS INVOLVED:

- David Wymore
- Matt Gunn
- Rollin Ewart
- Daniel Boyd
- Stephen McCullough

RELEVANCY:

- Major design-build project (Alternative Delivery)
- Road & Bridge Design of a Heavy, Congested System of Controlled Access Highways
- Retaining Wall Design
- Hydraulic Analysis and Design
- Utility Coordination
- Signs and Striping
- Complex Maintenance of Traffic/Sequence of Construction
- Traffic Analysis for Operational efficiency and Mobility and Safety



AECOM is serving as lead design firm for the Southeast Connector Design-Build Project.

In this role, AECOM is working with Kiewit Engineering Group, Inc. to support SouthPoint Constructors, a fully integrated joint venture between Kiewit Infrastructure South Co. and Austin Bridge & Road, LP. The nearly \$1.6 billion Southeast Connector project consists of the design, construction, and maintenance of approximately 16 miles of non-tolled freeways, frontages, and local access roads in the Fort Worth area at interchanges 1-820, 1-20, and US 287. Once delivered, the design-build project is anticipated to improve overall mobility, operational efficiency, accessibility, safety, and emergency response within the city limits.

The Southeast Connector corridor is a highly utilized freeway that services the DallasFort Worth Metroplex. The project is a total reconstruction of 1-20, 1-820 and US 287. This reconstruction is necessary as this location represents some of the highest accident rates in the Metroplex area. AECOM also leads the maintenance of traffic design on the project. AECOM is developing a design that will minimize the number of traffic switches while maximizing the available construction area.

This is considered the largest investment in transportation infrastructure for the TxDOT Fort Worth district. AECOM's design scope includes:

I-20 from Forest Hill Drive to Little Road: The construction of one additional general-purpose lane ("GPL"), plus four-lane collector-distributors in each direction, the reconstruction and realignment of existing GPLs, frontage roads, US 287/1-20 interchange, on- and off-ramps, and transition work.

I-820 from I-20 to Ramey Avenue: The construction of two additional GPLs, plus one additional frontage road lane in each direction, the re-construction and realignment of existing GPLs, frontage roads, 1-20/1-820 interchange and transition work.

For US 287 from Village Creek Road to Sublett Road: One additional GPL in each direction, the reconstruction and realignment of existing GPLs, frontage roads, US 287/1-820 interchange, on- and off-ramps, and transition work.

This project is considered the largest ever investment in transportation infrastructure for the TxDOT Fort Worth district.

17. FIRM EXPERIENCE

Firm	AECOM Technical Services, Inc.		Discipline(s)*	Planning, Bridge, Road, Other (Railroad Coordination & Design), Traffic
Project name	Louisiana International Terminal: LA 46 Realignment and Rail Overpass, LA 39 Improvements, and Terminal Access Road and Interchange		Firm responsibility (prime or sub?)	Prime
Project number	N/A		Owner's name	Board of Commissioners of the Port of New Orleans
Project location	St. Bernard Parish, LA		Owner's Project Manager	Chris Gilmore
Owner's address, phone, email	1350 Port of New Orleans Place, New Orleans, LA 70130, (504) 528-3321, chris.gilmore@portnola.com			
Services commenced by this firm (mm/yy)	8/21	Total consultant contract cost (\$1,000's)		\$4,019 (Prelim Design Only)
Services completed by this firm (mm/yy)	12/23	Cost of consultant services provided by this firm (\$1,000's)		\$3,274 (Prelim Design Only)

FIRM MEMBERS INVOLVED:

- Jonathan McDowell
- David Wymore
- Gregory Trahan
- Thomas Hunter
- Daniel Boyd
- Jonathan Giardina
- Sreeni Bollu
- Anthony Holder
- Azhar Jabbar

SUBCONSULTANT INVOLVED:

- Eustis Engineering

RELEVANCY:

- Project Management
- Grants Applications and Agreements
- Value Engineering
- Roadway & Bridge Design
- Hydraulic Analysis and Design
- Utility Coordination
- Lighting Design
- ITS Design and Support Services
- Graphic Design and Professional Presentation Materials Development
- Public Relations and Communication Advisory Services
- Alternative Delivery (CMAR) Technical Services
- Railroad and Utility Coordination
- Traffic Analysis
- Sequence of Construction
- Road Design Services During NEPA Environmental Impact Statement (EIS) Process

AECOM prepared the successful development of a MEGA and INFRA grant application and the Port of New Orleans was awarded \$300 million for the Louisiana International Terminal project, the largest economic development grant in Louisiana history.

AECOM provided all planning, preliminary (30%) design, and permitting support for the \$2.0B Louisiana International Terminal (LIT) for the Port of New Orleans. AECOM continues as the lead designer for the CMAR delivery of Phase 1 of the terminal.

AECOM provided the concept development, alternatives analysis, and 30% Design plans for:

- » Modifications to LA 39, a four lane arterial highway, including highway overpasses, folded-diamond interchange ramps with the new Terminal Access Road, and drainage improvements;
- » The relocation of LA 46 and grade separated overpass over the yard lead railroad tracks
- » Relocated Norfolk Southern Railroad Tracks
- » Utility Coordination and Conflict Analysis
- » A new Terminal Access Road, Entry Gate Facilities, and a truck Rest Area and parking areas
- » A bicycle trail and Miss. River Levee improvements across the frontage of the terminal property
- » Feasibility Planning and Alternative Analysis for the development of the LIT Connector Road and Bridge

Additional services include

- » Participation in and Development of Materials for Public Information Meetings including renderings of the full terminal development and all adjacent infrastructure and road improvements
- » Cost Estimation and Risk Analysis for various elements of the terminal development
- » Participation in and Design Review for Value Engineering Workshops
- » Road Lighting design for the wharf access ramps



17. FIRM EXPERIENCE

Firm	ELOS Environmental, L.L.C.		Discipline(s)*	Environmental
Project name	I-10 Highland to LA 73 Design-Build		Firm responsibility (prime or sub?)	Sub
Project number	SPN No. H.009250		Owner's name	LADOTD and Sigma Consulting Group, Inc.
Project location	East Baton Rouge Parish, LA to Ascension Parish, LA		Owner's Project Manager	Robbie Lear
Owner's address, phone, email	Sigma Consulting Group, Inc. 10305 Airline Hwy, Baton Rouge, LA 70816, (225) 298-0800, rlear@sigmacg.com			
Services commenced by this firm (mm/yy)	08/17	Total consultant contract cost (\$1,000's)		\$179
Services completed by this firm (mm/yy)	07/18	Cost of consultant services provided by this firm (\$1,000's)		\$33,500

FIRM MEMBERS INVOLVED:

- Lucas Watkins
- Brian Fortson
- Drake Arnone

RELEVANCY:

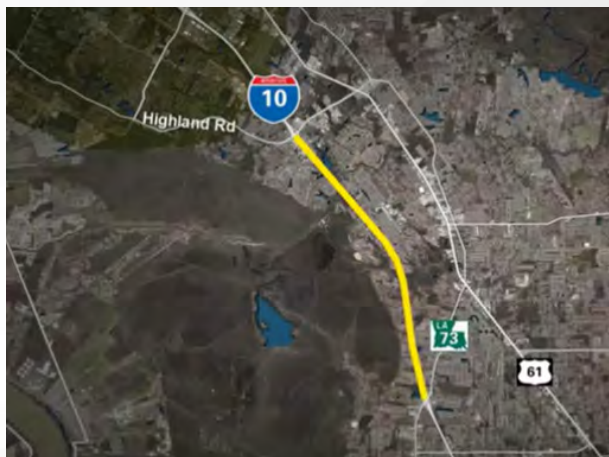
- Coordinated and obtained all necessary permits, including a Scenic Stream permit,
- Close coordination with contractor to ensure compliance.
- Work on a critical regional infrastructure corridor.

ELOS was contracted to serve as the environmental compliance manager for the fast-track interstate widening project spanning from Highland Road in Baton Rouge to LA 73 in Prairieville. The project involved widening approximately six miles of I-10—from a quarter mile west of the I-10/Highland Road to east of the I-10/LA 73 interchanges—expanding the roadway from two lanes in each direction to three lanes.

As the environmental compliance manager, ELOS was responsible for overseeing all permitting and construction monitoring activities to ensure regulatory compliance throughout the project's duration. This included renewing **Section 10/404 Clean Water Act permits, securing Scenic Stream permits, and coordinating with relevant federal and state agencies.** ELOS prepared comprehensive stormwater management and pollution prevention plans for both temporary and permanent project features, including construction staging areas, work zones, and permanent right-of-way improvements. Our scope of work encompassed:

- Conducting field assessments to identify environmentally sensitive areas and potential impacts;
- Developing and implementing best management practices (BMPs) to control erosion, sedimentation, and stormwater runoff during all phases of construction;
- Preparing and submitting required permit applications and supporting documentation;
- Monitoring construction activities to ensure adherence to permit conditions and mitigation measures;
- Providing regular compliance reports and updates to project stakeholders and regulatory agencies;
- Coordinating with contractors, engineers, and agency representatives to promptly resolve any compliance issues or unforeseen environmental concerns.

ELOS ensured that the project proceeded efficiently, remained in compliance with all applicable environmental regulations, and successfully minimized impacts to water resources, wetlands, and other environmental factors. **This widening project was officially classified by the LADOTD as a critical regional infrastructure and freight corridor project.**



17. FIRM EXPERIENCE

Firm	ELOS Environmental, L.L.C.		Discipline(s)*	Environmental
Project name	LA 3234 Extension to Hammond Airport Stage 1 EA		Firm responsibility (prime or sub?)	Sub
Project number	H.008915.2		Owner's name	LADOTD and N-Y Associates, Inc
Project location	Tangipahoa Parish, LA		Owner's Project Manager	Peggy Jo Paine
Owner's address, phone, email	1201 Capitol Access Rd, Baton Rouge, LA 70802, 225-379-065, peggy.paine@la.gov			
Services commenced by this firm (mm/yy)	01/17	Total consultant contract cost (\$1,000's)		\$850
Services completed by this firm (mm/yy)	06/20	Cost of consultant services provided by this firm (\$1,000's)		\$101,383

FIRM MEMBERS INVOLVED:

- Lucas Watkins
- Brian Fortson

RELEVANCY:

- Coordinated and obtained all necessary permits, including a mitigation.
- Close coordination with contractor to ensure compliance.
- Work on a critical regional infrastructure corridor.

ELOS was contracted to provide environmental services for the LA-3234 Extension project (including three alternatives) spanning from LA-1065 to Hammond Airport. Each alternative included a new bridge crossing, an upgrade of a portion of US 190 to four-lane capacity, and, at most, five roundabouts. Two of the alternatives included an at-grade railroad crossing. In addition to analyzing (and potentially aligning) the three Stage 0 alternatives, ELOS also needed to analyze the No-Build Alternative. forte

As part of this project, ELOS prepared cost estimates for environmental mitigation associated with unavoidable project impacts. These estimates addressed a range of potential requirements, including **mitigation for wetlands, hazardous waste, and cultural resources**, ensuring that all regulatory and environmental obligations are fully considered during project planning and execution.

A wetland delineation was performed to evaluate the presence and potential extent of jurisdictional wetlands and other waters of the United States in accordance with USACE requirements. This involved detailed field investigations to accurately map wetland boundaries and assess hydrology, vegetation, and soil conditions within the project area. During field surveys, ELOS also conducted a biological survey to identify **threatened and endangered species** potentially present in the project area. Prior to conducting fieldwork, ELOS confirmed the presence of all federally and state-listed species through desktop review and analysis of available data sources. This ensured that the biological survey was targeted and comprehensive, supporting regulatory compliance and project planning.

Additionally, ELOS conducted a **Phase I Environmental Site Assessment (ESA)** based on data from the project's feasibility study. The purpose of the Phase I ESA was (1) to identify recognized environmental conditions (REC) in, on, or at the proposed alignments that would have an effect on the project, (2) prepare a comparative analysis of potential hazardous waste contamination among the alternatives, and (3) make a recommendation about the need for additional assessments or actions prior to real estate acquisition or construction of the project.

Through these services, ELOS has provided **USACE nationwide permit applications, NEPA categorical exclusions**, critical data, analysis, and recommendations to guide the project through regulatory approval and successful implementation, while minimizing environmental impacts and ensuring full compliance with applicable laws and standards. **This project was officially classified by the LADOTD as a critical regional infrastructure and freight corridor project.**



17. FIRM EXPERIENCE

Firm	Eustis Engineering, L.L.C.	Discipline(s)*	Geotech
Project name	I-10 and I-12 College Drive Flyover Ramp Design-Build Project	Firm responsibility (prime or sub?)	Sub
Project number	H.013897	Owner's name	LADOTD Through Boh-G.E.C., Inc. Design-Build Team
Project location	East Baton Rouge Parish, LA	Owner's Project Manager	Sherri LeBas, P.E.
Owner's address, phone, email	8282 Goodwood Boulevard, Baton Rouge, Louisiana, 225-612-4107, slebas@gecinc.com		
Services commenced by this firm (mm/yy)	03/25	Total consultant contract cost (\$1,000's)	Unknown
Services completed by this firm (mm/yy)	06/25	Cost of consultant services provided by this firm (\$1,000's)	\$635.7

FIRM MEMBERS INVOLVED:

- Matthew K. Morales, P.E.
- Lawrence W. Rome
- Gwendolyn P. Sanders, P.E.
- Patrick Thurmond, P.E.

RELEVANCY:

- Geotechnical Field Investigations
- Laboratory Testing and Analysis
- Geotechnical Analysis and Design
- Field Construction and Monitoring



This project included a variety of interchange improvements to I-10 West and College Drive including a flyover ramp exit to College Drive in advance of the I-10 and I-12 West merge; a modified exit from I-12 West to College Drive; and a parallel, separated at-grade ramp along I 10 West to the existing College Drive Interchange. Eustis Engineering L.L.C. was part of the design-build team participating in all aspects of this project.

Eustis Engineering L.L.C. completed an exploration of the site to supplement available data comprising ten undisturbed borings, eight cone penetration tests, and fourteen auger or direct push borings. Coordination of traffic control, permitting and safe execution of this exploration in this active and congested interstate corridor were completed by our team. Soil mechanics laboratory tests performed in our accredited laboratory on collected samples consisted of natural water content, unit weight, one-point unconsolidated undrained triaxial compression shear, Atterberg liquid limits and plastic limits, grain size sieve analyses, hydrometer analyses, and one-dimensional consolidation tests. These data were published in a GEOT-01 Geotechnical Exploration Data Report that was reviewed by the State of Louisiana, Department of Transportation and Development (LaDOTD) to confirm compliance with their design requirements.

The design services included developing separate geotechnical design reports for each of seven major project features, specifically a sound barrier/noise-wall; the roadway (mainline and exit ramps); the Ward Creek Bridge widening; the I-10 Westbound Bridge over I-12, including driven piles and drilled shafts; retaining and/or Mechanically Stabilized Earth (MSE) walls at modified bridge abutments; box culverts or flumes for site drainage; high mast lighting, Intelligent Transportation Systems (ITS); and other miscellaneous features. GEOT-09 is the design report for the roadway. This report included evaluation of temporary and permanent asphaltic concrete pavements as well as temporary and permanent Portland Cement Concrete pavements. The LaDOTD provided reviews of draft and final reports and verified design standards were met. We also participated in weekly progress meetings with the project design team and with the project stakeholders. Design review meetings were conducted as part of the quality review process. Our services during construction included observation or performance of testing, including dynamic pile testing.

17. FIRM EXPERIENCE

Firm	Eustis Engineering, L.L.C.	Discipline(s)*	Geotech
Project name	Louisiana International Terminal	Firm responsibility (prime or sub?)	Prime
Project number	EE 24618.00-.12	Owner's name	Port of New Orleans
Project location	Violet, LA	Owner's Project Manager	Chris Gilmore, P.E., PMP
Owner's address, phone, email	1350 Port of New Orleans Place, New Orleans, Louisiana, 504-522-2551, chris.gilmore@portnola.com		
Services commenced by this firm (mm/yy)	06/21	Total consultant contract cost (\$1,000's)	Unknown
Services completed by this firm (mm/yy)	Ongoing	Cost of consultant services provided by this firm (\$1,000's)	\$3,648

FIRM MEMBERS INVOLVED:

- Patrick A. Thurmond, P.E.
- Lawrence W. Rome
- Gwendolyn P. Sanders, P.E.
- Matthew K. Morales, P.E.

RELEVANCY:

- Geotechnical Field Investigations
- Laboratory Testing and Analysis
- Geotechnical Analysis and Design
- Field Construction and Monitoring

Eustis Engineering L.L.C. has been actively involved in the Port of New Orleans - Louisiana International Terminal project since 2021. Eustis Engineering's involvement in the project includes a comprehensive range of geotechnical services. These services are essential for understanding the subsurface conditions and providing the necessary data for the design and construction of the terminal's infrastructure. The scope of work involves:

1. **Geotechnical Exploration:** Eustis Engineering conducted extensive geotechnical explorations to gather data on the soil and subsurface conditions at the project site. This includes performing cone penetration tests (CPTs) and soil borings to various depths to assess the soil's properties and behavior under different loading conditions. These explorations occurred over land and water.

2. **Data Analysis and Reporting:** The data collected from the geotechnical explorations were meticulously analyzed to develop a comprehensive understanding of the site's subsurface conditions. Eustis Engineering prepared detailed geotechnical data reports and design reports including recommendations for foundation design, soil stabilization, and other critical aspects of the project.

3. **Load Testing and Monitoring:** Eustis Engineering conducted static and dynamic load tests to evaluate the performance of the proposed foundation systems. This includes monitoring the behavior of the soil and foundation elements under different loading conditions to ensure they meet the project's design criteria. This includes test piles instrumented with strain gauges to assess load distribution.

4. **Test Embankment Design, Instrumentation, and Monitoring.** Our geotechnical instrumentation services are essential for understanding the subsurface conditions and providing the necessary data for the design and construction of the terminal's infrastructure. Types of instrumentation and their use include **Piezometers** (to assess groundwater conditions and their impact on the soil's behavior), **Settlement Plates** (to observe the magnitude and rate of settlement to calibrate theoretical models), **Inclinometers** (to measure the lateral movement of the soil to detect potential slope instability or lateral soil movement), **Extensometers** (to measure the deformation of the soil to predict performance of the foundation systems), and **Data Loggers** employed to allow for real time monitoring and analysis of the selected instruments.

Eustis Engineering's contributions to the Port of New Orleans - Louisiana International Terminal project also include construction materials testing. This includes testing of soils used as embankment fill for the test surcharges and on-site observations of the clearing, stripping, and site preparation activities at the test embankment sites. In addition, our CMT technicians log the installation of the driven concrete piles for the pile load testing program.

17. FIRM EXPERIENCE

Firm	Eustis Engineering, L.L.C.	Discipline(s)*	Geotech
Project name	Bayou Barataria Bridge	Firm responsibility (prime or sub?)	Prime
Project number	H.004420.5/H.015028.6	Owner's name	LADOTD
Project location	Jefferson Parish, LA	Owner's Project Manager	Kristy Smith
Owner's address, phone, email	5080 Florida Boulevard, Baton Rouge, Louisiana, 70806, 225-929-9133, kristy.smith2@la.gov		
Services commenced by this firm (mm/yy)	01/21	Total consultant contract cost (\$1,000's)	Unknown
Services completed by this firm (mm/yy)	Ongoing	Cost of consultant services provided by this firm (\$1,000's)	\$1,108 (to date)

FIRM MEMBERS INVOLVED:

- Matthew K. Morales, P.E.
- Lawrence W. Rome
- Gwendolyn P. Sanders, P.E.
- Patrick A. Thurmond, P.E.

RELEVANCY:

- Geotechnical Field Investigations
- Laboratory Testing and Analysis
- Geotechnical Analysis and Design
- Field Construction and Monitoring

The existing Bayou Barataria Bridge is being replaced with a new structure that will be 963 feet long and supported by 13 pile bents comprising square, precast concrete piles. An unequal arm swing span, 183 feet long, is proposed between Bents 6 and 8 to provide a horizontal channel clearance of 85 feet within Bayou Barataria. Mill and overlay of existing pavements along portions of LA Highways 45 and 3257 are planned. Portions of these highways will also be raised and widened, and approximately one mile of LA Highway 45 will be shifted 30 feet to the east into the marsh.

For the design of this project (H.004420.5), Eustis Engineering L.L.C. obtained the relevant Coastal Use Permits for the marsh as well as the roadway and marine locations. We also obtained necessary land access permissions. Drilling comprised 24 soil borings. Of these borings, 20 were drilled over marsh or water to depths ranging from 100 to 200 feet below the mudline. The remaining four borings were drilled to depths of 20 feet through existing pavements to evaluate proposed drainage structures and provide recommendations for mill and overlay of existing pavement sections to be incorporated into the final design. Geotechnical design analyses included estimates of vertical pile load capacity, effects of scour on pile capacity, soil-pile interaction to evaluate lateral loads, and pile group settlement. Additional analyses were performed to evaluate ground settlement, settlement surcharge/remediation programs, retaining walls, slope stability, and pavement design. Deliverables included a geotechnical data report, a geotechnical design report, and an electronic boring log data file.

For the construction phase of this project (H.015028.6), Eustis Engineering is completing engineering during construction services as a prime to the LaDOTD and is also providing selected construction materials testing services as a subcontractor. We have completed a Wave Equation Analysis of Piles (WEAP) driveability study and are performing dynamic pile testing on the monitor piles and selected job piles. We have also developed and implemented a vibration monitoring plan and have reviewed surcharge operations to date. Testing services have included logging the installation of driven square, precast concrete piles.

17. FIRM EXPERIENCE

Firm	Forte & Tablada, Inc.	Discipline(s)*	Survey
Project name	Calcasieu River Bridge (HBI)	Firm responsibility (prime or sub?)	Prime
Project number	H.003931	Owner's name	LADOTD
Project location	Calcasieu, LA	Owner's Project Manager	Barrett Smith
Owner's address, phone, email	1201 Capitol Access Road, Baton Rouge, LA 70802, 225-379-1292, Barrett.Smith@la.gov		
Services commenced by this firm (mm/yy)	07/23	Total consultant contract cost (\$1,000's)	\$4,282
Services completed by this firm (mm/yy)	Ongoing	Cost of consultant services provided by this firm (\$1,000's)	\$4,282

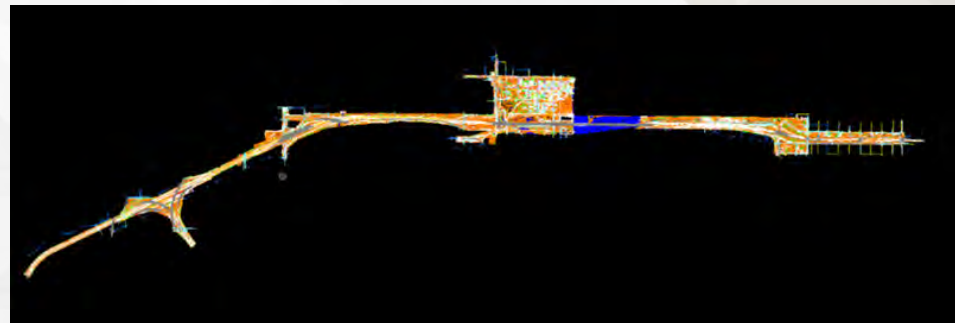
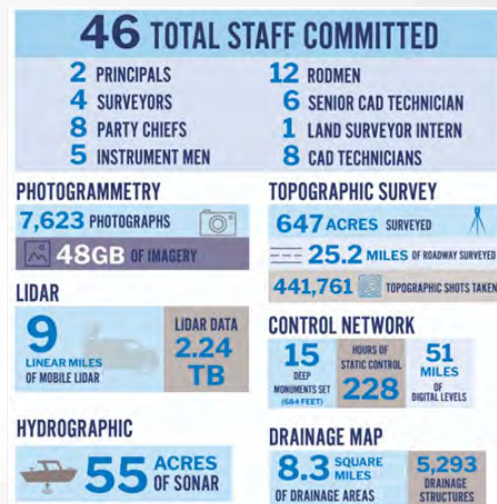
FIRM MEMBERS INVOLVED:

- Joey Coco, PE, MBA
- Brad Holleman, PLS, PE
- Ross Wilson, PLS
- Brent Campbell

RELEVANCY:

- Topographic Survey
- Hydrographic Survey
- Utility Survey
- Drainage Maps

Forte and Tablada completed this survey comprised of four task orders under multiple IDIQ Contracts for Professional Surveying Services for LADOTD. Spanning approximately 7 miles, it involved a comprehensive topographic survey of interstate I-10, the I-10 Bridge over the Calcasieu River, and the Calcasieu River Ship Channel, with much of the work conducted within a high-traffic industrial area. Our team established primary survey control, including deep rod monuments meeting National Geodetic Survey standards, to ensure accurate data collection. We conducted a comprehensive topographic survey that met LADOTD On-System survey standards, utilizing conventional, terrestrial LiDAR, and Mobile LiDAR survey methods to minimize risks to field crews. Particularly, LiDAR survey methods enabled detailed capture of deck and substructure features of multiple bridges. Additionally, we performed a multibeam hydrographic survey of the channel, adjacent water bodies, and canals within the project limits, which included identifying existing bridge substructures, fender systems, and debris, complemented by a magnetometer survey. Services also encompassed producing an existing drainage map covering the survey area and a half-mile perimeter beyond, as well as utility surveys assisted by a Subsurface Utility Engineer's utility locations. The project's magnitude necessitated the mobilization of up to 6 crews, demonstrating Forte and Tablada's capability to efficiently execute large-scale topographic survey tasks within tight project timelines.



17. FIRM EXPERIENCE

Firm	Forte & Tablada, Inc.	Discipline(s)*	Survey
Project name	I-10/Loyola Interchange Improvements	Firm responsibility (prime or sub?)	Sub
Project number	S.P. No. H.011670	Owner's name	LADOTD
Project location	Kenner, LA	Owner's Project Manager	Tim Nickel, P.E.
Owner's address, phone, email	1201 Capitol Access Road, Baton Rouge, LA 70804; 225-379-1292; Timothy.Nickel@LA.gov		
Services commenced by this firm (mm/yy)	07/19	Total consultant contract cost (\$1,000's)	Unknown
Services completed by this firm (mm/yy)	Ongoing	Cost of consultant services provided by this firm (\$1,000's)	\$552

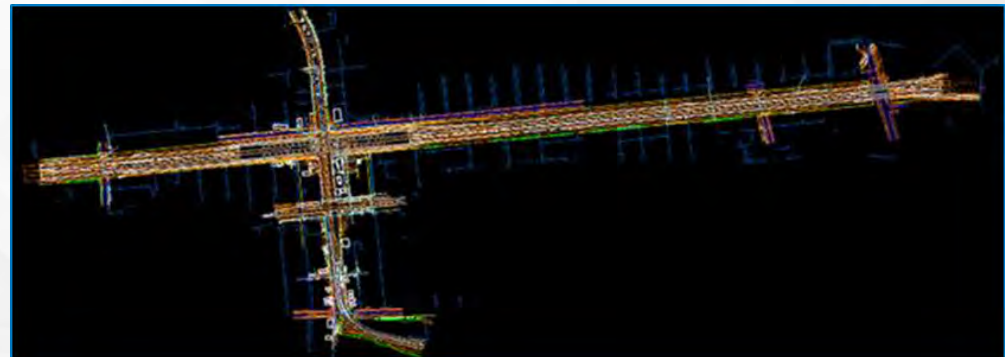
FIRM MEMBERS INVOLVED:

- Joey Coco, P.E., MBA
- Brad Holleman, P.L.S., P.E.
- Ross Wilson, P.L.S.

RELEVANCY:

- Topographic Survey
- Right-of-Way mapping
- Property Survey
- Drainage Survey

Forte and Tablada performed services as prime surveyor, overseeing QA/QC processes across collaborating survey firms in a comprehensive project spanning from the Kenner levee to the Williams Blvd. off-ramp, inclusive of sections of Loyola Avenue and Veterans Blvd. Our oversight encompassed topographic surveys, right-of-way mapping, property surveys, drainage surveys, right-of-way monument mapping, and rigorous QA/QC oversight for this design-build initiative. During the collaborative effort, our expertise ensured seamless coordination and adherence to quality standards, underscoring our role in maintaining project integrity and success despite challenges such as a compressed schedule and the rapid subsidence of the Airport entryway, which was located in marshland terrain.



17. FIRM EXPERIENCE

Firm	Forte & Tablada, Inc.	Discipline(s)*	Survey, Road, Bridge, CE&I/OV
Project name	Cooks Road Improvements	Firm responsibility (prime or sub?)	Prime
Project number	S.P. No. H.012308	Owner's name	Livingston Parish Council
Project location	Livingston Parish, LA	Owner's Project Manager	Randy Delatte
Owner's address, phone, email	P.O. Box 427, Livingston, LA 70754, 225-686-2266, rdelatte@lpgov.com		
Services commenced by this firm (mm/yy)	01/12	Total consultant contract cost (\$1,000's)	\$2,923
Services completed by this firm (mm/yy)	Ongoing	Cost of consultant services provided by this firm (\$1,000's)	\$2,923

FIRM MEMBERS INVOLVED:

- Brad Holleman, P.L.S., P.E.
- Ross Wilson, P.L.S.
- Rachel Waldroup, P.L.S.
- Tyler Branch, P.E.
- Allison Schilling, P.E.
- Blake Bonnette

RELEVANCY:

- Topographic Survey
- Property Survey
- Right-of-Way Mapping
- Title Take Offs
- Roadway Design
- Hydraulic Analysis and Design



Forte and Tablada performed comprehensive engineering and surveying services for this project that designed improvements to an existing section of two-lane roadway and an unimproved area with the construction of a four (4) lane boulevard section from LA Hwy 16 (Pete's Hwy) to LA Hwy 1026 (Juban Road), along with several bridges. The project typical section included a grass median (including turn lanes) with lighting and sidewalks on both sides of the road. Due to other projects and anticipated growth in the project area, this project also includes a multi-lane roundabout at the intersection of Cook Road and Pete's Hwy. This project included (2) 180' long reinforced concrete span bridges. A HEC-RAS hydraulic model was created to evaluate the bridge's performance. A no-rise certificate was also required for this project. The structures were analyzed in accordance with LADOTD Hydraulics Manual. Services provided for this project include project management, a Line and Grade Study, Topographic Surveying, Environmental Services, Property Surveying, Right-of-Way Mapping, Title Take Offs, Design Engineering, and CE&I Services for the proposed construction. The engineering design was completed January 2022, and construction phase is currently underway and expected to be completed in the spring of 2026, which is on-time and within the original estimated construction timeline. This \$16.5 Million dollar project includes 3 different control sections and 7 different funding categories, due to the participating and non-participating funds applied to the project, which complicates quantity tracking and estimates, but has been properly managed by the Forte & Tablada team performing CE&I services.

17. FIRM EXPERIENCE

Firm	T. Baker Smith, LLC		Discipline(s)*	Other (Subsurface Utility Engineering)
Project name	LADOTD-IDIQ SUE Services Statewide Louisiana		Firm responsibility (prime or sub?)	Prime
Project number	4400014661		Owner's name	LADOTD
Project location	Statewide, LA		Owner's Project Manager	Steve LeBlanc, PLS
Owner's address, phone, email	1201 Capitol Access Rd., Baton Rouge, LA 70802, 225.379.1956, steve.leblanc2@la.gov			
Services commenced by this firm (mm/yy)	06/21	Total consultant contract cost (\$1,000's)		\$2,332
Services completed by this firm (mm/yy)	10/23	Cost of consultant services provided by this firm (\$1,000's)		\$2,332

FIRM MEMBERS INVOLVED:

- TJ Stokes, PE
- Perry Smith, Jr.

RELEVANCY:

- Subsurface Utility Engineering

TBS was awarded a statewide SUE retainer contract to provide services for LADOTD projects statewide. Multiple task orders for SUE work was issued and below is a partial list of Task Orders:

Calcasieu River Bridge. TBS provided Quality Level B and Quality Level A SUE services as well as Utility Coordination during Design for this project along I-10 in Lake Charles, Louisiana. The purpose of the project is to replace the existing I-10 bridge crossing Lake Charles. This is one of the largest SUE projects in the history of LADOTD. There are numerous pipelines throughout the corridor due to the abundance of chemical plants in the area, so determining the location of these pipelines was crucial to the design of the project. Our team had to coordinate continuously with the pipeline owners to perform test holes on these facilities which slowed down the production rate of the field staff.

The City of Westlake utilities such as water, sewer, and gas proved to be difficult to locate and the records were outdated and unclear. A combination of designating, test holes, and ingenuity was used to properly map out these utilities. Utility coordination was used to inform the utility companies of the impact the project would have on their facilities. The difficult part of the process was the fact that there wasn't a finished design to determine conflicts. A new process and precedent was set to accomplish the goals posed by LADOTD.

LA 549 Overpass at I-20. Located in Ouachita Parish, Louisiana, near the intersection of I-20 and Texas Avenue (LA 549), TBS provided Quality Level B services along a linear distance of approximately 4,055 feet. While most utilities proved locatable, the existing water lines were difficult to designate. TBS used a combination of probing and records review to determine the location of the water mains within the project limits.

Southern University Ravine Protection. Located in East Baton Rouge Parish, Louisiana, within the campus of Southern University, TBS performed Quality Level B and C services throughout the survey limits for an emergency ravine protection project. University campuses are a notoriously difficult environment to locate underground utilities and Southern's campus proved this theory correct. There were no record drawings available of the Southern university private facilities which all of the utilities present belonged to the university. TBS had to rely heavily on sweeps and diligently search for above ground features to connect to. Part of the scope was to provide Quality Level C services within certain limits. However, there were no records available, which limited the ability to provide QL-C services for certain areas.



17. FIRM EXPERIENCE

Firm	T. Baker Smith, LLC		Discipline(s)*	Survey
Project name	IDIQ Contract for Professional Surveying Services Statewide		Firm responsibility (prime or sub?)	Prime
Project number	4400021973		Owner's name	LADOTD
Project location	Statewide, LA		Owner's Project Manager	Jonathan Herrod, PLS
Owner's address, phone, email	1201 Capitol Access Rd., Baton Rouge, LA 70802, 225.379.1105, Jonathan.Herrod@la.gov			
Services commenced by this firm (mm/yy)	11/21	Total consultant contract cost (\$1,000's)		\$2,426
Services completed by this firm (mm/yy)	Ongoing	Cost of consultant services provided by this firm (\$1,000's)		\$2,426

FIRM MEMBERS INVOLVED:

- Jean Reulet, III, PLS
- Ryan DiSalvo, PLS
- Jeremy Cormier, PLS
- Anthony Burns

RELEVANCY:

- LADOTD Retainer Contract
- Surveying
- Existing Drainage Map Development

TBS was awarded a statewide surveying retainer contract in 2021. Under this \$5 million retainer contract, TBS performs Topographic Surveying for LADOTD projects statewide. Multiple task orders for survey work was issued and TBS completed all deliverables using MicroStation and Inroads as certified by CADconform. Below is a partial list of completed Task Orders:

- S.P. No. H.009892 – LDRR (New Iberia) US 90 Frontage Road, Iberia Parish. This project is located in Iberia Parish, LA at the intersection of US 90 and LA 329, north of US 90, and along US 90 Frontage Road and LA 329. The project's objective was to connect the US 90 Frontage Road across LA 329 and the existing Louisiana and Delta Railroad (LDRR). A complete topographic survey including all utilities with depths and all drainage was required, along with the finished floor elevations of all buildings that fell within the survey limits and an existing drainage map of the project site.
- S.P. No. H.014414 – LA 22: Bedico Creek – Pine Creek Dr, St. Tammany and Tangipahoa Parishes. This project is located near Madisonville, LA along LA 22. The main corridor for this project is approximately 4.5 miles along a highly trafficked roadway through a heavily wooded corridor. The width of the survey and DTM was a total of 140', extending 70' on each side of the project centerline. The project also included the topographic survey for a potential roundabout at Trapagnier Road and an existing drainage map of the project site. Over the course of the year-long survey, TBS encountered ongoing new utility installation and other construction throughout the site. A complete topographic survey including all utilities with depths and all drainage was required, along with the finished floor elevations of all buildings that fell within the survey limits.
- S.P. No. H.015587 LA 3211 @ Yokley Road Roundabout, St. Mary Parish. This project is located in Franklin, LA at the intersection of LA 3211 and Yokley Road. The project's objective was to construct a roundabout at the intersection. A complete topographic survey including all utilities with depths and all drainage was required, along with the finished floor elevations of all buildings that fell within the survey limits and an existing drainage map of the project site.
- S.P. No. H.016326 LA 36 Drain Bridge, St. Tammany Parish. This project is located in St. Tammany Parish, LA along LA 36. The project's objective was to replace an existing bridge structure over a drainage canal. The site extended for approximately one thousand (1,000) feet in length and one hundred fifty (150) feet in width. A complete topographic survey including all utilities with depths and all drainage was required, along with the finished floor elevations of all buildings that fell within the survey limits.



17. FIRM EXPERIENCE

Firm	T. Baker Smith, LLC		Discipline(s)*	Road, Survey
Project name	IDIQ Contract for Roadway Design Services Statewide		Firm responsibility (prime or sub?)	Prime
Project number	4400024928		Owner's name	LADOTD
Project location	Statewide, LA		Owner's Project Manager	Andrew Judice, PE
Owner's address, phone, email	1201 Capitol Access Rd., Baton Rouge, LA 70802; 225.379.1738; Andrew.Judice@la.gov			
Services commenced by this firm (mm/yy)	03/23	Total consultant contract cost (\$1,000's)		\$2,340
Services completed by this firm (mm/yy)	Ongoing	Cost of consultant services provided by this firm (\$1,000's)		\$2,340

FIRM MEMBERS INVOLVED:

- TJ Stokes, PE
- Kenny Belou, PE
- Kelly Radecker, PE
- Brady Smith, PE, PMP
- Daniel Binet, PE
- Jean Reulet, PLS
- Anthony Burns

RELEVANCY:

- LADOTD Retainer Contract
- Roundabouts
- Pavement Preservation
- Hydraulic Analysis
- Traffic Services



T. Baker Smith, LLC (TBS) currently holds LADOTD's IDIQ Contract for Roadway Design Services Statewide, providing roadway engineering, surveying, environmental, and traffic engineering services in accordance with DOTD standards, procedures, and delivery requirements. Since contract execution, TBS has been issued seven task orders across multiple districts, demonstrating our ability to begin quickly, coordinate effectively with DOTD project managers, districts, and technical sections, and advance Preliminary and Final Plans under varying roadway design constraints and schedules.

Under this IDIQ, TBS has been issued four DOTD roundabout task orders. These include H.015576 LA 447 & LA 1025: Roundabout in Livingston Parish; H.015721 LA 30: Roundabout @ St. Elizabeth / S. Penn in Ascension Parish; H.015587 LA 3211 @ Yokley Road Roundabout in St. Mary Parish; and H.010795 LA 42: Roundabout at Joe Sevario Road in Ascension Parish. These projects involve coordination and design considerations related to approach geometry, traffic maintenance, drainage, utilities, construction sequencing, right-of-way limitations, hospital access, high-speed approaches, and adjacent residential, commercial, industrial, and agricultural traffic.

TBS has also delivered pavement preservation and rehabilitation projects through this contract, including H.015308 I-49: I-10 – St. Landry Parish Line in Lafayette Parish, a patch, mill, and overlay interstate project completed within an aggressive 45-day Preliminary and Final Plans delivery window to meet funding requirements. TBS is also advancing H.015485 LA 3187: LA 13 – LA 13 in Evangeline Parish, a Road Transfer Program pavement preservation project involving approximately nine miles of rural two-lane highway, patching, mill and overlay, and drainage improvements at cross-drain locations.

For H.016095 LA 70 Rehab: Marguerite Street to US 90 in St. Mary Parish, TBS provided roadway engineering services for full-depth pavement replacement and drainage replacement in a constrained urban corridor while avoiding conflicts with existing water, sewer, and fiberoptic utilities. TBS submitted Final Plans ahead of DOTD's established Project Delivery Date.

Through these task orders, TBS has delivered DOTD roadway design assignments involving aggressive schedules, maintenance of traffic, utility coordination, drainage replacement, right-of-way constraints, and DOTD task order delivery requirements.

17. FIRM EXPERIENCE

Firm	Terracon Consultants, Inc.		Discipline(s)*	Environmental
Project name	I-49 Lafayette Connector		Firm responsibility (prime or sub?)	Prime
Project number	H.004273.5		Owner's name	LADOTD
Project location	Lafayette, LA		Owner's Project Manager	Timothy Nickel, P.E.
Owner's address, phone, email	1201 Capitol Access Rd, Baton Rouge, LA 70802; (225) 379-1110; timothy.nickel@la.gov			
Services commenced by this firm (mm/yy)	06/18	Total consultant contract cost (\$1,000's)		\$202
Services completed by this firm (mm/yy)	11/24	Cost of consultant services provided by this firm (\$1,000's)		\$202

FIRM MEMBERS INVOLVED:

- Lynne Roussel, P.E.
- Stephen Osborne, PG

RELEVANCY:

- Groundwater Sampling
- Soil Sampling
- Laboratory Testing and Analysis

The proposed I-49 Corridor project in Lafayette, Louisiana, focusing on four contiguous tracts of former railroad properties along SW Evangeline Thruway and Johnston Street. Previous investigations and corrective actions, such as soil removal and risk assessments, were conducted on these tracts from the 1990s through 2011. Regulatory closure for each tract was granted by the Louisiana Department of Environmental Quality (LDEQ), contingent on continued industrial land use.

This project aimed to further characterize subsurface conditions to inform future design and construction for the I-49 alignment, ensuring that any remaining contamination is properly managed. As such, Terracon prepared and submitted a RECAP Site Investigation Workplan to LDEQ for their review and approval. Terracon executed a comprehensive site investigation, which included site preparation, subsurface sampling, and analytical testing. The scope of work involved notifying relevant authorities, developing a site-specific health and safety plan, and coordinating access with property owners.

Terracon conducted soil and groundwater sampling at thirteen boring locations using advanced drilling and monitoring techniques, analyzed samples for contaminants and managed investigation-derived waste according to regulatory standards. Terracon prepared a detailed Site Investigation Report summarizing field activities and analytical results. During the field activities, free-product was observed, as such Terracon recommended further delineation of the free-product. Terracon prepared and submitted a supplemental work plan to LDEQ for review and approval. The supplemental investigation included the advancement of nine borings and was limited to Tract 3. Free product was observed in seven of the nine borings. Following conclusion of these activities, DOTD requested additional delineation in order to more adequately define plume limits which would assist with feasibility and engineering design of the proposed elevated portion of I-49. As such, an additional six borings were advanced. A report was submitted to DOTD summarizing field activities of the delineation event, findings and conclusion.



17. FIRM EXPERIENCE

Firm	Vectura Consulting Services, LLC		Discipline(s)*	Traffic & CE&I/OV
Project name	Belle Chasse Bridge & Tunnel Replacement Project		Firm responsibility (prime or sub?)	Sub
Project number	H.004791		Owner's name	LADOTD
Project location	Belle Chasse, LA		Owner's Project Manager	Nicholas Olivier, PE
Owner's address, phone, email	1201 Capitol Access Road, Baton Rouge, LA 70802, 225-379-1133, Nicholas.olivier@la.gov			
Services commenced by this firm (mm/yy)	04/19	Total consultant contract cost (\$1,000's)		Unknown
Services completed by this firm (mm/yy)	Ongoing	Cost of consultant services provided by this firm (\$1,000's)		\$211,890

FIRM MEMBERS INVOLVED:

- Brin Ferlito
- Laurence Lambert
- Reece Rodrigue

RELEVANCY:

- Traffic Data Collection
- Developed Traffic Models
- Intersection Control Analysis
- Develop Traffic Control
- Transportation Management Plans (TMP)

Vectura is providing the traffic engineering services for the Belle Chasse Bridge & Tunnel Replacement Project for improvements along LA 23. Vectura is responsible for the following tasks:

- Preliminary and final traffic studies
- Temporary and final traffic signal plans
- Assist the Prime with Traffic Management Plan (TMP)
- Response to request for information (RFI's)
- As-built plans for the traffic signals

BELLE CHASSE BRIDGE AND TUNNEL REPLACEMENT PROJECT UPDATE

Phase 1c - November 2022



17. FIRM EXPERIENCE

Firm	Vectura Consulting Services, LLC		Discipline(s)*	Traffic
Project name	I-20: LA 544 Overpass Replacement		Firm responsibility (prime or sub?)	Sub
Project number	H.010616		Owner's name	LADOTD
Project location	Baton Rouge, LA		Owner's Project Manager	Jacob Fusilier
Owner's address, phone, email	1201 Capitol Access Road, Baton Rouge, LA 70802, 225-379-1185, Jacob.Fusilier@la.gov			
Services commenced by this firm (mm/yy)	04/23	Total consultant contract cost (\$1,000's)		Unknown
Services completed by this firm (mm/yy)	10/23	Cost of consultant services provided by this firm (\$1,000's)		\$131,973

FIRM MEMBERS INVOLVED:

- Laurence Lambert
- Brin Ferlito
- Reece Rodrigue
- Kristen Farrington

RELEVANCY:

- Traffic Modeling VISSIM
- Interchange and Intersection Analysis
- Safety Analysis
- Signalized Intersections Analysis
- Traffic Data Collection
- Roundabouts

Vectura performed a Level 2 Traffic Management Plan (TMP) that included the following activities:

- Preliminary and final traffic studies
- Temporary and final traffic signal plans
- Traffic Management Plan (TMP)
 - o safety strategy that included a CAT Scan,
 - o LOS determination utilizing Citrix data,
 - o lane closure recommendations based on a queue analysis,
 - o cost estimate,
 - o and public information strategies.



17. FIRM EXPERIENCE

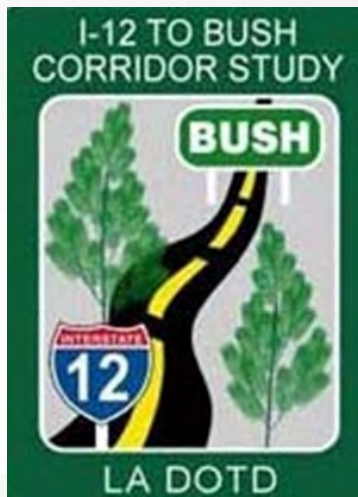
Firm	Vectura Consulting Services, LLC		Discipline(s)*	Traffic
Project name	I-12 To Bush - LA 3241 (I-12 – LA 36) Corridor Study		Firm responsibility (prime or sub?)	Sub
Project number	H.004957.5		Owner's name	LADOTD
Project location	Lacombe, LA		Owner's Project Manager	Joachim C Umeozulu, P.E
Owner's address, phone, email	1201 Capitol Access Road, Baton Rouge, LA 70802, 225-379-1386, Joachim.Umeozulu@la.gov			
Services commenced by this firm (mm/yy)	09/16	Total consultant contract cost (\$1,000's)		\$1,895
Services completed by this firm (mm/yy)	05/17	Cost of consultant services provided by this firm (\$1,000's)		\$84

FIRM MEMBERS INVOLVED:

- Brin Ferlito
- Bridget Robicheaux
- Laurence Lambert

RELEVANCY:

- Traffic Modeling VISSIM
- Interchange and Intersection Analysis
- Safety Analysis
- Signalized Intersections Analysis
- Traffic Data Collection
- Roundabouts



As part of the DOTD TIMED program, Vectura prepared a formal traffic study for the new alignment of LA 3241. The traffic study examined concepts that improved the safety and efficiency of the roadway consistent with the latest DOTD policies related to access management and complete streets. The study included analyses for intersection (including two interchange ramps) and corridor improvements such as median openings, spacing of openings, signalized, unsignalized and roundabout intersections.

Task 1 Data Collection

Vectura collected the following traffic data for 10 intersections:

- Seven-day (mainlines) and two-day (side streets) 24-hour tube counts with vehicle classification
- Turning movement counts for morning and evening peak periods
- 15-minute driveway counts
- Traffic signal warrants, radar speed studies and sight distance evaluation
- Developed growth rate methodology and AM and PM peak forecast traffic volumes using TransCAD data

Task 2 Traffic Study

This task included a roundabout study as defined in EDSM VI.1.1.5, VI.1.1.1 and DOTD Traffic Engineering Manual Section 20.2. This task included the following elements:

- Performed Vistro and Sidra analyses for existing conditions
- Performed Vistro and Sidra analyses for implementation and design years
- Intersection alternatives included restricted median openings, signalized and unsignalized intersections, median U-turns at existing signal locations, restricted crossing U-turn (RCUT) intersections, and roundabouts
- Developed Vissim model of the preferred corridor layout
- Developed draft traffic study report

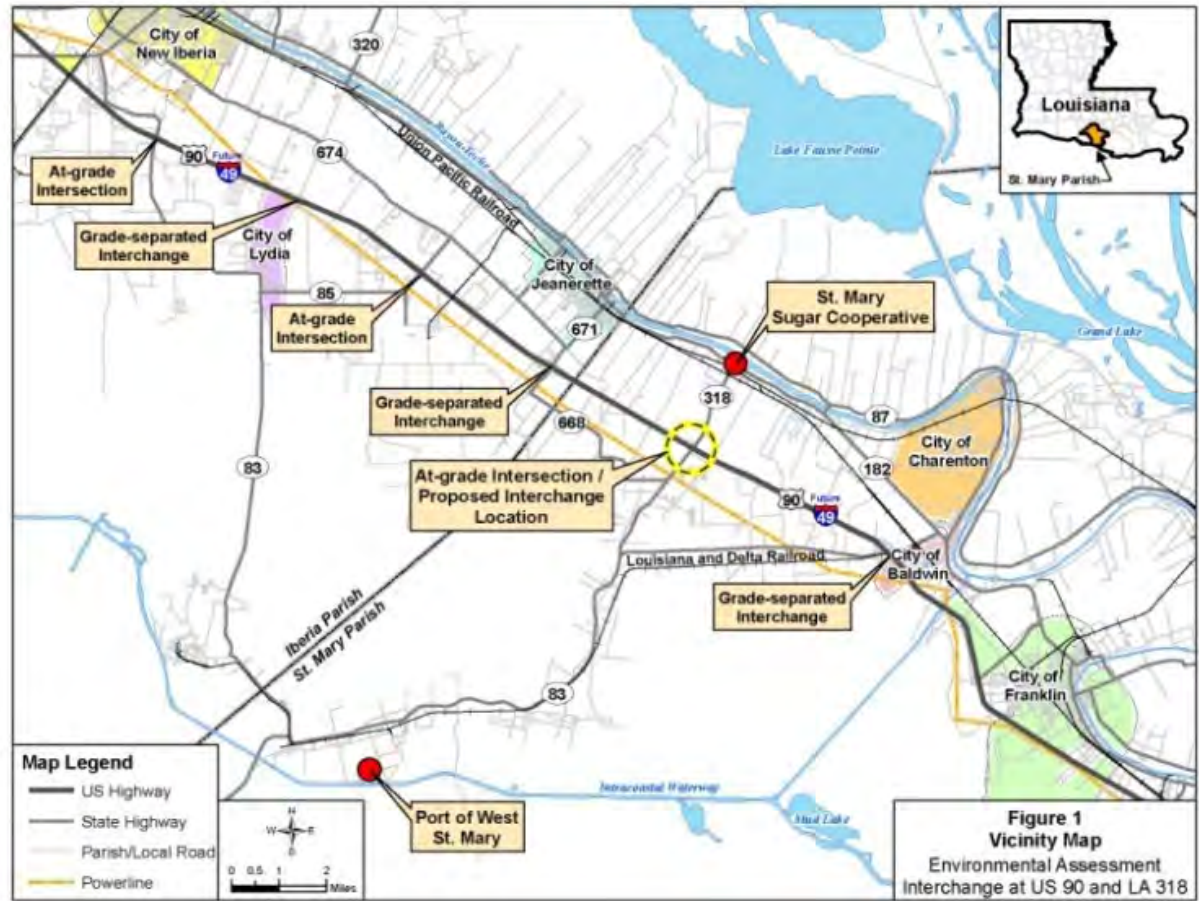
Task 3 Safety Analyses

- Developed three-year crash analyses report as per DOTD standards

US 90/LA 318 Design Build Supplemental

AECOM lead the development of an expedited Supplemental Environmental Assessment for an Alternative Technical Concept (ATC). To meet schedule requirements AECOM had to complete the SEA with a FONSI in 120 days. Through close coordination with DOTD and FHWA AECOM met the highly expedited schedule.

Relevance to Critical Projects IDIQ: Planning, Alternative analysis, Traffic analysis, Environmental, Public and stakeholder involvement, Expedited NEPA Process for Alternative Delivery Project



Section 18

APPROACH & METHODOLOGY

DOTD established the Critical Projects Division in 2021 to prioritize the management of the most complex, high risk, high profile and sensitive projects critical to meeting DOTD's goals and objectives. These projects often demand accelerated design and/or construction schedules to meet funding milestones or emergency implementation, high impacts to users and critical stakeholders, complex technical problems that require specialized expertise, routes that are critical to the movement and ability of people and goods, or major projects that have significant costs or financial constraints. Effective management of scope, schedule, and budget is imperative to successfully complete these projects.

AECOM brings DOTD a full-service team that can fulfill virtually any needed technical or specialized service whether in a specific task or a comprehensive project for this IDIQ contract. **In 2026, AECOM is ranked No. 1 in Transportation among the ENR Top 500 Design Firms.** AECOM has teamed with T. Baker Smith, Forte & Tablada, Eustis Engineering, Terracon, Vectura, and ELOS to provide a comprehensive, experienced team with proven success on some of the State's most critical projects. The AECOM team is ready and able to respond quickly to support DOTD with its project delivery or administrative needs. Examples of Critical Projects within the State of Louisiana with services performed by members of the AECOM team include the following:

- US 90 & LA 85 Interchange (AECOM)
- US 90 & LA 318 Interchange Supplemental EA (AECOM)
- I-49 Lafayette Connector SEIS and Preliminary Engineering (AECOM, Forte & Tablada, Terracon)
- Bridge Preservation IDIQ (AECOM, Forte & Tablada, Vectura)
- Jimmie Davis Bridge (LA 511 - Dixie Road to US 71) Stage 0, EA, SEA, and Preliminary Engineering (AECOM)
- LA 23 Improvements/Mid Barataria Sediment Diversion (AECOM, Forte & Tablada, T Baker Smith, Eustis)
- US 61, LA 44, & LA 54 Improvements/Maurepas Sediment Diversion (AECOM, Eustis)
- MOVEBR College Drive Improvements (AECOM, Terracon, Vectura)
- LA 46 Realignment, Terminal Access Road, & LA 39 Grade Separation and Interchange for Louisiana International Terminal (AECOM, Eustis)
- Louisiana International Terminal Connector Pre-Planning and Stage 0 Feasibility Study (AECOM)
- I-10 (Highland Road to LA 73) (AECOM, ELOS)
- US 90 (Future I-49) at Albertson's Pkwy (AECOM)
- Mississippi River Intermodal Terminal Improvements (AECOM)
- Nashville Avenue Wharf Conversion to Container and Crane Rail Extension (AECOM, Eustis, T Baker Smith)
- Loyola Avenue and Rampart Street/St. Claude Avenue Streetcar Rail Expansions (AECOM)
- DOTD Florida Avenue Bridge (Alvar Street to Tupelo Street) (AECOM, Eustis)

WHY AECOM?

- ✓ *Proven delivery of critical projects for LADOTD*
- ✓ *ISO 9001:2015 Certified Quality Program*
- ✓ *Deep network of technical resources for expedited delivery*
- ✓ *Diverse offering of specialized expertise and subject matter experts*
- ✓ *Successful collaboration with all subconsultants*
- ✓ *Experience with all methods of alternative delivery*

Likewise, we also reference projects for other states where AECOM provided a similar scope of services to this advertisement and propose key personnel from these projects to perform similar tasks on this IDIQ contract:

- Michigan DOT GEC (Owner's representative providing alternative delivery procurement services and design reviews)
- TxDOT Austin Mobility35 GEC – 27 miles of IH 35 from RM 1431 and SR 45 SE (Lead Designer)
- TxDOT Fort Worth Southeast Connector IH 20/IH 820/US 287 Freeway Improvements (16 miles of freeway, frontage roads, and local access roads including 3 directional system interchanges (Lead Designer)

AECOM's Project/Contract Manager will be Jonathan McDowell, PE who will manage the overall contract. Jonathan leads AECOM's Surface Transportation practice in LA and is located in the Baton Rouge office. He is responsible for staff in both New Orleans and Baton Rouge and has full understanding of their capabilities. Jonathan has either managed the overall project or a significant task of many of the critical projects listed above. Jonathan's understand of AECOM's vast network of subject matter experts (SMEs) can expedite the development of a task order by assembling needed resources quickly.

Jonathan will be supported by **Tom Hunter** who is AECOM's Louisiana DOTD Client Account Manager and will assist in this approach. With his relationships within AECOM and the DOTD executive team, Tom is a strategic leader who excels at bring the right people together to develop solutions that bring value to DOTD.

AECOM chose our partner firms due to their proven track record of successful projects within Louisiana and the respected expertise they can bring to satisfy DOTD's needs. All of these firms have previously worked with AECOM on other projects.

Once a task order is identified, Jonathan will meet with the DOTD Project Manager and other key staff at DOTD to understand the scope of work. If

communication prior to meeting provides insight into the scope of work, other SMEs may attend as well to gain a more thorough understanding of the scope, particularly for specialized services, or to expedite the scoping process. Following the meeting, the team will prepare the scope of work and a fee and manhour estimate to perform the work.

PROJECT ORGANIZATION AND APPROACH BY TASK



1. Project Management and Support

AECOM's proven project management process involves planning and implementing fundamental project management principles through a Project Management Plan (PMP). The PMP is developed in conjunction with DOTD to document and key project elements, including scope, schedule, cost, quality, human resources, communications, and risk. It is the living documents that guides the delivery throughout the duration of the project.

The RFQ states that a consultant team needs to demonstrate the ability to perform up to six task orders at one time. Our staff organizational chart depicts how AECOM will meet this requirement through using subconsultants and/or our deep bench of engineers and professionals to meet any staffing level needed to perform the scope and maintain the quality of work as detailed in our attached QA/QC plan. AECOM has identified a bench of task order managers that are proven successful managers for DOTD or other local projects. These personnel will be assigned based on their expertise relevant to the task order scope of services, availability at the time of scope development, and other important considerations that may affect proper delivery of the project.

Schedule, attend, or conduct Project Meetings | Once the task order is negotiated and NTP is issued, AECOM will schedule a Kickoff Meeting. At such time, the DOTD's Manager or other project team members will provide any relevant project information available or will be assigned with action items to provide the necessary data. Project data and action items will be documented in the meeting record which will be further used to develop a project data list. As required by the task order, AECOM will arrange with DOTD recurring meetings to discuss project activities, needs, challenges, and schedule.

At the direction of DOTD, AECOM can schedule, attend, facilitate, or conduct any type of Project Meeting. This could be anywhere from a simple progress meeting using Teams to a complex, large in-person stakeholder meeting. An example of a large project meeting that AECOM facilitated on the Mobility 35 project included a Design Charette where AECOM planned, prepared, and facilitated a week-long multi-agency design charrette for the Capital Express Central project hosted by the TxDOT Austin District. Attendees included more than 60 representatives from strategic Federal, State, and local stakeholders. As follow-up to the event, AECOM prepared a Design Charrette Report that documented the recommendations and stakeholder requests.

Value Engineering | AECOM will conduct all Value Engineering (VE) studies in accordance with the SAVE International Value Methodology, FHWA's VE Guidelines and the DOTD Value Engineering Guidelines. While each VE study will adhere to these standards, every VE workshop is uniquely tailored in terms of duration, objectives, value focus areas, and team composition.

AECOM's Certified Value Specialist–Life (CVS Life) will collaborate with the Project Manager and DOTD so that each workshop aligns with project-specific goals and objectives. Led by AECOM's in-house, industry-leading VE Facilitator, the multidisciplinary VE team will follow a structured and collaborative process that includes information gathering, function analysis, idea generation, evaluation, and the development of actionable recommendations.

AECOM offers a distinct advantage through its in-house Certified Value Specialist–Life (CVS Life), Tammy Dow, M.Sc.Eng., P.Eng., AECOM's Value Engineering Practice Lead. Ms. Dow served on the SAVE International Technical Committee that authored the 2020 Value Methodology Guidelines.

Develop Project Management Plans (PMP), Initial Financial Plans (IFP), and Cost Risk Schedule Assessments (CSRA) | AECOM is well-versed in FHWA Major Project Requirements: 1) Project Management Plan (PMP), 2) Initial Financial Plan (IFP), and 3) Cost and Schedule Risk Assessment (CSRA). AECOM has extensive experience delivering these Major Projects Requirements while working closely with FHWA through the different phases of the project delivery process.

The PMP is key to managing complex projects, detailing processes for managing scope, quality, schedule, cost, resources, risks, and applicable laws and regulations. PMPs ensure alignment with FHWA requirements and provide a roadmap for achieving project objectives. The keys to success in PMP development include tailoring the plan to the project's specific needs, engaging all key stakeholders, and establishing clear performance metrics and governance structures to confirm accountability and adaptability throughout the project's lifecycle.

An IFP plays a critical role in promoting the financial viability and sustainability of major projects. These plans outline the project's scope, schedule, cost estimate, and funding structure to assure that there will be sufficient funding available to complete the project or a planned, fundable phase of the project. Successful IFPs rely on accurate cost forecasting, open communication with funding partners, and periodic updates to reflect evolving project conditions and funding environments.

A CSRA is a model-driven process that converts project risks into probabilistic cost and schedule outcomes – making it an essential tool on schedule-sensitive projects. It quantifies the likelihood and impact of risks and improves the reliability of cost estimates and schedules. In this effort, the project risk register is combined with project cost and schedule information to conduct

multi-disciplinary workshops and a risk-based quantitative evaluation. AECOM will facilitate a workshop to discuss risks and opportunities, and reach consensus on each risk, probability of occurrence, potential cost and schedule impacts, ownership, and mitigation strategies. Working closely with estimators and schedulers, AECOM will conduct an uncertainties review to inform the CSRA model inputs. Cost, schedule, and risk data will be integrated into the CSRA risk model and analyzed using Monte Carlo simulations to establish confidence levels for the project's budget and schedule. The process commences with AECOM reviewing relevant project documents and conducting risk interviews with key stakeholders to develop a draft risk register. The CSRA will also forecast project cost and schedule to various levels of confidence and develop realistic contingency plans.

The risk register and CSRA will be maintained in the DOTD Innovative Contracting Risk Management Workbook, which provides a platform for risk identification, quantitative assessment, and risk response tracking. The risk register and CSRA will be updated periodically to assess project cost/schedule status and document risks and their mitigations.

As an example of our recent relevant experience, AECOM is supporting Virginia DOT on the \$700M project to replace the 2-mile-long Norris Bridge over Rappahannock River. AECOM services include authoring of the PMP and IFP and develop a CSRA which includes conducting risk interviews, compiling the risk matrix, and performing quantitative risk modeling.

For North Carolina DOT, AECOM was tasked to prepare all three Major Project Requirements (PMP, IFP, and CSRA) for the I-26 Connector Project. The roughly 7-mile-long interstate freeway project connects I-26 in southwestern Asheville to US 19-23-70 in northwest Asheville. AECOM is currently working on the next annual update.

For Texas DOT, AECOM completed the IFP and updates for the IFP for the I-35 project from Rundberg Lane to US 290 East and for the IH-10 Beaumont Reconstruction Project which involves the widening of IH-10 from four to six lanes between FM 365 East and CR 131 in Jefferson County. The IFP was delivered and accepted by FHWA in 2019. AECOM has subsequently prepared annual updates to the IFP consistent with the Major Projects guidance.

Support DOTD in development of grant applications and agreements. |

Grant support services is a niche specialty of AECOM's National Infrastructure Economics Practice, and our practice regularly supports DOTs and other governmental entities in grant applications for federal funding. Successful state and federal grant applications which AECOM's National Transportation Economics Practice have supported have been awarded over \$5 billion dollars, leveraging over \$13 billion in investment. Locally, AECOM has supported multiple agencies in the State of Louisiana including the successful Louisiana International Terminal (LIT) INFRA/MEGA Grant award for \$300 million, the largest Economic Development Grant in Louisiana history.

AECOM can assist DOTD with addressing funding needs by identifying and evaluating federal, state, and regional funding opportunities, developing targeted funding strategies for specific projects or project types, and assisting with the development of competitive grant applications to secure funding. The AECOM team specializes in the development and delivery of full turnkey applications for clients. The delivery of a turnkey application comprises of:

- » Development of the application narrative and all sections of the grant application
- » Management of the project team to ensure the timely delivery of all required inputs and deliverables
- » Development and delivery of all economic justifications and (if necessary) associated ancillary modelling (traffic, safety modelling, etc.)
- » Quality control and quality assurance of all deliverables (models, application, standardized forms, etc.), and;
- » Design of the document using InDesign or other graphic design programs.

The AECOM team offers two vital attributes that will provide DOTD with exceptional value: (1) a seasoned grant writing team and (2) integrated grant and analytical support services required to make the data-driven case for investment needed for a grant to be competitive. Grant applications that receive the highest evaluation ratings will always be data driven. Aside from documenting that project outcomes align with the program's objectives and evaluation criteria, applications will also need to demonstrate compliance with the Administration's Executive Orders as well as program and USDOT priorities.

Support DOTD in drafting of miscellaneous project agreements | AECOM has assisted multiple agencies in the development of project agreements across multiple delivery models and asset types. AECOM's expertise spans procurement strategy and execution, commercial structuring, and business case development. Aaron Singer, AECOM's Vice President for Innovative Finance and Commercial Structuring, has developed and negotiated project agreements from the owner, consultant, and developer perspectives. With strong capabilities in investment and financial analysis, valuation, financial modeling, and risk assessment, Aaron and her team have led and supported transportation alternative delivery procurement engagements across the full lifecycle—from early market engagement through to tendering, evaluation, and contract award, recognized for structuring commercially sound, investable, and execution-ready infrastructure solutions that align strategic objectives with market conditions, funding requirements, and delivery realities. Within Louisiana, AECOM assisted CPRA in the Memorandum of Understanding and the Project Agreement with DOTD for the Mid Barataria Sediment Diversion project.

18. APPROACH AND METHODOLOGY

Schedule and Budget | AECOM's process to keep projects on time and on budget involves a combination of robust project management systems, regular reassessments, and effective communication. AECOM's Project Management System combines multiple systems into one tool, allowing project managers to manage resources, track changes, manage risks, and access key reports. This system guides project managers through the process with automated triggers, an intuitive workflow dashboard, and online reviews and approvals.

AECOM regularly reassesses project costs to identify any potential deviations and adjust the project's trajectory to maintain budget alignment. The project schedule is closely monitored weekly against resource needs so any inconsistencies with the established work plan can be immediately addressed. AECOM also uses a robust cost management and project control system that provides real-time cost and budget information, allowing project managers to manage the project to the authorized budget. Using a detailed Work Breakdown Structure (WBS) and a defined task budget for each work element, AECOM's interactive cost tracking and forecasting system, combined with regular team meetings, provides up-to-date information to support managing the work effort versus the budget. AECOM's project management team coordinates technical activities and maintains open communication with DOTD, stakeholders, and the team to meet project objectives. The team hosts meetings at an regular frequency to update overall project progress.

Finally, AECOM uses project planning to expedite and monitor each phase, based on the outline of tasks and deliverables. The detailed planning effort determines required staffing levels to meet quality and schedule so that we can serve up to six or possibly more task orders at one time. Project schedules will be tailored to the specific project scope for each task order. As such, project schedule will vary based on the project type or magnitude. **To show understanding, we provide a typical road design example project schedule, in the next column.**



2. Quality Control Reviews and Peer Reviews

AECOM's Quality Management System (QMS) is ISO 9001:2015 certified. For each deliverable, we conduct a discipline review, an interdisciplinary review, and an independent design review. Lead Verifiers and the Project Quality Manager confirm that quality reviews have been completed and that the deliverable meets the project approach and documented client requirements.

EXAMPLE ROAD DESIGN PROJECT SCHEDULE																					
MONTH	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Project Planning and Initiation																					
Scoping and Project Plan Development																					
Kickoff Meeting																					
Field Visit & Data Collection																					
Topographic Survey																					
Preliminary Plan Development																					
30% Preliminary Plans (if required)																					
60% Preliminary Plans																					
Preliminary Right-of-Way Maps																					
95% Preliminary Plans																					
Plan-in-Hand Meeting																					
100% Preliminary Plans																					
Final Right-of-Way maps																					
Final Plan Development																					
30% Final Plans (if required)																					
60% Final Plans																					
Joint Plan Review Meeting (if necessary)																					
95% Final Plans																					
Advanced Check Print (ACP) Meeting																					
98% Final Plans and Special Provisions																					
100% Final Plans																					

Example of a typical road design schedule.

Independent technical reviews (ITRs) are assigned to senior SMEs not involved with the project. These reviewers verify technical interpretations, conclusions, and recommendations. ITRs are documented within AECOM's management information system using a Technical Quality Review Record (TQRR). The TQRR contains the original draft deliverable, comments from reviewers, resolution of comments, and approvals from the Lead Verifier, the Quality Manager, and Project Manager.

The AECOM Project Manager is responsible for assigning an approved Lead Verifier for each deliverable. AECOM's Quality Manager supports that position by providing reviewers with access to Standards of Procedure (SOPs), work instructions, and circulating lessons learned to continuously improve technical performance.

For DOTD projects, AECOM aligns its QMS processes with DOTD's Project Delivery System and Plan Submittal QC Requirements to develop a project-specific Quality Plan that meets DOTD QC/QA requirements. The QC/QA Plan is attached to this 24-102 form. AECOM utilizes Bluebeam to provide more efficient, yet thorough reviews.

In addition to AECOM personnel, Janice Williams will help facilitate this task. As a former Chief Engineer at DOTD, she has a thorough understanding of the DOTD Policies and Procedures and will make sure we provide comments within in accordance with them.

Interdisciplinary reviews serve to identify and resolve conflicts among design elements. For projects involving multiple AECOM offices, the discipline and interdisciplinary reviews are performed seamlessly due to the consistency of QA/QC processes across the organization.

After completion of the various reviews, the Lead Verifier reviews each deliverable for soundness of approach and compliance with scope and client expectations. This is followed by the certification by the Quality Manager of compliance with the QA/QC process.



3. Environmental and Permitting Services

The AECOM team will help DOTD and its teams in obtaining project environmental approvals and permits, and to support mitigation compliance. Environmental reviews and documentation may include development of NEPA documents, Section 4(f) statements, noise analysis, air quality reports, hydraulic reports, wetland findings, threatened and endangered species surveys, or interstate access change/justification requests.

AECOM, through the design process, will develop required permit documents and complete design iterations to fully evaluate environmental impacts. We will prepare figures or GIS mapping to identify constraints that must be included as contractual requirements. As an example of our proficiency and efficiency, AECOM supported DOTD in rapidly obtaining federal approval of alternative technical concepts developed for the US90/ LA318 interchange. Also, AECOM has developed PlanEngage software, free for DOTD to use, that enables environmental documents to be interactive online experiences complete with dynamic mapping and comment and response tracking.

AECOM will lead any services to support mitigation compliance and any material sampling and test or field services that may be required. The AECOM team, supplemented by ELOS and Terracon will take samples of where concerns of heavy metals are present and provide analysis to provide the necessary data for proper decision making to mitigate any environmental concerns.



4. Traffic Engineering and Design

AECOM is known leader in traffic engineering. We have also partnered with Vectura to assist AECOM in traffic tasks. Both firms are very familiar with DOTD TEPR process and the related EDSM. AECOM will work with DOTD to determine any traffic restrictions, minimum lane requirements, allowable ramp, lane, or bridge closure times, and associated user delay costs. Based on this information and the goals of the project we will develop alternatives for consideration. Preliminary mobility plans will also specify (among other things) temporary traffic signalization needs, pedestrian requirements, driveway impacts, minimum lane widths, and minimum shy distances. Our team will then evaluate the associated user delay costs using traffic modeling software which best meets the project's specific needs (e.g. Syncro, Vissim, CO3).

This information will then be used to help evaluate the alternatives and also determine if other contracting mechanisms incentive/disincentive clauses; lane/bridge/ramp are beneficial.

Vectura will lead any data collection. AECOM and Vectura jointly will perform any traffic analysis and design. AECOM will provide QC oversight of the analysis. AECOM and Vectura would team to review any traffic safety concerns. AECOM and Vectura will perform geometric designs and geometric reviews. Transportation Management Plans may be performed by any of the firms. AECOM will lead the preparation of any Access Justification Reports (AJRs) either through the development of an Interchange Justification Report (IJR) or an Interchange Modification Report (IMR).

AECOM will develop traffic intersection control, signing, and pavement marking designs based on the design criteria and traffic requirements of the project. The AECOM team has road design and traffic personnel experience in preparing signing and striping plans or providing signal plans in accordance with the DOTD Engineering and Construction Bulletins, EDSMs, Pavement Markings Manual, Traffic Signal Manual, and Standard Plans and Specifications.



5. Topographic and Bathymetric Survey

If accurate and reliable survey data is provided within the procurement documents, pre-award designs and cost estimates are more informed and robust. If expediency is necessary, LIDAR may be used for preliminary mapping to prepare geometric layouts and preliminary designs. Other survey methods can be used for control surveys, land surveys, design surveys, hydraulic surveys, structure surveys, and ROW surveys.

Both survey firms, in addition to collecting topographic and bathymetric data, can develop drainage maps, perform title take-offs and other associated title work, and develop right of way maps.

AECOM has chosen to partner with two survey firms, T. Baker Smith and Forte & Tablada, so that we can be responsive to the needs of the task order. This allows us flexibility to determine who is the best team available for the assignment. Both surveyors are experienced in performing surveys for DOTD and allow coverage of teams to mobilize to any part of the state quickly.



6. SUE and Utility Relocation

AECOM Team Member, T. Baker Smith (TBS) brings more than 100 years of combined experience delivering successful Subsurface Utility Engineering (SUE) services throughout Louisiana. Our core team has contributed to many of the largest and most complex SUE projects completed for the Louisiana Department of Transportation and Development (LADOTD), providing us with a thorough understanding of LADOTD requirements, procedures, and quality expectations. This experience enables TBS to consistently deliver accurate,

reliable, and high-quality utility information that supports project success and informed decision-making for all stakeholders. In addition to our SUE expertise, TBS maintains a dedicated Utility Coordination team experienced in the development of utility conflict matrices, conflict plans, utility relocation agreements, and utility construction inspection services. Our staff is well-versed in LADOTD utility coordination processes and works proactively with utility owners, project teams, and agency personnel to facilitate timely utility resolutions and minimize project risks. TBS is fully equipped with the personnel, technology, and specialized equipment necessary to perform SUE and surveying services in accordance with ASCE 38-22 standards. Our comprehensive in-house capabilities allow us to efficiently deliver high-quality utility investigations and mapping services while maintaining the highest standards of accuracy, safety, and quality control.



7. Geotechnical Engineering

AECOM proposes two geotechnical consultants, Eustis Engineering and Terracon, so that we can respond to multiple task orders in a timely manner.

Perform geotechnical laboratory testing and analysis. | Both Eustis and Terracon have accredited geotechnical labs, have established practices in Louisiana, and have performed successfully on DOTD projects.

Provide geotechnical analysis and design. | Geotechnical site conditions are considered a significant project risk. It is important to understand the potential risk for each individual Work Order. Our team will fully evaluate the site conditions and discuss the history of the area and any known geotechnical issues with DOTD. This information will also be highlighted through our risk management workshops and included in the risk register. Soil borings and/or pavement core locations will be coordinated with the DOTD Region Soils Engineer and obtained to supplement existing information.

Geotechnical design criteria are then established. The level of contractual geotechnical data included in the procurement documents is dependent upon the risk and information that is necessary to allow design-builders to understand the general conditions of the project site and minimize priced risk in their proposals.

Provide construction-related services (e.g. field construction monitoring and analysis) | Whether providing QC or QA testing services or performing services to support an independent analysis of a sample to resolve non-conforming work, the AECOM team services. We can also provide technicians to perform pile logging or be a witness to pile load testing, as well as provide monitoring for complex geotechnical conditions.



8. Road Design and Hydraulic Engineering

Road Design | The AECOM team will prepare preliminary geometric layouts depicting horizontal and vertical location of the proposed roadway

in relation to existing topography to develop geometric design criteria to be used by potential bidders in accordance with DOTD policies and procedures. When the project requires it, we can also develop different alternatives to minimize ROW impacts or mitigate any environmental concerns associated with impacts to historic properties, wetlands, and endangered species areas. AECOM recently completed the road and bridge design for the LA 23 crossing over the Mid Barataria Sediment Diversion in Plaquemines Parish. We completed Final Design on Phase 1 of the College Drive Enhancements which is part of an overall plan to improve vehicular and pedestrian mobility and safety from Perkins Road to Bawell Street in Baton Rouge. Our teams also participated in the I-635 (LBJ Freeway) Improvements in Dallas, TX and Southeast Connector Design-Build.

To support the need for flexibility and to provide additional breadth and depth or resources for a specific task order, the AECOM Team proposes to supplement its road design team with staff from T. Baker Smith and Forte & Tablada, who both have proven road design and hydraulics staff who have performed successfully on DOTD roadway assignments. Some of these personnel are former DOTD employees who understand DOTD's Policies and Procedures and Project Delivery Process to perform any assignment in an expedited manner.

Hydraulic Engineering | As part of the road design efforts, we will also develop preliminary drainage designs, which often in the design-builder's eyes become risk. To help mitigate this risk, at a minimum, a hydrologic study that identifies the drainage areas must be completed and it is imperative that early discussions, coordination, and approvals occur with DOTD to better define the requirements. The AECOM team will prepare design criteria and perform hydraulics analysis to determine risks and to optimize designs as appropriate. All work will be in accordance with the DOTD Hydraulics Manual.



9. Bridge Design

Bridge Design | Preliminary bridge design includes the development of bridge concepts and bridge design criteria that will be included in the RFP. Items such as bridge location, lane, shoulder and sidewalk widths, minimum lateral and vertical clearances, bridge hydraulics for early permitting, foundation investigation, retaining wall types, retaining and noise wall locations, and structure repair recommendations may need to be investigated and determined for inclusion in the procurement documents. This is done in concert with the road design efforts and in accordance with the DOTD Bridge Design & Evaluation Manual (BDEM).

Bridge Inspection | AECOM has previously provided and is currently under contract providing inspection services to DOTD for complex and conventional bridges. The team performs routine, in-depth, emergency, and NSTM inspections, as well as patina assessments for weather steel structures. For limited access areas, AECOM can employ drone technology to provide the

needed inspection documentation. AECOM also brings a robust movable bridge practice with a current contract that provides in-depth inspection, load ratings, and recommendations for repair of five movable bridges across South Louisiana.

Develop as-designed, as-built and condition bridge ratings. | AECOM's bridge practice includes numerous staff who have performed load ratings for DOTD, as well as for other state DOT's and municipalities nationwide. Our local bridge team has significant expertise in providing load rating analyses on a wide variety of structure types and regularly collaborates with our national bridge load rating practice, providing a collaborative environment that will be utilized on this contract to efficiently perform load and condition ratings.



10. Plan Development and Letting Support Services

During the RFQ and RFP processes, there are opportunities for a collaborative dialogue between DOTD and proposers in the form of proposer questions and answers, one-on-one meetings, and through the ATC process. AECOM will generate initial responses to proposer questions, coordinate with DOTD to develop final responses, prepare official response documents for distribution to individual proposers, and revise notice to bidders (NTBs) for sharing public questions and answers among all proposers via the DOTD Alternative Delivery process. AECOM is prepared to evaluate initial and final Alternative Technical Concepts (ATCs) from proposers using the SMEs necessary to evaluate the technical aspects of the ATC and its overall impacts to the project. Confidentiality is critical during the ATC process, and AECOM SMEs understand the importance of maintaining confidentiality when they are involved in ATC evaluation. AECOM can quickly and effectively communicate new information to proposers in the form of addenda and NTBs that address requests for clarifications raised by proposers. Redline markup documents in the form of NTBs can be generated with each addendum to provide proposers with a concise, transparent record of content changes.

Develop project plans in accordance with project needs and requirements. | The AECOM team understands DOTD's project development process and will prepare project plans in accordance with DOTD's policies and procedures and meeting the needs of the project.



11. Construction Support Services

The AECOM team can offer construction administrative services to support DOTD. We will engage design leads to review construction submittals and drawings, RFIs, and value engineering (VE) proposals. For VE proposals, we will engage SMEs who review VE and other contractor proposals for projects nationwide. AECOM begins this process by reviewing each submittal for completeness, then distributes the submittal to the core team and appropriate DOTD and AECOM SMEs for technical review. It is important to provide supporting information to SMEs with the distribution of each submittal

such as review timeframes and references to contract documents and other applicable submittals. Comments from reviewers are collected and thoroughly examined by AECOM for quality, consistency, and conformance with contract documents. Preferential and non-conforming comments can lead to increased costs and project delays, so these comments are closely coordinated with DOTD project managers to determine whether they will be implemented.

The AECOM team can review construction drawings, submittals, or NCRs identified by the OV consultant and determine if there is a way to mitigate complete rework of non-conforming work. Where needed to update Contractor Documents, we can engage our design teams to complete these tasks.

The process will require close, effective communication and coordination with DOTD and the contractor or design-builder to minimize the risk for project delays and project cost increases. Review and response times must be minimized to keep the project moving forward. The AECOM team has extensive knowledge and capacity to provide comprehensive reviews of complex designs under expedited review time frames.

In addition to reviewing design and construction submittals, AECOM will review schedule of values (SOVs), critical path method (CPM) schedules, design quality manuals (DQMs), requests for information (RFIs), invoices, and claims, and participate in progress meetings, over-the-shoulder reviews, stakeholder and public meetings, utility coordination meetings, and review of disputes.

AECOM uses Sharepoint® as our preferred tool for document control. The SharePoint® site eliminates time delay in distributing submittals, provides a real-time updated reviewer comment collaboration log that the design-builder cannot access, maintains updated versions of the submittals, and serves as an FTP site for all project-related data.

Cost Estimates | AECOM will engage experts from our construction division who are accustomed to "hard-bidding" this type of work, so that realistic and risk-informed estimates are developed. The team will perform well-documented quantity take-offs and organize them into a work breakdown structure. Take-offs will become the basis for bid schedule quantities which will be closely coordinated with the AECOM scheduling team. Once our cost estimating team has accurate quantities, we approach pricing with the same methods as a contractor. We look at work crews and daily production rates for labor-sensitive items, obtain vendor quotes for materials and subcontracted items, and analyze markups for overhead, profit, bonds, insurance, and taxes. We also review mobilization and site size/location constraints to account for any cost impacts. Special items are identified and color-coded within our estimate backup as it pertains to anticipated pricing, scope or difficulty of construction. Our estimating approach includes assessments of the potential risks and mitigation strategies.

Schedule | The process of developing a CTD schedule is essentially an independent constructability review. Because the schedule is developed as design develops, the scheduler and design team can provide feedback on ways to expedite construction, identify potential risks/opportunities, and identify logistics gaps in project planning that can then be addressed within the design and/or RFP.



12. Other Specialty Services

The AECOM team recognizes that specialty services that may arise on any complex project. AECOM will work with the DOTD Project Manager to determine the proper team, scope, risk mitigation, and other costs to complete the task at hand. Some of the items listed within the scope of services are addressed below.

Tolling | Tolling includes complete payment systems, and requires knowledge of interoperability, congestion pricing, and managed lane strategies. AECOM is leading the charge to solve today's mobility challenges throughout the US and worldwide. Whether it's innovative customer service, advanced payment systems, or evolving toll collection, we work with you to define, implement, and operate your tolling and payment solutions.

ITS | More and more transportation projects are being impacted by ITS infrastructure contained within their influence areas and from the incorporation of ITS technology into projects. AECOM possesses experienced ITS staff with previous DB experience who will draft ITS requirements. Vectura and AECOM have performed ITS assignments for DOTD and understand and appreciate DOTD's ITS program. We can support Design and Construction of any new or replacement of any ITS assets.

ROW | AECOM will assist DOTD with preparing ROW documents and deliverables. DOTD typically retains the risk for securing required ROW. AECOM will identify worst-case ROW requirements through preliminary engineering to appropriately identify risks and recommend mitigation. AECOM is also familiar with creating public interest finding statements (PIFS) for DOTD if ROW cannot be fully procured prior to RFP advertisement. We also are familiar with different commercial terms and contractual requirements to mitigate risks from unsecured ROW. We are prepared to solicit quotes for additional services like appraisals or title work. These will be performed in accordance with the Federal Acquisition Regulation (FAR).

Roadway and Aesthetic Lighting | AECOM will provide mechanical and electrical design, including roadway lighting similar to its scope on its current IDIQ. AECOM has performed several road lighting tasks for traditional DBB and DB projects for DOTD. For aesthetic lighting, AECOM can also call upon our Bridge Architect, Bradley Touchstone.

Graphic design and professional presentation material development | The AECOM team has produced inspired, interactive, and award-winning

communications for several DOTs including DOTD. The DOTD won the TRANSCOMM award in 2022 for the Virtual Meeting room that AECOM developed for the I-49 Lafayette Connector. Laurie Simmons leads our communications team and has won awards from the Public Relations Society of America. She leads a team of communications specialists that includes graphic artists ready to assist with:

- » 3D visualizations (realistic or representatives)
- » Report generation
- » Interactive Mapping/ Roadway exhibits
- » Accessibility services (Section 508 remediation and more)
- » Collateral creation
- » Fact sheets, brochures, and branding.

Public Relations and Community Advisory Services | AECOM will assist DOTD with tasks required to explain the project to the public or government agencies and receive comments regarding the project. Work may include support for construction projects, helping the public to understand the project benefits and how to manage construction-period delays. The AECOM team worked with the Public Involvement Division of TxDOT to literally 'write the book' on engagement: the Texas Strategic Public Engagement Guidance used on all TxDOT engagements.

Alternative Delivery Technical Services | During the planning and delivery selection process, our team will coordinate with DOTD and summarize key project characteristics that will impact the delivery method, including estimated cost, complexity, third-party impacts, and other key factors. Once a decision has been made as to the delivery method, the AECOM team will work with DOTD to manage those processes and achieve the intended schedule and cost benefits. Through our extensive experience with complex highway alternative delivery, we are ready to support, troubleshoot, and refine the process for future projects. We have every transportation discipline that could be needed available to provide responses on alternative technical concepts and construction methods. We understand the need for dedicated staff that can respond immediately and help DOTD move to a decision quickly.

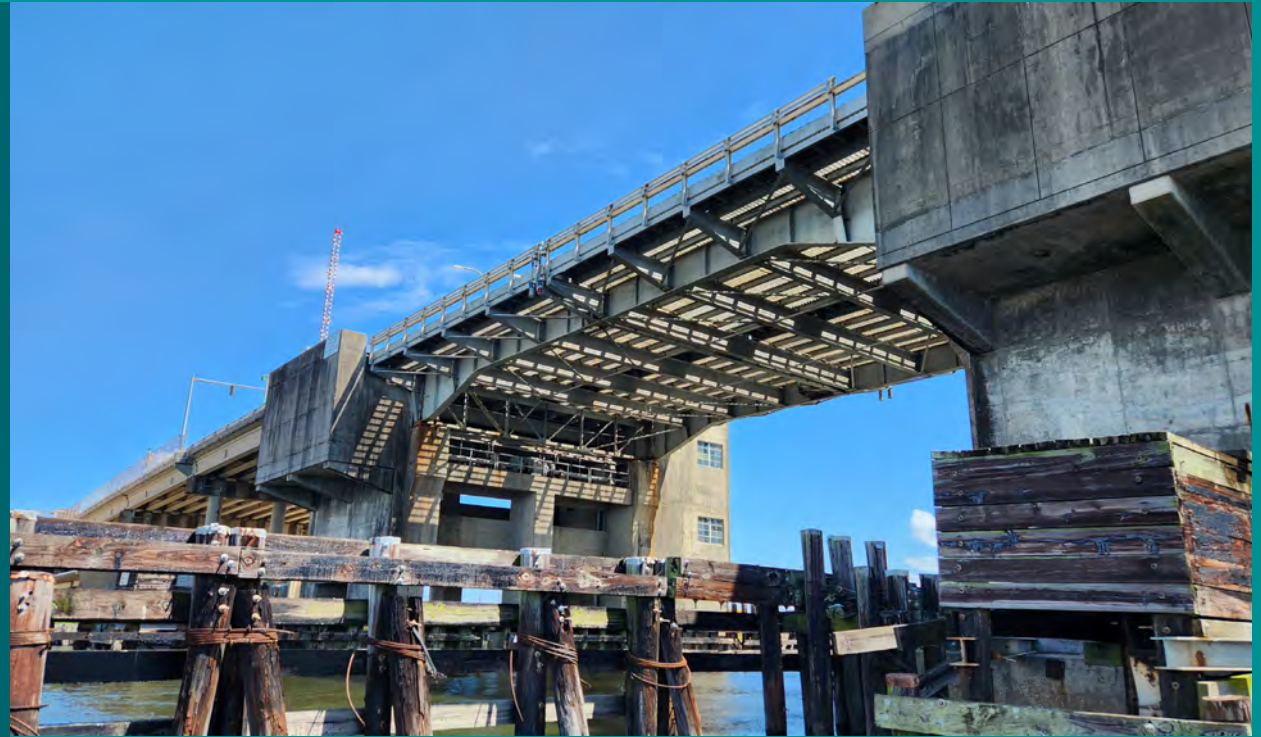
AECOM is aware that risk factors often drive the selection of an appropriate procurement. The following figure presents some of the typical risks associated with each procurement type. By using this approach, the appropriate procurement can be logically selected (Figure 2).

Other Services as directed & developed in coordination with the DOTD Program Manager | The AECOM team can provide any service from feasibility planning and concept development through construction support and any tasks in between. In our organizational chart, we identified some additional tasks that are related but not specifically listed in the scope of services.

LA 315 Bayou Dularge Bascule Bridge

AECOM performed an emergency bridge inspection, prepared a conditions summary, and developed short and long-term bridge repair concepts for the LA 315 Bayou Dularge Bascule Bridge within a 2-week window. Construction began within 2 weeks concurrent with design and was completed in 6 weeks.

Relevance to Critical Projects IDIQ: Bridge Condition Assessment/Load Rating, Preventative Maintenance and Repair, Bridge Rehabilitation Recommendations, Emergency Preventative Maintenance & Repair



Sections

19-22

19. WORKLOAD

Firm(s)	Discipline(s) *	Contract Number and State Project Number	Project Name	Remaining Unpaid Balance**
AECOM Technical Services, Inc.	Bridge	44-21593; H.009859.5	TO#1 Bridge Load Rating Services	\$140,545
		44-23921	Bridge Preservation IDIQ	
	Bridge	H.015603.5	LA 641 Bridge Load Rating Services	n/a
	Bridge	H.013832	LA 6 Grand Ecore	\$13,752
	Bridge	H.015519	Smith Road over Red Chute Bayou	\$7,555
	Bridge	H.011993	LA 10 Bayou Carron	\$1,489
	Road	H.016315	LA 463: Drain Bridge	\$137,784
	Road	H.016323	LA 37: Glass Branch Bridge	\$42,214
	Road	H.016324	LA 1047: Drain Bridge	\$52,956
	Road	H.016326	LA 36: Drain Bridge	\$40,760
		44-04128; H.004273.5	I-49 Connector	
	Planning		Tasks 1, 5, 6, 12	\$500,935
	Traffic		Task 2	\$34,207
	Road		Task 4	\$14,923
	Bridge		Task 8	\$54,070
	Environmental		Task 10	n/a
	Environmental		Task 210	\$191,460
	Bridge		Task 301	n/a
	Bridge		Task 302	\$95,000
	Bridge		Task 408	\$114,140
		44-21513	Movable Bridge IDIQ	
	Bridge	H.011969.5 – Ted Hickey	Contract 1 for Movable Bridges (LA 1264)	\$394,871
	Bridge	H.012044.5 – Grand Lake	Contract 1 for Movable Bridges (LA 384)	\$386,142
	Bridge	H.011988.5 – Duperier	Contract 1 for Movable Bridges (LA 86)	\$467,419
	Bridge	H.011973.5 - Dularge	Contract 1 for Movable Bridges (LA 315)	\$412,905

19. WORKLOAD

Firm(s)	Discipline(s) *	Contract Number and State Project Number	Project Name	Remaining Unpaid Balance**
AECOM Technical Services, Inc. (Continued)	Bridge	H.012737.5- Bayou Bonfouca	Contract 1 for Movable Bridges (LA 433)	\$373,130
	Bridge	H.000445	US 190: UPRR Overpass near Opelousas	\$503,514
	Road	H.000445	US 190: UPRR Overpass near Opelousas	\$461,942
	Traffic	H.000445	US 190: UPRR Overpass near Opelousas	\$240,000
		44-29684	In-Depth Bridge Inspection IDIQ	
	Bridge	H.009730.5	In-Depth Bridge Inspection- TO# 1	\$556,450
	Bridge	H.009730.5	In-Depth Bridge Inspection- TO# 2	\$1,568,389
	Bridge	H.009730.5	In-Depth Bridge Inspection – TO#3	\$954,288
ELOS	Environmental	44-0019337 / H.014245	LA-119 Bayou Pierre and Creek Bridges	\$15
	Environmental	44-0019337 / H.014247	LA-399 Creeks, Little 6 Mile Creek, Flat Branch	\$26
	Environmental	44-0019337 / H.014248	LA-124 Creeks, Broke Leg Bayou, Boggy Bayou	\$123
	Environmental	44-0019337 / H.014248.5	LA-124 On-site Detours - Supplemental Task Order	\$238
	Environmental	44-0027734 / H.014362	Lake Road in St. Tammany Parish	\$22,433
	Environmental	44-0025041 / H.015430	Hood Rd, Middle Colyell Creek IJJA Off-System Bridges D62	\$53
	Environmental	44-0025041 / H.015431	Sawmill Rd, Unnamed Creek IJJA Off-System Bridges D62	\$17
	Environmental	44-0021326 / H010074.1	DOTD Stage 0 IDIQ-LA 3089 Serve Rd/LA 70 Up	\$2,760
	Environmental	44-00024189/H.015911	Grover Jones over Williams Creek	\$196
	Environmental	44-00024189/H.016276.5	Sidney Lablanc Road over Coulee	\$452
	Environmental	44-00024189/H.014059	US 80: Bridges Near Minden	\$2,764
	Environmental	44-00031920/H.008069.5	Peters Road Bridge and Extension	\$4,115
	Environmental	44-0025041 / H.015432	M. Williams over Spring Creek	\$25
	Environmental	44-0025041 / H.015433	George Jenkins Road Over Berry's Creek	\$154
	Environmental	44-0025041 / H.015434	Mitch Road Over Peters Creek	\$90
Eustis Engineering, LLC	CE&I/OV	H.016366 / H016366	DOTD Pedestrian Improvements, U.S. Highway 90	\$13,000
	CE&I/OV	H.015028.6 / 2321034	DOTD Bayou Barataria Bridge Replacement, Phase 1	\$15,000
	Geotech	H.015028.6 / 4400024654	DOTD Bayou Barataria Bridge Replacement	\$51,000
	CE&I/OV	4400021740 / H004100	DOTD Roosevelt Boulevard, Intersection of West Napoleon Ave to Intersection of West Metairie Ave	\$5,000
	CE&I/OV	H.012867.6 / H012867	DOTD Urban System Project, South Larriviere Road, LA Highway 92 to Chemin Metairie Parkway	\$1,000

19. WORKLOAD

Firm(s)	Discipline(s) *	Contract Number and State Project Number	Project Name	Remaining Unpaid Balance**
Forte and Tablada, Inc.	Survey	4400021594 / H.011965.6	Task Order No. 2 - IWGO Bridge Rehabilitation Drone Flyover	\$47,688
	Bridge	4400021594 / H.009859.5	Task Order No. 6 - Load Rate Selected Statewide Bridges	\$868,594
	Bridge	4400021594 / H.009730.5	Task Order No. 8 - In-Depth Bridge Inspections	\$110,464
	Bridge	4400021594 / H.015546.6	Task Order No. 9 - Caplis Sligo Road Over Red Chute Bayou	\$5,244
	Bridge	4400021594 / H.009859.5	Task Order No. 10 - Statewide Bridge Rating	\$862,237
	Bridge	4400023921 / H.015519.6	Task Order No. 5 - Smith Road over Red Chute Bayou	\$9,024
	Bridge	4400024589 / H.014990.5	OSBR S. Tiger Bend Rd & East Achord Rd Bridges	\$41,837
	Bridge	4400013387/H.013137.5	OSBR Ouachita	\$23,249
	Bridge	4400019864/H.014318.5	OSBR Gurney Road Bridges	\$4,708
	Bridge	4400025037/H.014994.5	OSBR Bonne Idee Rd over Bonne Bayou	\$3,487
	Bridge	4400024586/H.014981.5	OSBR Hosston River Road	\$5,689
	Road	4400024641/H.005734.5	LA 447 Corridor	\$300,449
	CE&I/OV	4400023837/H.013714.6	Valhi Blvd Shared-Use Path (Houma)	\$65,411
	Survey	4400021532/H.010116.5	LA 1088: Soult & Trinity Roundabouts	\$22,187
	Survey	4400021532/H.012059.5	LA 19: Bridges near Zachary	\$19,490
	Survey	4400021532/H.013195.5	LA 98 Curve Realignment	\$6,464
	Survey	4400021532/H.005734.5	LA 447 Corridor Study	\$109,275
	Survey	4400021532/H.012563.5	LA 73: Bayou Manchac Bridge (HBI)	\$461
	Survey	4400027919/H.015587.5	LA 3211 @ Yokley Rd Roundabout	\$7,031
	Survey	4400021532/H.004100.5	I-10: LA 415 to Essen on I-10 & I-12	\$102,019
	Survey	4400031906/H.004791.6	LA 23: Belle Chasse Bridge & Tunnel (HBI)	\$174,018
	Survey	4400030630/H.015724.5	Kings Hwy: Healthcare & Dev Corridor	\$42,039
	Survey	4400025029/H.015341	D61(EBR) IIJA Off-System Bridge	\$53,978
	Survey	4400025029/H.015341	D61(EBR) IIJA Off-System Bridge - SA 3	\$9,113
	Survey	H.004100	I-10 Capital Corridor	\$4,240
	Survey	4400004128/H.004273.5	I-49 Connector Additional ROW	\$6,692
	Survey	4400031228/H.015469.5	Shreveport Pavement Program	\$44,235

19. WORKLOAD

Firm(s)	Discipline(s) *	Contract Number and State Project Number	Project Name	Remaining Unpaid Balance**
T. Baker Smith, LLC	Bridge	4400025027 / Multiple S.P. No's	IIJA Off-System Bridge Program	\$24,679
	CE&I/OV	4400025760 / H.011137	I-12: LA 1077 to LA 21 (CE&I)	\$427,546
	CE&I/OV	4400031038 / H.015308	I-49: I-10 - St. Landry P/L	\$197,203
	Environmental	4400019336 / Multiple S.P. No's	Rural Bridge Replacement Initiative Phase II	\$13,804
	Environmental	4400025027 / Multiple S.P. No's	IIJA Off-System Bridge Program	\$28,021
	Environmental	4400031920 / H.008069	Peters Road Bridge & Extension (Phase 3)	\$180,527
	Other (Constr. Support)	4400013203 / H.001344	US 190: LA 437 to US 190 Bus (Ph 1)	\$9,460
	Other (Constr. Support)	4400025027 / Multiple S.P. No's	IIJA Off-System Bridge Program	\$102,090
	Other (Contract Mgt.)	4400019336 / Multiple S.P. No's	Rural Bridge Replacement Initiative Phase II	\$3,988
	Other (Contract Mgt.)	4400025027 / Multiple S.P. No's	IIJA Off-System Bridge Program	\$22,225
	Road	4400025027 / Multiple S.P. No's	IIJA Off-System Bridge Program	\$40,224
	Road	4400024928 / H.015576 (TO 1)	LA 447 @ LA 1025: Roundabout	\$9,521
	Road	4400024928 / H.015587 (TO 3)	LA 3211 @ Yokley Road Roundabout	\$114,621
	Road	4400024298 / H.016095 (TO 4)	LA 70 Rehab: Marguerite St to US 90	\$7,870
	Road	4400024928 / H.015485 (TO 6)	LA 3187: LA 13 - LA 13	\$129,892
	Road	4400024928 / H.010795 (TO 7)	LA 42: Roundabout at Joe Sevario Road	\$81,440
	Survey	4400025027 / Multiple S.P. No's	IIJA Off-System Bridge Program	\$8,484
	Survey	4400021973 / H.011242	LA 384 (Big Lake Rd to McNeese St)	\$519,250
	Survey	4400024928 / H.015485	LA 3187: LA 13 - LA 13	\$63,857
	Survey	4400031920 / H.008069	Peters Road Bridge & Extension (Phase 3)	\$301,303
	Survey	4400021973 / H.013818	LA 308: B Lafour MB RH (Golden Meadow) (HBI)	\$55,667
	Other (Subsurface Utility Eng.)	4400025511 / H.011242.5	LA 384	\$620,767
	Other (Subsurface Utility Eng.)	4400025511 / H.010005.5	LA 733 VRMLN R MB RH	\$43,841
	Other (Subsurface Utility Eng.)	440002551 / H.011923.5	Hooper Rd: Roundabout at Sullivan Rd	\$36,523

19. WORKLOAD

Firm(s)	Discipline(s) *	Contract Number and State Project Number	Project Name	Remaining Unpaid Balance**
Terracon Consultants, Inc.	Geotech	400005673 / H.011235	I-49 at Verot School Road	\$8,110
	Geotech	4400025027 / H.015442 -015449	IIJA Off System Bridge Program	\$11,400
	Geotech	4400025026 / H.015338	IIJA Off System Bridge Program	\$66,600
	Geotech	4400025024 / H.015336, .015520, .015529	IIJA Off System Bridge Program	\$9,234
	Geotech	4400025023 / H.015505-0.015517, .015335	IIJA Off System Bridge Program	\$39,000
	Geotech	4400006191 / H.005967	Nelson Road Extension and Bridge	\$175,495
	Geotech	4400019014 / H.012048.5	Caster Creek and Relief Bridges	\$28,158
	Geotech	4400019014 / H.012537.5	LA 154, LA157 – Red Chute BYU & Flat RVR BRS	\$17,051
	Geotech	4400019014 / H.014984	Libuse Cutoff Road over Flagon Bayou	\$19,878
	Geotech	4400024651 / H.014988	Carey Road over Blackwater Bayou	\$49,946
	Geotech	4400024651 / H.014990	S. Tiger Bend Road & E. Achord Road Bridge	\$20,034
	Geotech	4400024651 / H.000284	US 90 Pearl River Bridges	\$971,478
	Geotech	4400024651 / H.012059	LA19- Bridges near Zachary	\$303,640
Vectura Consulting Services, LLC	CE&I/OV	4400020018	EBR Computerized Traffic Signal, Ph VB	\$23,595
	Traffic	H.007160	LA 47 Hayne Blvd Safety Improvements	\$9,437
	Traffic	4400025299	LA 383 Stage 0 Corridor Study	\$20,146
	Traffic	H.01564.5	US 61: Cardinal Dr to Bert St	\$6,203
	Traffic	4400018271	LA 1138-1 & LA 1138-2: Corridor Improvements	\$142,847
	Traffic	H.014746.5	US 190: Wooddale to Livingston P/L Study	\$43,652

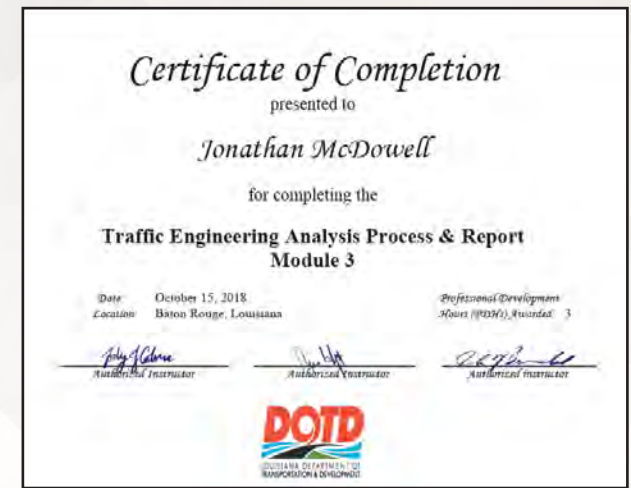
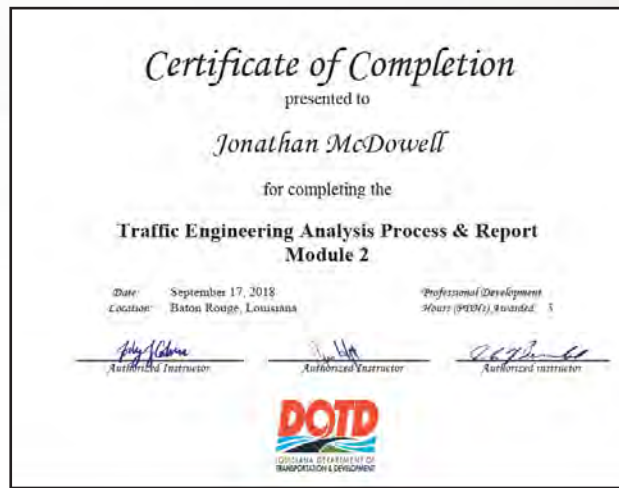
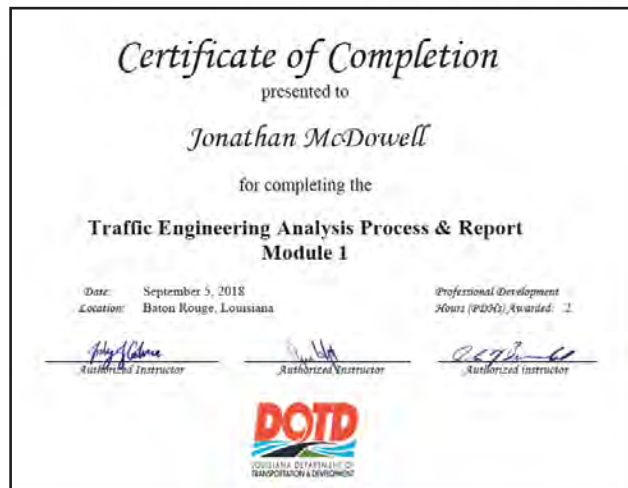
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Reece Rodrigue, PE, PTOE, RSP ₁		240-241
Gustavo Clavijo		241-242

AECOM Technical Services, Inc.



Beginning Jan. 1, 2022, all flagger cards shall include a serial number. Cards issued **ATSSA** without a serial number will not be accepted.

*National flagger certification cards shown below. Utah cards have a slightly different appearance. All serial numbers are exactly 11 characters (1 letter + 10 numbers).

Flagger Verification Search

By Flagger Number Beginning with "A":
A1000126301

By Flagger Number Beginning with "V":

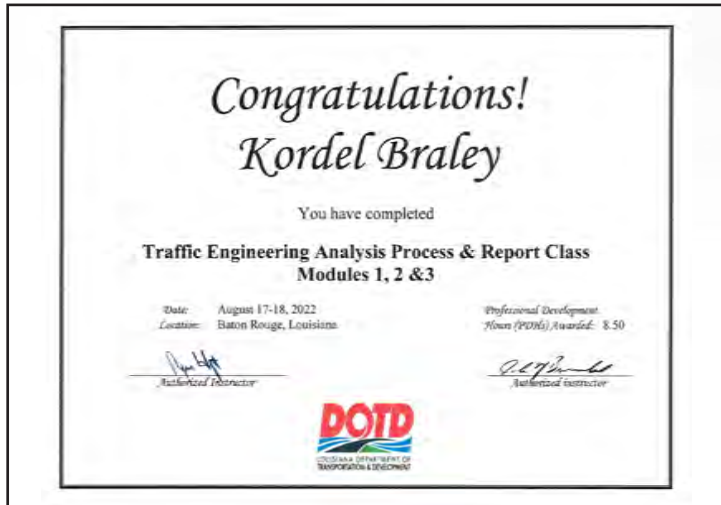
Last Name
McDowell

SEARCH

Search Results

Contact	Program	Beg Date	End Date	ATSSA Flagger Number	Trainer Flagger Number
Jonathan G McDowell	National Flagger	5/11/2023	5/10/2027	A1000126301	

AECOM Technical Services, Inc.



Transportation Professional Certification Board Inc.

1627 Eye Street, NW • Suite 550 • Washington, DC 20008 USA • Tel: 202-795-0060 • www.tpcb.org



Ms. Ashley Schulze, P.E., PTOE:

We want to congratulate you and thank you for renewing your certification as a PTOE. The Transportation Professional Certification Board and staff commend you on your commitment to your profession and stand ready to assist you. Some important things to note:

1. Your certification is renewed through 11/20/2028.
2. You will not be receiving a new certificate as the one sent to your originally does not indicate an expiration date and can be displayed as long as you are a PTOE. Your certificate does indicate your original certification date.
3. At the end of the three-year period, your certification will need to be renewed again. This can be done without examination provided you have met the continuing education requirements and submitted the necessary PDHs/CMs.
4. Just a reminder that you can use the free [Record-keeping System](https://www.tpcb.org/TPCB/assets/File/PUBLISHED/TPCB%20Template%20for%20PDH%20Uploading%20Fillable.pdf) if you are an ITE member, but if you are a non-member, you may use this template to keep track of your credits.
<https://www.tpcb.org/TPCB/assets/File/PUBLISHED/TPCB%20Template%20for%20PDH%20Uploading%20Fillable.pdf>

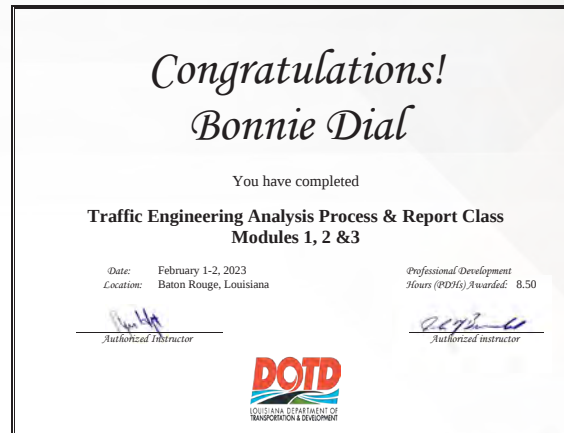
We thank you for your continuing support of the Certification Program and wish you the best of luck in the coming years.

Sincerely,

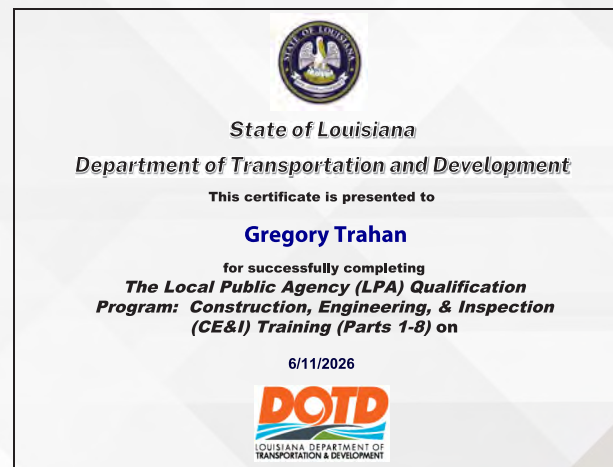
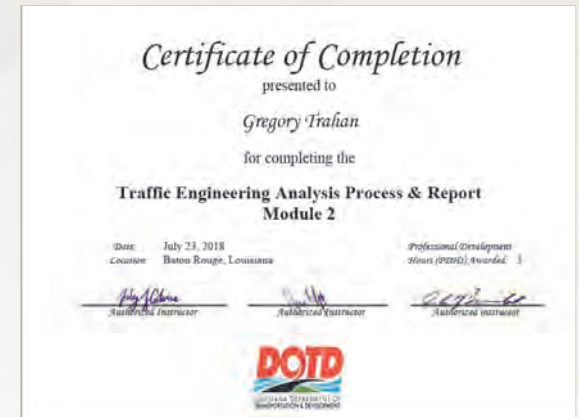
Jan O. Voss, P.Eng., PTOE

Chair, Transportation Professional Certification Board

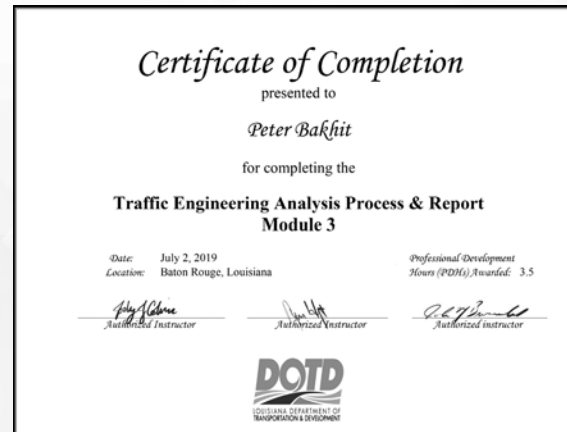
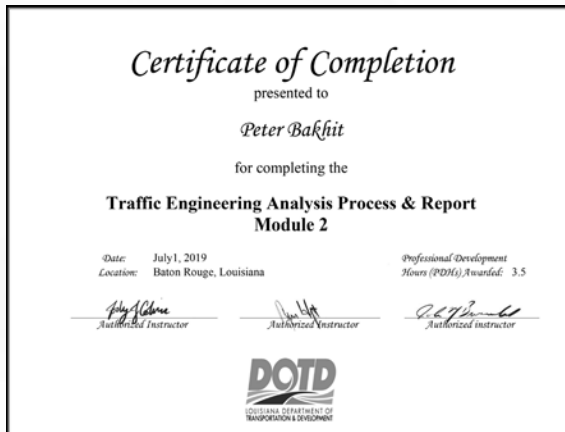
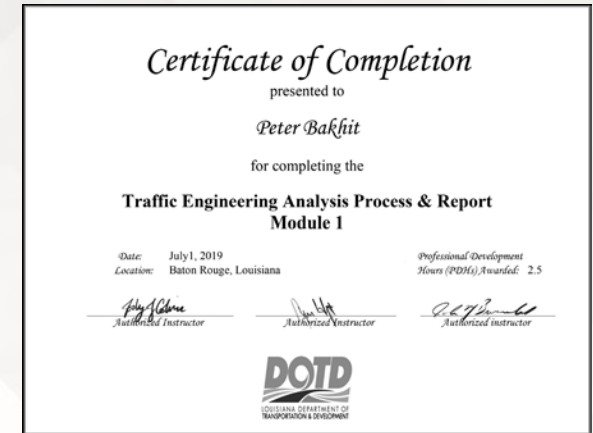
AECOM Technical Services, Inc.



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Name	Type	City	Status
AECOM TECHNICAL SERVICES, INC.	Business Corporation (Non-Louisiana)	LOS ANGELES	Active

Previous Names

EARTH TECH, INC. (OF CALIFORNIA) (Changed: 12/8/2006)
Business: AECOM TECHNICAL SERVICES, INC.
Order Number: 34542889F
Registration Date: 12/20/1996

Domestic Address

515 S. FLOWER ST.
 SUITE 1050
 LOS ANGELES, CA 90071

Mailing Address

300 SOUTH GRAND AVENUE
 9TH FLOOR
 LOS ANGELES, CA 90071

Principal Business Office

300 SOUTH GRAND AVENUE
 9TH FLOOR
 LOS ANGELES, CA 90071

Registered Office in Louisiana

3867 PLAZA TOWER DR.
 BATON ROUGE, LA 70816

Principal Business Establishment in Louisiana

5615 CORPORATE BLVD., STE. 400B
 BATON ROUGE, LA 70808

Status

Status: Active
 Annual Report Status: In Good Standing
 Qualified: 12/20/1996
 Last Report Filed: 11/21/2025
 Type: Business Corporation (Non-Louisiana)

Registered Agent(s)

Agent: C T CORPORATION SYSTEM
 Address 1: 3867 PLAZA TOWER DR.
 City, State, Zip: BATON ROUGE, LA 70816
 Appointment Date: 12/20/1996

Officer(s) Additional Officers: No

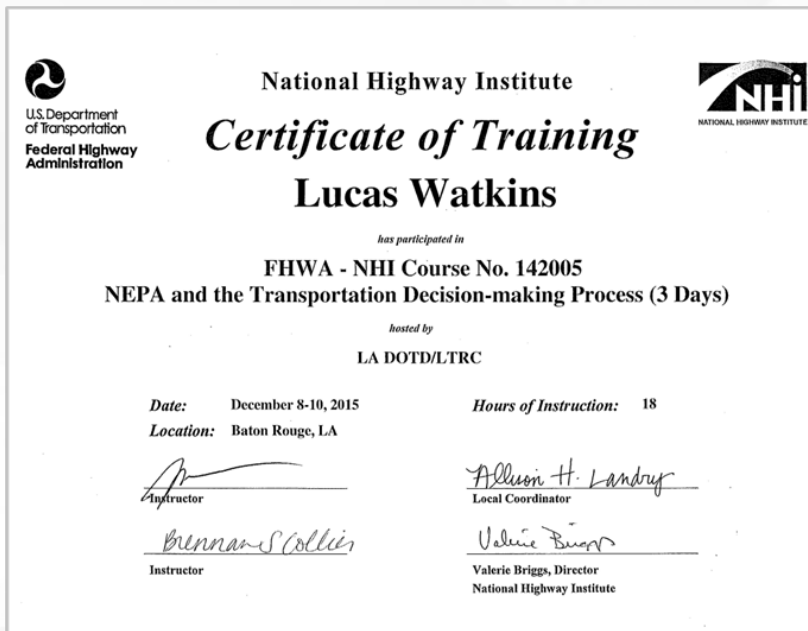
Officer:	ALLISON HALL
Title:	Director, Treasurer
Address 1:	300 SOUTH GRAND AVENUE
Address 2:	9TH FLOOR
City, State, Zip:	LOS ANGELES, CA 90071
Officer:	ARMOND TATEVOSSIAN
Title:	Secretary, Director
Address 1:	300 SOUTH GRAND AVENUE
Address 2:	9TH FLOOR
City, State, Zip:	LOS ANGELES, CA 90071
Officer:	KARL JENSEN
Title:	Director
Address 1:	300 SOUTH GRAND AVENUE
Address 2:	9TH FLOOR
City, State, Zip:	LOS ANGELES, CA 90071
Officer:	MATTHEW CRANE
Title:	Director, President
Address 1:	300 SOUTH GRAND AVENUE
Address 2:	9TH FLOOR
City, State, Zip:	LOS ANGELES, CA 90071

Amendments on File (5)

Description	Date
Shrt of Chg or Chg Ptn Bus Off	1/25/2006
Name Change	12/8/2006
Shrt of Chg or Chg Ptn Bus Off	10/18/2015
Disclosure of Ownership	7/25/2016
Appointing, Change, or Resign of Officer	9/3/2021

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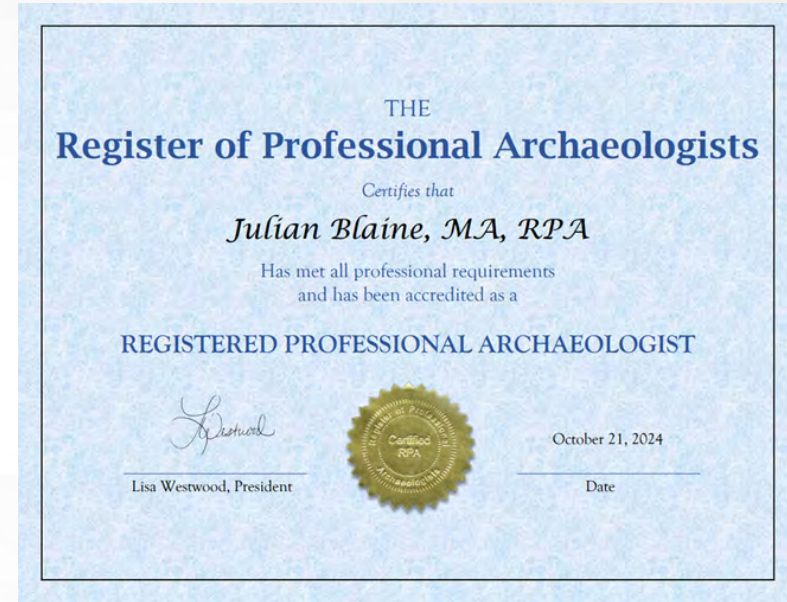
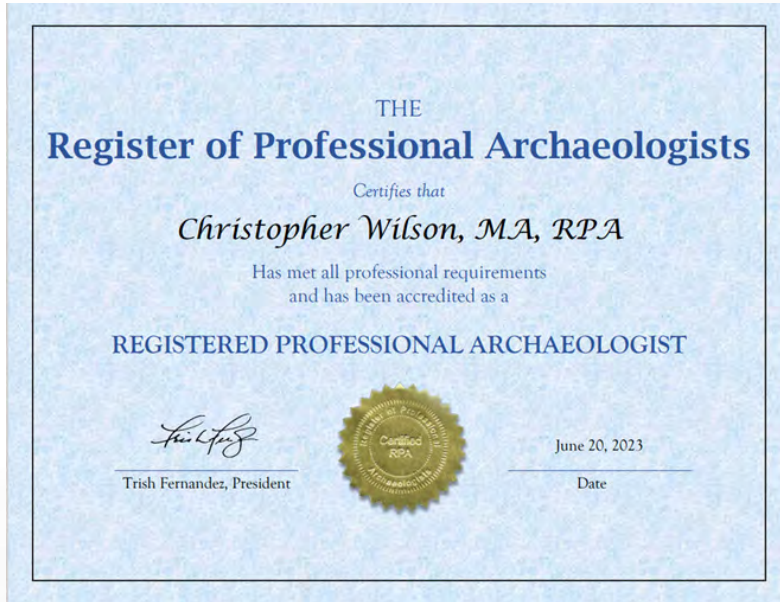
ELOS Environmental, LLC



ELOS Environmental, LLC



ELOS Environmental, LLC



ELOS Environmental, LLC



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Name	Type	City	Status
ELOS ENVIRONMENTAL, LLC	Limited Liability Company (Non-Louisiana)	WILMINGTON	Active

Previous Names:
Business: ELOS ENVIRONMENTAL, LLC
Charter Number: 45643772Q
Registration Date: 10/19/2023

Domestic Address:
 1209 ORANGE STREET
 WILMINGTON, DE 19801

Mailing Address:
 607 W MORRIS AVE
 HAMMOND, LA 70403

Principal Business Office:
 607 W MORRIS AVE
 HAMMOND, LA 70403

Registered Office in Louisiana:
 3887 PLAZA TOWER DR.
 BATON ROUGE, LA 70816

Principal Business Establishment in Louisiana:
 607 W MORRIS AVE
 HAMMOND, LA 70403

Status: Active
Annual Report Status: In Good Standing
Qualified: 10/19/2023
Last Report Filed: 9/19/2025
Type: Limited Liability Company (Non-Louisiana)

Registered Agent(s):
Agent: C T CORPORATION SYSTEM
Address 1: 3887 PLAZA TOWER DR.
City, State, Zip: BATON ROUGE, LA 70816
Appointment Date: 10/19/2023

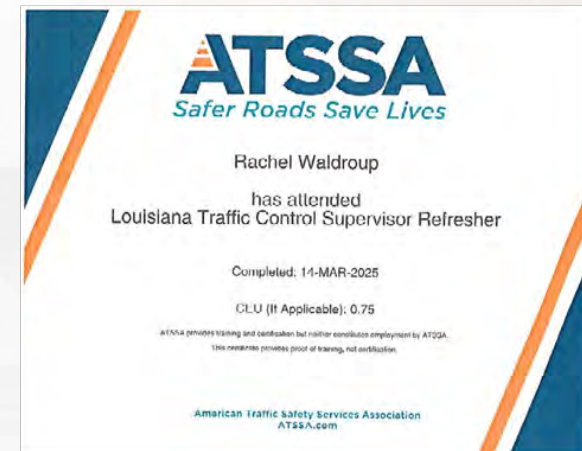
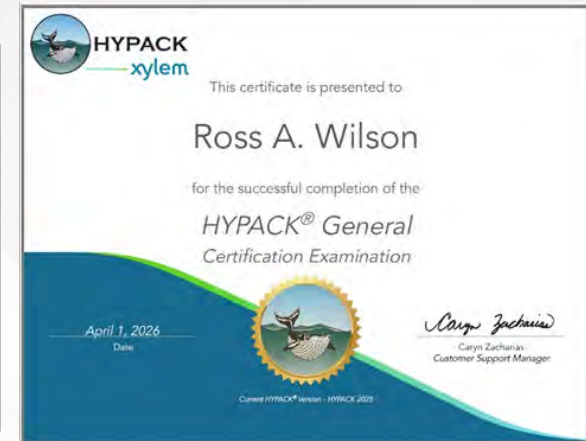
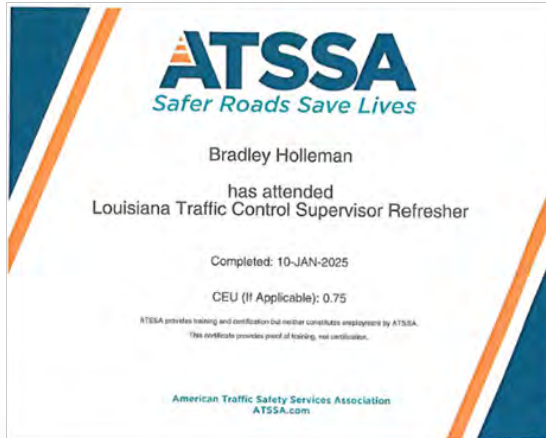
Officer(s): Additional Officers: No

Officer: DIRK APFLEGATE Title: Manager Address 1: 607 W MORRIS AVE City, State, Zip: HAMMOND, LA 70403
Officer: LUCAS WATKINS Title: Manager Address 1: 607 W MORRIS AVE City, State, Zip: HAMMOND, LA 70403
Officer: JAY PRATHER Title: Manager Address 1: 607 W MORRIS AVE City, State, Zip: HAMMOND, LA 70403
Officer: KERRI LAR MASON Title: Manager Address 1: 607 W MORRIS AVE City, State, Zip: HAMMOND, LA 70403

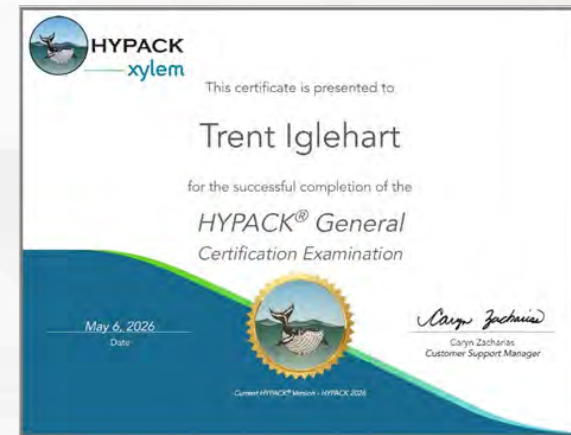
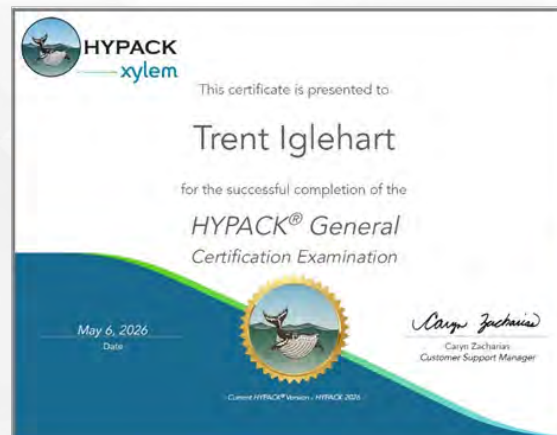
Amendments on File:
 No Amendments on file

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Name	Type	City	Status
FORTE AND TABLADA, INC.	Business Corporation	BATON ROUGE	Active

Previous Names

Business: FORTE AND TABLADA, INC.

Charter Number: 25306090D

Registration Date: 2/8/1961

Domicile Address

9107 INTERLINE AVE.
BATON ROUGE, LA 70809

Mailing Address

9107 INTERLINE AVE.
BATON ROUGE, LA 70809

Principal Office Address

9107 INTERLINE AVE.
BATON ROUGE, LA 70809

Status

Status: Active

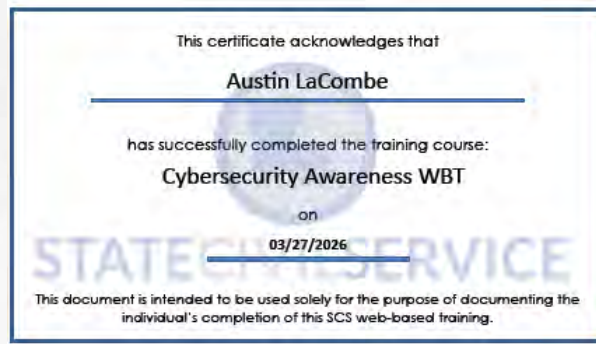
Annual Report Status: In Good Standing

File Date: 2/8/1961

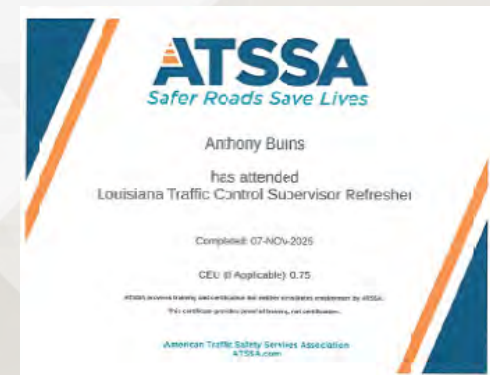
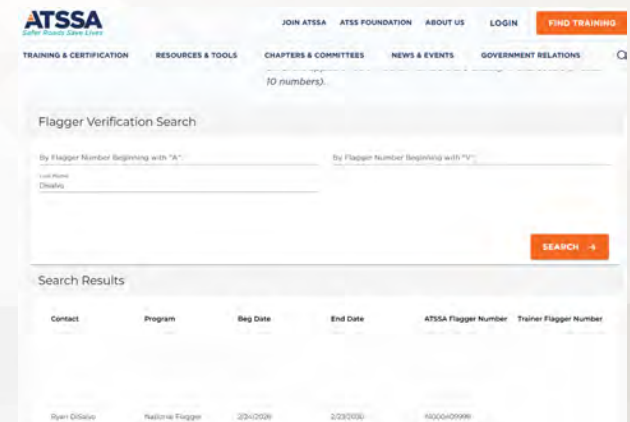
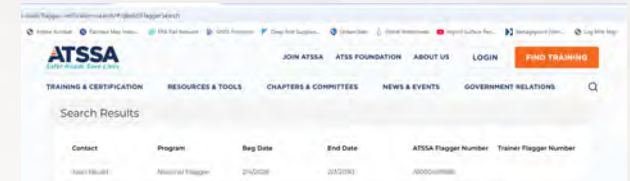
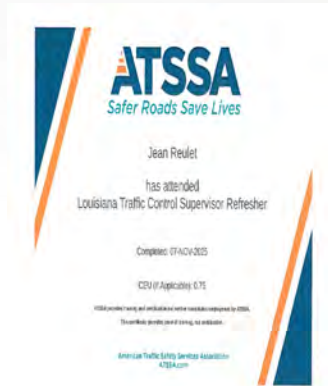
Last Report Filed: 1/12/2026

Type: Business Corporation

T. Baker Smith, LLC



T. Baker Smith, LLC



T. Baker Smith, LLC



T. Baker Smith, LLC





T. Baker Smith, LLC



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Name	Type	City	Status
T. BAKER SMITH, LLC	Limited Liability Company	HOUMA	Active

Previous Names

T. BAKER SMITH, L.L.C. (Changed: 3/23/2011)

T. BAKER SMITH, INC. (Changed: 12/13/2010)

T. BAKER SMITH & SON, INC. (Changed: 4/20/2005)

Business: T. BAKER SMITH, LLC

Charter Number: 26901340K

Registration Date: 1/7/1965

Domestic Address

412 SOUTH VAN AVENUE
HOUMA, LA 70363

Mailing Address

P.O. BOX 2266
HOUMA, LA 70361

Status

Status: Active

Annual Report Status: In Good Standing

File Date: 1/7/1965

Last Report Filed: 12/8/2025

Type: Limited Liability Company

Registered Agent(s)

Agent: KENNETH W. SMITH

Address 1: 412 SOUTH VAN AVENUE

City, State, Zip: HOUMA, LA 70363

Appointment Date: 10/29/2001

Officer(s) Additional Officers: No

Officer: KENNETH W. SMITH

Title: Manager

Address 1: 412 SOUTH VAN AVENUE

City, State, Zip: HOUMA, LA 70363

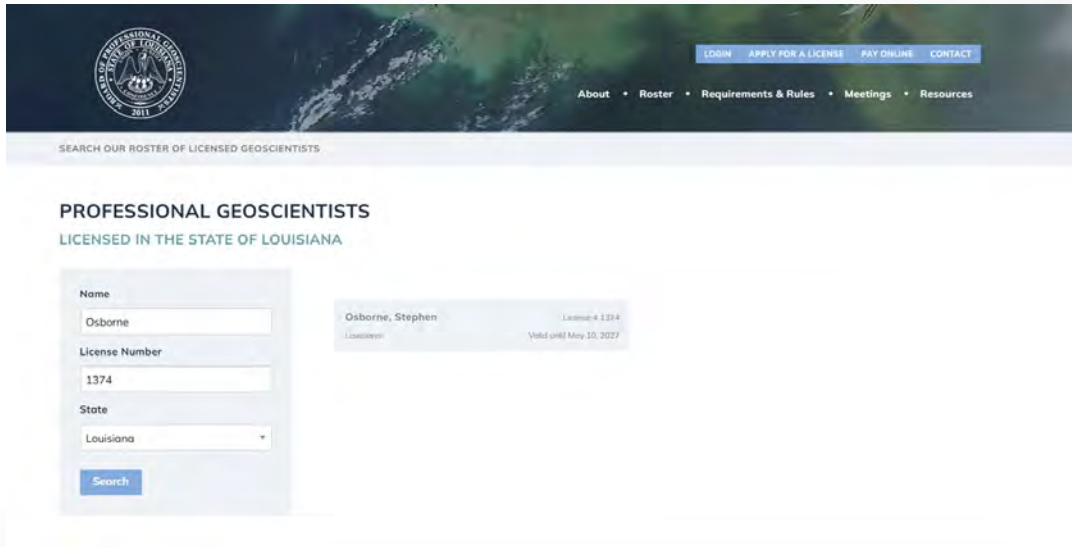
Amendments on File (11)

Description	Date
Domestic Agent Change or Resign of Agent	10/9/1974
Disclosure of Ownership	2/12/1992
Disclosure of Ownership	9/9/1997
Domestic Agent Change or Resign of Agent	10/29/2001
Disclosure of Ownership	1/30/2004
Name Change	4/20/2005
Disclosure of Ownership	11/21/2005
Disclosure of Ownership	10/11/2007
Name Change	12/13/2010
Conversion	12/13/2010

1 2

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Terracon Consultants, Inc.



The screenshot shows the website for the Louisiana Professional Geoscientists. The header includes a logo, navigation links (About, Roster, Requirements & Rules, Meetings, Resources), and a search bar. The main content area is titled "PROFESSIONAL GEOSCIENTISTS LICENSED IN THE STATE OF LOUISIANA". A search form is displayed with the following details:

- Name: Osborne, Stephen
- License Number: 1374
- State: Louisiana
- Search button

Search results show: Osborne, Stephen, License # 1374, Valid until May 10, 2027.



Terracon Consultants, Inc.



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Name	Type	City	Status
TERRACON CONSULTANTS, INC.	Business Corporation (Non-Louisiana)	WILMINGTON	Active

Previous Names
 Business: TERRACON CONSULTANTS, INC.
 Charter Number: 35701137F
 Registration Date: 5/7/2004

Domicile Address
 251 LITTLE FALLS DRIVE
 WILMINGTON, DE 19808

Mailing Address
 10841 S RIDGEVIEW ROAD
 OLATHE, KS 66061

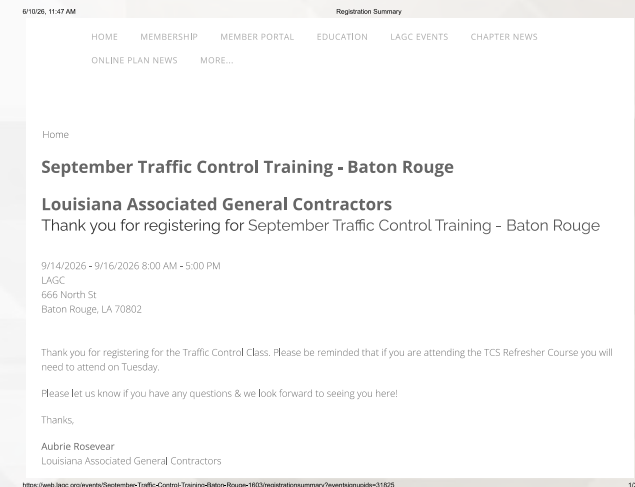
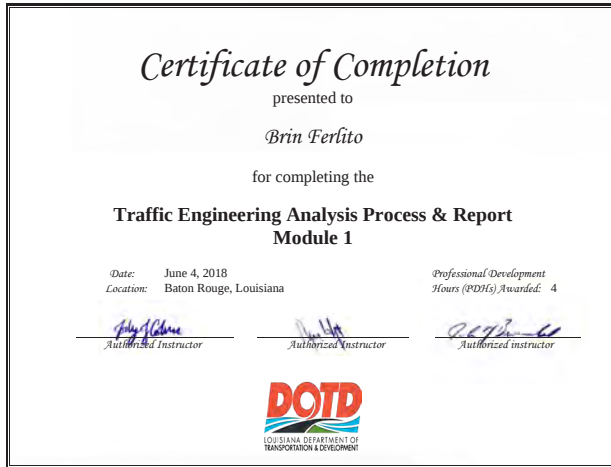
Principal Business Office
 10841 S RIDGEVIEW ROAD
 OLATHE, KS 66061

Registered Office in Louisiana
 450 LAUREL STREET, 8TH FLOOR
 BATON ROUGE, LA 70801

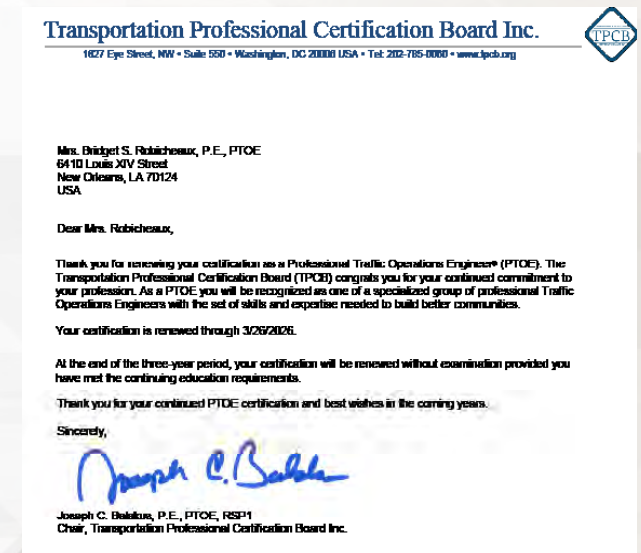
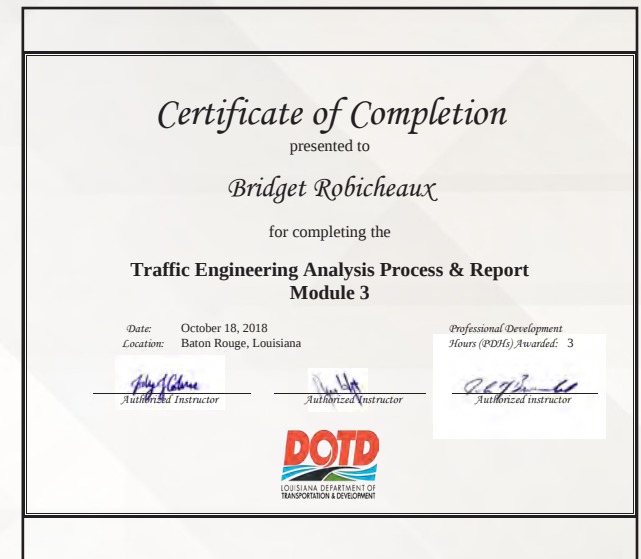
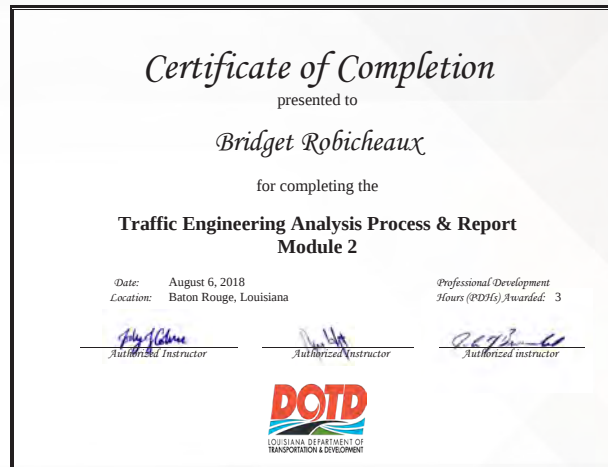
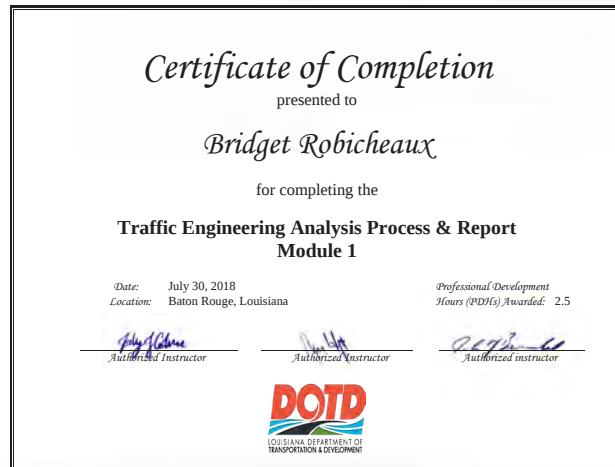
Principal Business Establishment in Louisiana
 450 LAUREL STREET
 8TH FLOOR
 BATON ROUGE, LA 70801

Status
 Status: Active
 Annual Report Status: In Good Standing
 Qualified: 5/7/2004
 Last Report Filed: 4/15/2026
 Type: Business Corporation (Non-Louisiana)

Vectura Consulting Services, LLC



Vectura Consulting Services, LLC



Vectura Consulting Services, LLC



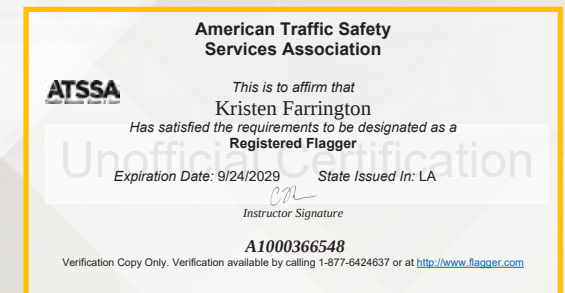
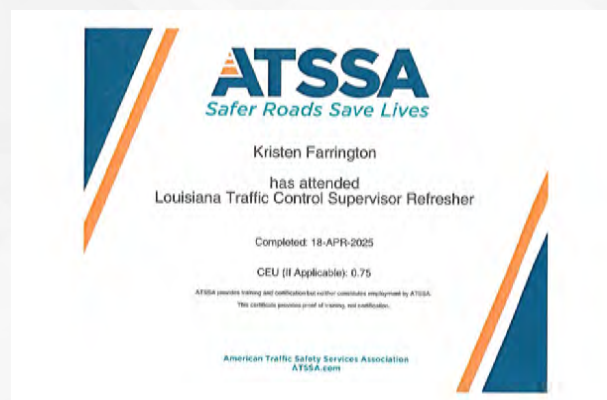
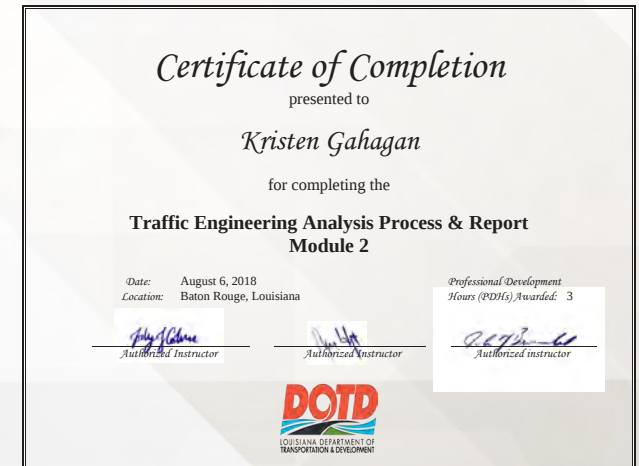
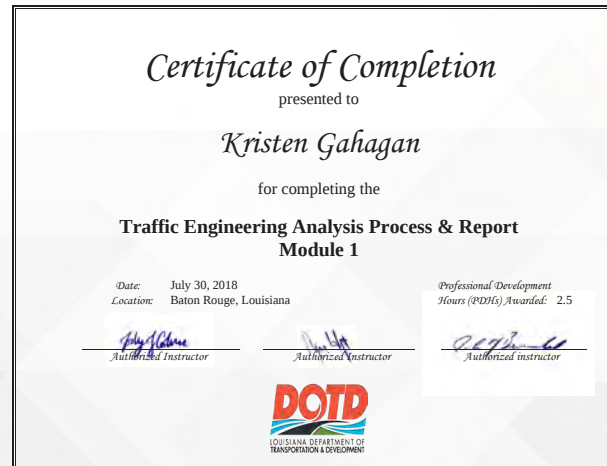
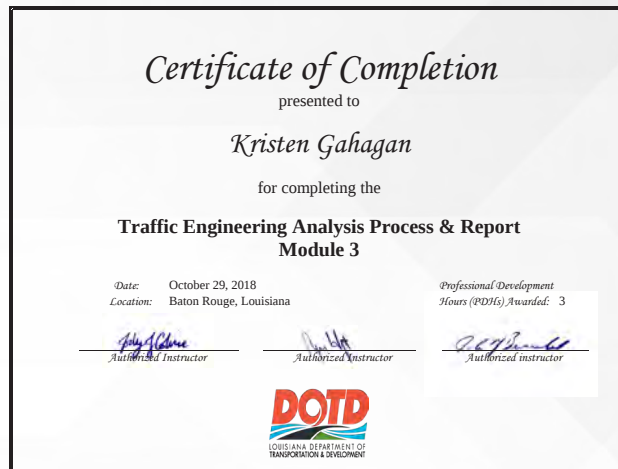
Dear Bridget Robicheaux,

Congratulations on achieving your ATSSA Vermont Flagger Certification! Your official certification card will be mailed to you within 7-14 business days. Until your card arrives, you can verify your certification using the ATSSA [Certified Professional Certification Search](#).

Please note that you have 90 days from the date your certification is issued to notify ATSSA of any delays in receiving your card. After this period, a \$10 reissue fee will apply. To confirm or update your mailing address, please contact ATSSA Customer Service 540-368-1701 or customerservice@atssa.com.

ATSSA abides by the Americans with Disabilities Act Section 504. To request a reasonable accommodation, please contact customerservice@atssa.com. Documentation of the disability will be required.

ATSSA provides training and certification but neither constitutes employment by ATSSA.



Vectura Consulting Services, LLC



The Transportation Professional Certification Board

Certifies that

Mrs. Kristen Gahagan Farrington, P.E., PTOE, RSP1
successfully holds the Professional Traffic Operations Engineer® certification

Original Certification Date: 3/26/2020

Certification Valid Through: 3/26/2029

Steve Kuciamba,
Executive Director and CEO

Jan O. Voss, P.Eng., PTOE
TPCB Chair

Certification Number: 4863



National Highway Institute



Certificate of Training KRISTEN FARRINGTON

has participated in
**FHWA-NHI-142005 NEPA and the
Transportation Decisionmaking Process**
hosted by
LA DOTD/LTRC

Date: August 10-12, 2022
Location: Baton Rouge, LA

Hours of Instruction: 18

Allison H. Landry
Local Coordinator
Thomas Harman
Thomas Harman, Director
National Highway Institute

Thomas Harman, Director
National Highway Institute

Transportation Professional Certification Board Inc.

1627 Eye Street, NW • Suite 550 • Washington, DC 20004 USA • Tel: 202-785-0880 • www.tpcb.org



Mrs. Kristen Gahagan Farrington, P.E., PTOE, RSP1
4004 Hiedings Street
Metairie, LA 70002
USA

Dear Mrs. Farrington,

Thank you for renewing your certification as a Professional Traffic Operations Engineer® (PTOE). The Transportation Professional Certification Board (TPCB) congratulates you for your continued commitment to your profession. As a PTOE you will be recognized as one of a specialized group of professional Traffic Operations Engineers with the set of skills and expertise needed to build better communities.

Your certification is renewed through 3/26/2029.

At the end of the three-year period, your certification will be renewed without examination provided you have met the continuing education requirements.

Thank you for your continued PTOE certification and best wishes in the coming years.

Sincerely,

Joseph C. Babik, P.E., PTOE, RSP1
Chair, Transportation Professional Certification Board Inc.

Transportation Professional Certification Board, Inc.

certifies that

Kristen Gahagan Farrington

has met all of the requirements established by the Certification Board
to use the title of

Road Safety Professional

unless withdrawn by the Certification Board and subject to the provisions for renewal.
Certificate number: 976 issued in Washington, DC, U.S.A.

11/23/2023

Robert A. K. Saper
Chair



Jeffrey S. Elliott
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Certificate of Completion

presented to

Laurence Lambert

for completing the

**Traffic Engineering Analysis Process & Report
Module 1**

Date: July 16, 2018
Location: Baton Rouge, Louisiana

Professional Development
Hours (PDHs) Awarded: 2

Allison H. Landry
Authorized Instructor

Thomas Harman
Authorized Instructor

Robert A. K. Saper
Authorized Instructor



Certificate of Completion

presented to

Laurence Lambert

for completing the

**Traffic Engineering Analysis Process & Report
Module 2**

Date: July 23, 2018
Location: Baton Rouge, Louisiana

Professional Development
Hours (PDHs) Awarded: 3

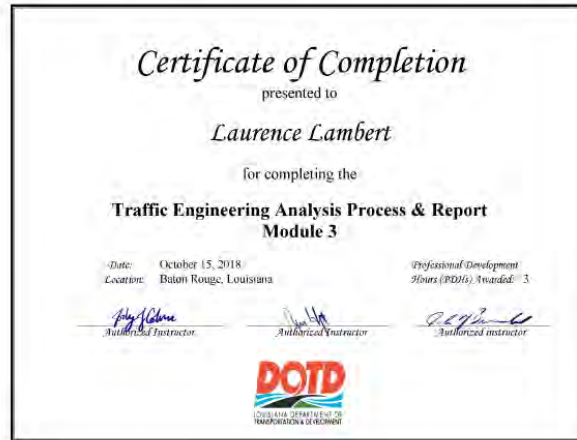
Allison H. Landry
Authorized Instructor

Thomas Harman
Authorized Instructor

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Authorized Instructor



Vectura Consulting Services, LLC



Transportation Professional Certification Board Inc.

1802 E 1st Street, RM 100 • Washington, DC 20002 USA • Tel: 202-775-8888 • Fax: 202-775-0880 • www.tpcb.org

Mr. Laurence L. Lambert, II, P.E., PTCE, PTP
Vectura Consulting Services, LLC
P.O. Box 14269
Baton Rouge, LA 70899-4269 USA

Thank you for renewing your certification as a Professional Traffic Operations Engineer® (PTOE). The Transportation Professional Certification Board (TPCB) congratulates you for your continued commitment to your profession. As a PTOE you will be recognized as one of a specialized group of professional Traffic Operations Engineers with the set of skills and expertise needed to build better communities.

Your certification is renewed through 2/29/2025.

You will not be receiving a new certificate as the one sent to you does not indicate an expiration date and can be displayed as long as you are a certified PTOE. Note that your certificate shows your original certification date.

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Prior to the expiration of your PTOE, you will be notified of your renewal deadline. Additional examinations are not required if you renew within three months of your expiration date 2/29/2025. Failure to renew within the 3-month grace period will result in a certified inactive letter and penalty fees for renewal. Visit our website for more information: <http://www.tpcb.org/PTOE/RenewalSchedule>

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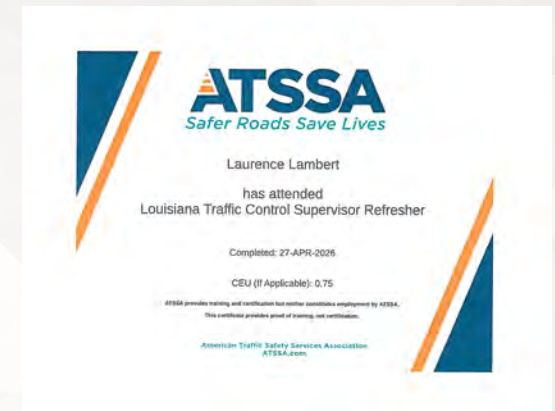
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The TPCB distributes a quarterly newsletter and highlights the value of the its certification programs through the tpcb.org website. If you would like to contribute to the newsletter or website, please send any items of interest to: certification@tpcb.org.

Thank you for your continued PTOE certification and best wishes in the coming years.

Sincerely,

[Signature]
Deborah L. Snyder, P.E., PTOE
Chair, Transportation Professional Certification Board Inc.



Vectura Consulting Services, LLC



The Transportation Professional Certification Board

Certifies that

Mr. Reece J. Rodrigue, P.E., PTOE, RSP1

successfully holds the Professional Traffic Operations Engineer® certification

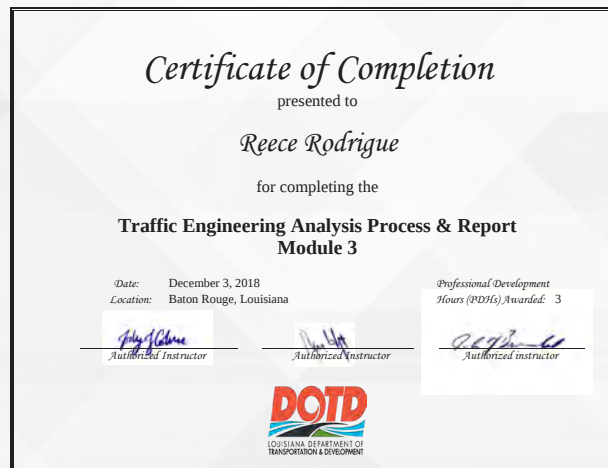
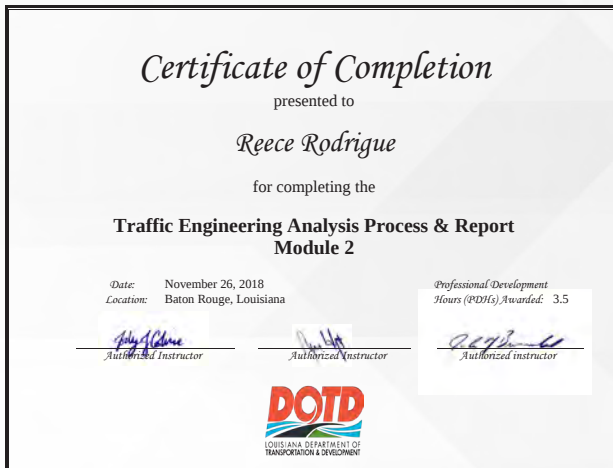
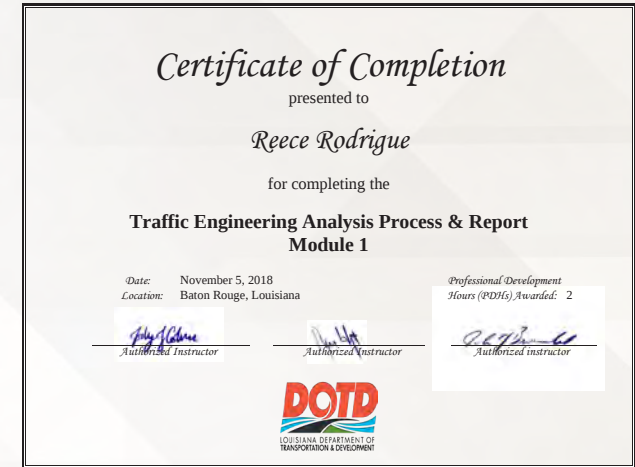
Original Certification Date: 7/17/2019

Certification Valid Through: 7/17/2028

Steve Kuciamba,
Executive Director and CEO

Jan O. Voss, P.Eng., PTOE
TPCB Chair

Certification Number: 4508



Vectura Consulting Services, LLC

From: info@tpcb.org <info@tpcb.org>
 Sent: Friday, May 6, 2022 8:20 AM
 To: Reece Rodriguez <rrodrigue@vecturacs.com>
 Subject: TPCB Renewal Approval Notice

Transportation Professional Certificatic

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Mr. Reece J. Rodriguez, P.E., PTOE
 Vectura Consulting Services, LLC

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Thank you for your continued PTOE certification and best wishes in the coming years.

Sincerely,

Deborah L. Snyder, P.E., PTOE
 Chair, Transportation Professional Certification Board Inc.

Transportation Professional Certification Board, Inc.

certifies that

Reece J. Rodriguez

has met all of the requirements established by the Certification Board
 to use the title of

Road Safety Professional

unless withdrawn by the Certification Board and subject to the provisions for renewal.

Certificate number RPS issued in Washington, D.C. 06/1/2022

06/01/2025

Joseph W. Robinson
 Joseph W. Robinson
 Chair



Jeffrey A. Blum
 Jeffrey A. Blum
 Executive Director

ATSSA
 Safer Roads Save Lives

Reece Rodriguez

has attended
 National Flagger Certification Training Course

Completed: 01-OCT-2024

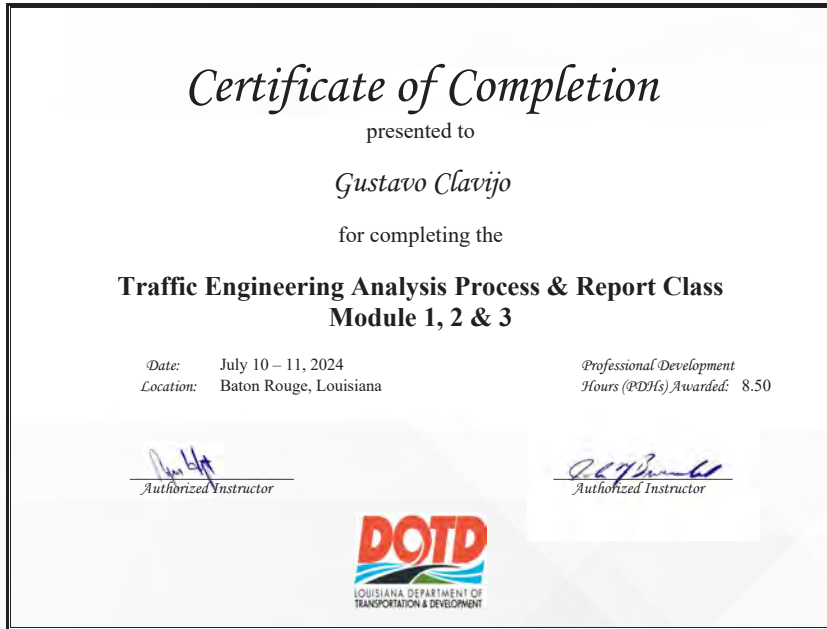
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ATSSA provides training and certification but neither constitutes employment by ATSSA.
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Name	Type	City	Status
VECTURA CONSULTING SERVICES, LLC	Limited Liability Company	BATON ROUGE	Active

Previous Names

Business: VECTURA CONSULTING SERVICES, LLC
 Charter Number: 41994809K
 Registration Date: 8/24/2015

Domicile Address

4487 BLUEBONNET BLVD.
 SUITE A
 BATON ROUGE, LA 708099839

Mailing Address

PO BOX 14289
 BATON ROUGE, LA 70898

Status

Status: Active
 Annual Report Status: In Good Standing
 File Date: 8/24/2015
 Last Report Filed: 7/30/2025
 Type: Limited Liability Company

Registered Agent(s)

Agent: SHEELAGH BRIN FERLITO
 Address 1: 4487 BLUEBONNET BLVD
 Address 2: SUITE A
 City, State, Zip: BATON ROUGE, LA 708099839
 Appointment Date: 8/15/2018

Officer(s) Additional Officers: No

Officer: SHEELAGH BRIN FERLITO
 Title: Manager
 Address 1: 4487 BLUEBONNET BLVD
 Address 2: SUITE A
 City, State, Zip: BATON ROUGE, LA 708099839

Officer: LAURENCE LAMBERT
 Title: Member
 Address 1: 4487 BLUEBONNET BLVD
 Address 2: SUITE A
 City, State, Zip: BATON ROUGE, LA 708099839

Amendments on File (1)

Description	Date
Domestic LLC Agent/Domicile Change	8/8/2023

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ENGINEERING AND TECHNICAL SUPPORT SERVICES FOR CRITICAL PROJECTS STATEWIDE

QC/QA PLAN

Contract Nos. 4400035363, 4400035364, 4400035365, 4400035366,
AND 4400035367

Louisiana Department of Transportation and Development

June 16, 2026

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1.0 INTRODUCTION TO THE IDIQ Contracts for Engineering and Technical Support Services for Critical Projects Statewide. QC/QA PLAN

A QC/QA program is an essential component of a successful project. The process, when executed properly by a committed design team, will eliminate critical errors and conflicts in the design and improve plan completeness and accuracy. Most importantly, the process promotes confidence in the owner and engineer that the design and construction documents reduce liability and risk to them. The QC/QA plan for the IDIQ Critical Projects, will meet or exceed the LADOTD's QC/QA policy described in the LADOTD Bridge Design and Evaluation Manual (BDEM). LADOTD has detailed a Bridge QC/QA policy which sets forth the Department's requirements for this process for all bridge designs performed on LADOTD projects. The LADOTD Bridge QC/QA policy was developed based on the joint FHWA/AASHTO publication *"Guidance on QC/QA in Bridge Design in Response to NTSB Recommendation"* in August of 2011. This QC/QA Plan has been developed in coordination with both the LADOTD and AECOM policies specifically for the **IDIQ Contracts for Engineering and Technical Support Services for Critical Projects Statewide** **1.1 Alignment of LADOTD and AECOM QC/QA Policies**

The LADOTD policy is well aligned with AECOM's QA/QC program, internally named Quality Management System (QMS). AECOM's QMS is BS EN ISO 9001:2015 International Standard certified; AECOM's QMS policy specifics, as described in the paragraphs below, meet or exceed the directives provided in the LADOTD's Bridge QC/QA policy. A copy of our current certification can be provided upon request. One key difference in the two policies is that the LADOTD Bridge QC/QA policy is specific to the design of bridges exclusively, while the AECOM QMS is applicable to all disciplines associated with a specific project.

AECOM is fully committed to the quality management principles underlying the ISO 9001:2015 standard and to AECOM's QMS. These principles emphasize the need to understand our clients' needs and preferences, and to strive to meet or exceed their requirements and expectations. To accomplish this goal, AECOM's Executive Management provides leadership that engages all AECOM employees in the quality processes. By identifying, understanding, and managing interrelated processes as a system, AECOM increases its efficiency and effectiveness in meeting its organizational objectives as well as the objectives of our clients. This approach includes continuous reassessment and improvement of the underlying processes and promotes decision-making based on factual information and data. Through consistent application of this QMS, AECOM's opportunity to create mutually beneficial values is enhanced, which in turn enhances our clients' ability to create value for their end users.

1.2 Responsibility for QC/QA and the LADOTD's Oversight Role

From review of LADOTD's Bridge QC/QA policy, it is apparent that the primary expectation is that consulting engineers contracting with LADOTD take full responsibility for their submittals at all stages of the bridge design process. By the assignment of this responsibility, LADOTD's design staff expects to provide oversight on the design process but does not expect to be responsible for the checking of designs and plan documents. The role of LADOTD's design staff is primarily to oversee the design

process. Specifically, the LADOTD's Task Manager will be responsible for the following project tasks, as described in LADOTD's Bridge QC/QA policy:

- Develop the scope of work, man-hour estimate, design team minimum personnel requirements, selection evaluation criteria and to obtain the approval of the Task Manager's direct supervisor for these items. In addition, the Task Manager will coordinate directly with LADOTD's project manager on all bridge design requirements for preparation of the project kickoff.
- Initiate a kickoff meeting, covering items such as the staffing plan, QC/QA plan, project schedule and budget, share expectations and consultant rating criteria, bridge design criteria, and other project management agenda items per the LADOTD checklist.
- Review and approve the Design Criteria and TS&L submittals. Coordinate revisions in the Design Criteria with the design team for the project duration.
- Monitor the Design Team's implementation of their QC/QA plan.
- Maintain a Project Log sheet recording all major project activities (Project Meetings, Submittals, LADOTD Review Comments, Major Decisions, etc.).
- Review all Design Team submittals, intended to be a cursory review for constructability, consistency, and clarity. These reviews are not intended to be a secondary QC of the Design Team's work.
- Monitor project schedule and milestone deliverables.
- Monitor Design Team effort with respect to scope and budget; process supplemental agreements; monitor claims avoidance.
- Review and approve invoices; verify Design Team staff is consistent with the scope and fee; Review and approve qualifications of replacement staff proposed by the Design Team, if necessary.
- Perform a consultant rating for each formal submittal by the Design Team; share ratings and provide feedback to the Design Team.
- Archive final design files.

1.3 Definitions of QC and QA

An understanding of the definition of quality control (QC) and quality assurance (QA), as well as the responsibilities contained in these processes, is a critical component of AECOM's QMS and LADOTD's Bridge QC/QA policy. These key definitions are summarized below:

- **Quality Control (QC):** This process involves the procedure of checking the accuracy and consistency of calculations and drawings, detecting conflicts, design errors and omissions, and the procedure for resolution of internal comments, correcting and verification of revisions. Also, specific to this bridge replacement project, the process verifies that all bridge components are adequately designed for the specified limit states in the AASHTO LRFD Bridge Design Specifications and the LADOTD BDEM and Technical Memoranda, as applicable.
- **Quality Assurance (QA):** This process involves the review of the QC documents to verify that the quality control (QC) procedure has been completed in accordance with AECOM's QMS and the LADOTD Bridge QC/QA policy. In addition, the QA process verifies that the QC process was effective in preventing design and plan errors and ensuring consistency.

1.4 Evidence/Verification of QC and QA Activities

AECOM's QMS fully documents the QC and QA processes for all intermediate and final submittals, providing evidence to LADOTD that our design team has executed the QC/QA procedures in accordance with this system.

2.0 ROLES AND RESPONSIBILITIES

Meeting the provisions of the LADOTD Bridge QC/QA policy, the AECOM QMS requires that the quality control processes be completed for all design disciplines for all submittals. For the IDIQ Critical Projects contract, as it pertains to QC/QA, the roles and responsibilities of the design team are described below.

2.1 Quality Assurance Manager

AECOM's QA Manager will be responsible for verifying that the QC process has been completed, documented, and properly filed in project records. The QA Manager will oversee the communication and training of the QC procedures to the project team, including subconsultants. The QA Manager is responsible for certifying that a submittal deliverable has met the requirements of the AECOM QMS and the LADOTD Bridge QC/QA policy, can be released to the client, and is made available for future auditing purposes.

2.2 Original Designers and CADD Design Personnel

The original designers are responsible for original design calculations and plan drawings in accordance with the direction provided by the Project Plan and associated pre-planning references and design tools (i.e. – Design Criteria, Technical Task Protocols, Design Tools, Validated Software, etc.). In the QC/QA process, the original designers are responsible for the timely, complete, and effective preparation of the calculations and plans, incorporating weekly design coordination directives during the design development. Original designers will perform a self-check of their work before indicating the work product is ready for QC Review. The original designers may be professional engineers or engineering interns.

The original designers are responsible for actively resolving comments received at each level of QC (Discipline, Independent Peer, and Inter-Discipline) and for making the necessary corrections in advance of the next level of QC or QA reviews. All design personnel (Engineering and CADD designers) will be trained in the QC/QA procedures by the Quality Assurance Manager. Evidence of the training (sign in sheets, copy of training course) will be filed in the project directory, available for audit.

CADD design personnel are responsible for effective preparation of project plans, as supervised by the original designers. Original designers shall work collaboratively with CADD personnel to have project plans match their design. CADD personnel will perform a self-check of their work before the work product is submitted for QC review.

2.3 Discipline QC Reviewers

This level of review will be completed by experienced engineers who are responsible for the detailed checking of all calculations, specifications, special provisions, and plan documents. For the IDIQ Critical Projects contract, we anticipate this level of review will be completed by AECOM staff. The specialized work performed by subconsultants will be reviewed by the appropriate AECOM Project Leader, as indicated by the organizational chart. For the IDIQ Criticals Project contract, the original design calculations for critical components will be prepared by a professional engineer, and the Discipline QC reviewer may be another professional engineer or an engineer in training (EIT). This approach agrees with LADOTD's bridge design policy.

The Discipline QC reviewer will be responsible for documenting all comments, pursuing resolution with the original designer or detailer and for progressing the QC documents (calculations, plans, and QC forms) to completion prior to forwarding to the Independent Peer QC and Inter-Discipline QC reviewers. The Discipline QC reviewers will be trained in the QC/QA procedures by the Quality Assurance Manager. Evidence of the training (sign in sheets, copy of training course) will be filed in the project directory, available for audit.

2.4 Independent Peer Bridge QC Reviewers

If deemed necessary, an Independent Peer Bridge QC review will proceed after the Discipline QC review has been completed and may take place in parallel sequence with the Inter-Discipline QC review. The Independent Peer Bridge QC team is responsible for documentation of comments, pursuing resolution with the original designer or detailer (with LADOTD representative oversight and documented concurrence). The purpose of this participation is to provide independent oversight of the design development and is intended to identify potential critical conflicts or issues in the design. This process results in keeping the design team progressing the work on the most effective and desirable path. The Independent Bridge QC reviewers will be trained in the QC/QA procedures by the Quality Assurance Manager. Evidence of the training (sign in sheets, copy of training course, etc.) will be filed in the project directory, available for audit.

2.5 Inter-Discipline QC Reviewers

This level of review will be completed by Discipline Project Leaders (i.e. – Bridge, Roadway, MOT, CADD, etc.) who are responsible for an oversight review of the plans intended to identify conflicts between the disciplines and to identify plan consistency issues not identified in the more detailed Discipline QC review. For the IDIQ Critical Projects contract, we anticipate this level of review will be completed by Discipline Leads, comprising of AECOM and our subconsultant partners as indicated in the organization chart. This level of review is required by AECOM's QMS policy.

The Inter-Discipline QC reviewer will be responsible for documenting all comments, pursuing resolution with the original designer or detailer and for progressing the QC documents (plans and QC forms, etc.) to completion prior to forwarding to the Quality Assurance Manager for his QA review. All design personnel, including each Inter-Discipline QC reviewer, will be trained in the QC/QA procedures by the Quality Assurance Manager. Evidence of the training (sign-in-sheets, copy of training course, etc.) will be filed in the project directory and available for audit.

2.6 Engineer of Record

The Engineer(s) of Record (EOR) for the IDIQ Critical Projects contract will be assigned by the supervisor or discipline lead on the project team. The EOR is responsible for the supervision of the calculations, plan, and special provision preparation, and is responsible for participation in or oversight of the QC and QA review processes. The EOR must be licensed to practice engineering in the State of Louisiana and must have demonstrated experience in the design of similar structures. In addition to overseeing the calculations and plan submittal through the QC/QA process, the EOR is responsible for obtaining the seal and signature of any and all co-signed sheets in the plans. The EOR is also responsible for assembling the complete final calculation documents in the format prescribed by the LADOTD, assuring that all plan

sheets include the designer's, design checker's, detailer's, and detail checker's initials and for sealing and ensuring special provisions are accurately shown on the construction proposal.

The Engineer of Record will be trained in the QC/QA procedures by the Quality Assurance Manager. Evidence of the training (sign in sheets, copy of training course) will be filed in the project directory, available for audit.

3.0 PRE-PLANNING ACTIVITIES

Both LADOTD's and AECOM's QC/QA policies contain careful project execution planning, document control procedures, communication protocols and specific QC and QA procedures.

3.1 Development of the Project Plan and Design Criteria

The AECOM team will prepare a Project Plan for distribution to the design team. The plan will contain:

- A project background description and scope summary
- A design criteria document prepared in compliance with the LADOTD's checklist. The design criteria document will be submitted to the LADOTD for review and concurrence.
- Identification of the project team members, organization chart, contact information, and guidance on internal and external communication
- Identification of all deliverables
- Project design schedule and task budgets
- Description of the project directory structure, filing of external communication and file naming conventions, etc.
- Organization of calculations documents, in compliance with the LADOTD's QC/QA policy
- QC and QA procedures, responsibilities, and documentation of QC/QA training
- Specific technical task protocols, design tool templates and design tool validation documentation
- Templates of all project forms [Letters, Memorandums, Meeting Minutes, Reports, Cost Estimates, Design tool validation forms, Drawing and Calculation QC forms (LADOTD and AECOM)], Quality Assurance forms (LADOTD and AECOM) to use on the project
- Description of internal project quality auditing, continual improvement, and client feedback processes

The project plan is a living document, and will be revised as the design criteria, scope or other internal procedure is revised. As stated in the LADOTD's QC/QA policy, revisions in the design criteria will be forwarded to the LADOTD for review and concurrence.

3.2 Project Directory Structure and Bridge Calculation Document Organization

The AECOM QMS policy has established a standardized project directory structure for the documentation of all projects delivered by AECOM. However, this structure may be modified to meet specific requirements of the client, as is the case with LADOTD, who has provided the preferred project directory structure in Appendix F of their Bridge QC/QA policy. The structural calculations will be organized as directed in Appendix F of the LADOTD Bridge QC/QA policy.

3.3 Development of Technical Task Protocols, Design Tools, and Validation of Software

The design team will prepare technical task protocols for the purpose of documenting and providing detailed direction on specific design tasks. The protocols will provide direction on the specific use of design tools and validated software involved in the completion of the task. The documents will be controlled; revisions to the protocols will be noted by revision number and updated in the Project Plan.

All revisions to task protocols will be communicated to design staff. Design Tools (i.e. – Spreadsheets, MathCAD sheets, etc.) will be developed and utilized for specific design calculation functions. All design tools that are prepared will be validated as required by the AECOM QMS, documented, filed and available for audit.

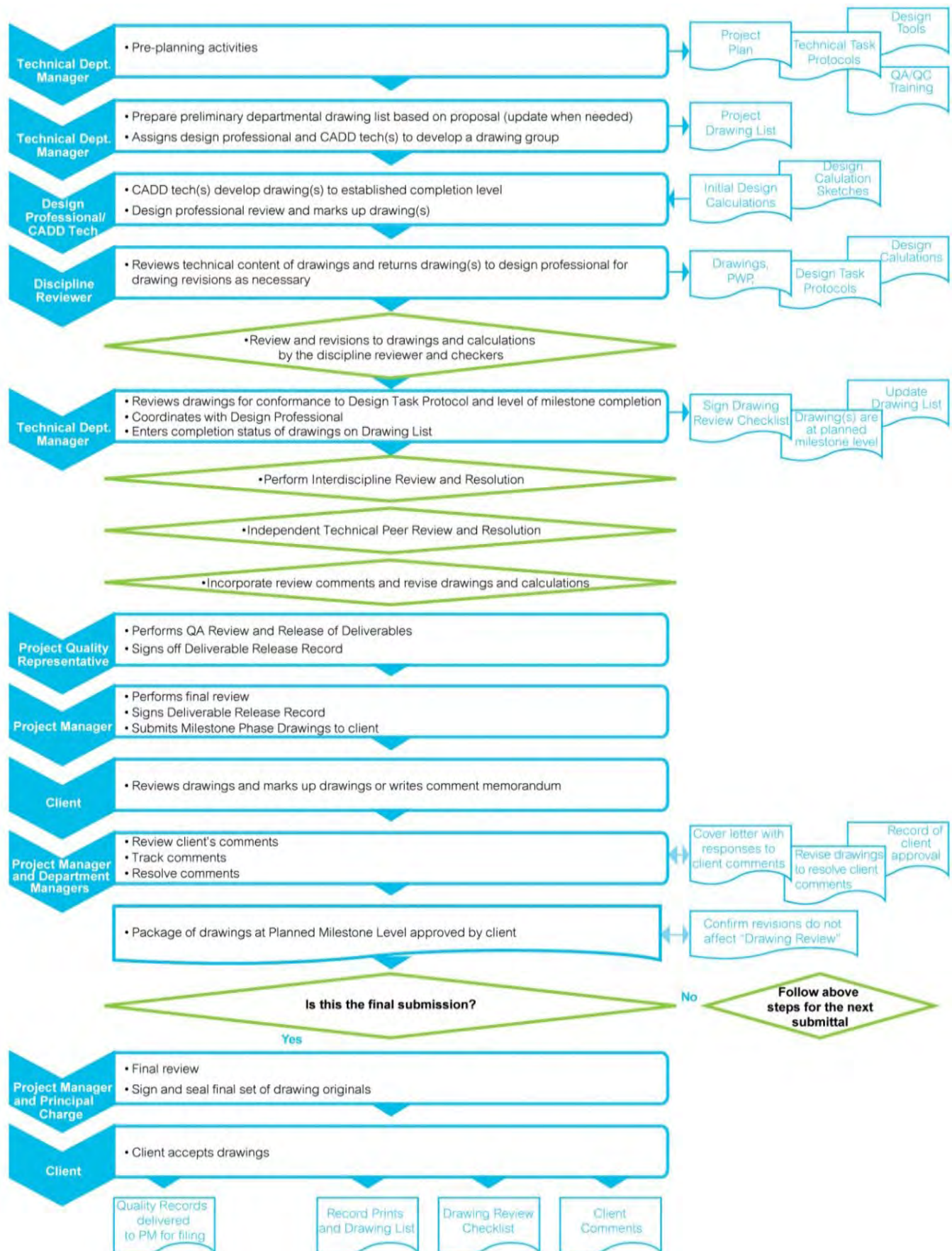
To the extent possible, the design team will select from the pre-approved list of software posted on the LADOTD Bridge Design website. Before using the pre-approved software, the program will be validated as directed in the AECOM QMS prior to use. For special applications where software not included in the pre-approved list must be used, a synopsis of the software will be provided to the LADOTD Bridge Design Engineer for approval prior to use. Similar to the pre-approved software, all specialty software will be validated as directed in the AECOM QMS prior to use.

4.0 QUALITY CONTROL AND QUALITY ASSURANCE REVIEWS

4.1 Design Deliverable Activities

As indicated by the Scope of Services, formal submittals for review by LADOTD staff are expected at the preliminary (30%, 60%, 90%, 100%) and final plan (30%, 60%, 90%, 98%, & 100%) development phases. The plan-in-hand meeting will be performed based on the preliminary submittal. In addition, an independent review of the preliminary submittals will be performed by LADOTD. Comments from these reviews must be resolved prior to proceeding to the final plan milestone.

Prior to each of the formal submittals, a 3-tiered quality control (QC) design review will be performed as well as a quality assurance (QA) review. A flowchart describing the QC/QA process for design plans on the IDIQ Critical Projects contract and our approach to implementation of these procedures is described below.



4.2 Discipline Level QC Review of Inspection & Condition Assessment Reports, Calculations and Drawings

In this first tier of QC review, a detailed review of inspection findings and site information is performed. A similar QC review will be performed on design calculations and drawings if required by the project's scope. Preceding the review, design development for the design phase is completed. Design activity is in a "pencils down" mode and review sets are produced. In the Discipline QC, all inspection findings, design calculations and drawings are thoroughly checked for accuracy, completeness, and for compliance with the project's design task protocols. The reviewer is designated as an engineer within the Quality Control Team. The review is documented in the calculations and drawings using a check print stamp and a color-coded mark as indicated below:

- Yellow – Confirmed
- Black – General comment or suggestion
- Red – Correction to be made
- Green checkmark or text – Backcheck and concurrence with comment or other resolution
- Blue circle – Indicates correction was made
- Pink circle – verification by the reviewer that the comment was addressed

Once the Discipline QC review of the reports, drawings, and calculations is completed, verified, and documented using AECOM-based and LADOTD-based checklists, the reports, drawings, and calculations are designated as ready for an independent peer review for LADOTD in parallel with an Inter-Discipline QC Review. Issues that cannot be resolved between the Discipline QC reviewer and the original designer will be elevated to the design team leader or deputy project manager for resolution. These processes are described below.

4.3 Independent Peer QC Review of Inspection & Condition Assessment Reports, Calculations and Drawings

In the next tier of QC review (for items deemed necessary), an independent peer review is performed by an independent design team. AECOM will coordinate any independent reviews deemed necessary. The peer review of the structural design drawings and calculations will be completed using the independent design check method. Preceding the Independent Peer review, the Discipline QC review will be completed, and design activity is in a "pencils down" mode. If structural replacement is deemed necessary, drawing and calculation sets are produced for review and comparison with the independent design, as described in the paragraphs below.

Using the drawing review set, the peer review team will perform analysis and design calculations by independent means and design tools. The independent review will confirm the adequacy of the design and resolve any design discrepancies between the designer and reviewer. Once resolved, if necessary, the original calculations will be further revised to reduce or eliminate the difference in design results. This process is documented in forms, with participants, including LADOTD staff, signing off on resolved issues. The independent calculations will be documented in a separate volume of the calculation set. In addition, the post-Discipline review drawing set will be reviewed by the peer review team. Comments will be documented in the forms noted above and resolved in a similar fashion.

In addition to formal review periods, the peer reviewer may participate in “over the shoulder” review meetings during the design process. The purpose of these reviews is to identify potential pitfalls with the direction the design team is taking and to assist in developing corrective action in a timely manner to avoid significant rework in later stages of the design completion.

4.4 Inter-Discipline QC Review of Drawings

The Inter Discipline Review is a discipline leader and project manager review of the documents and is intended to be an overall design coordination review to identify potential conflicts in the plans between disciplines (i.e. – Roadway and Geometry, Structures, Geotechnical, Traffic Engineering, etc.). Preceding the Inter-Discipline review, the Discipline QC review will be completed, design activity is in a “pencils down” mode and a drawing set is produced for review. Similar to the Discipline Review process, comments are provided in black or red, concurrence or other resolution in green (checkmark), corrections in blue (circle), and verification by the reviewers in pink (circle). Issues that cannot be resolved between the Inter-Discipline QC reviewer and the original designer will be elevated to the design team leader for resolution. This review is documented in the Drawing QC checklist form previously discussed.

4.5 Quality Assurance Review of Calculations and Drawings

Once the drawings and calculations have completed the tiered, Discipline QC, Independent Peer QC (for items deemed necessary) and Inter-Discipline QC review processes, the submittal is ready for a Quality Assurance review. This review is performed by AECOM by a specifically trained senior engineer designated to be the QA Manager for the project. For the Critical Projectscontract, Daniel Boyd, PE will fill the role of QA Manager. The QA reviewer will examine all documented review materials, including plans, calculations, and QC forms for compliance with the AECOM and LADOTD policies and for completeness. In addition, the QA process verifies that the QC process was effective in preventing design and plan errors and in assuring consistency. Any comments provided by the QA reviewer on the QC process or documentation must be resolved and addressed prior to the QA reviewer approving the design package (plans and calculations) may be submitted. Comments that are systemic in nature (e.g., repeated multiple times) will require a repeat of the quality training or a protocol will be added to ensure systemic issues are corrected and not repeated.

4.6 Post QA Review Revisions

If for any reason (e.g., late inputs or other issue not anticipated) revisions are necessary during or after completion of the QA review, all revisions will be documented in drawing or calculation check prints and forwarded with revised drawings or calculations to the QA reviewer for a secondary review, prior to submittal. If the changes are substantial, LADOTD Design Lead and AECOM QA Manager will evaluate and determine if the QC/QA process needs to start over.

4.7 Submittal and Filing

Once the QA reviewer has verified that the QC process was completed satisfactorily, he will complete and sign the Document Release Record, allowing the submittal to be released to the client. All calculation, drawing and QC/QA documents will be filed and archived in the project folder, organized, and filed by submittal.

5.0 DOCUMENTATION OF COMMENTS/RESPONSES

5.1 Documentation of Internal Comments and Responses

The documentation of all internal comments and resolutions will be contained within Discipline QC drawing check prints and forms, calculation review check prints and forms, and in Independent Peer Bridge QC calculation review forms and drawing check prints. Similarly, the documentation of the Inter-Discipline QC comments and resolution will be contained within the drawing check prints and forms. All QC documents will be stored electronically in the project folder and be available for audit.

5.2 Documentation of Client Comments and Responses

At formal submittal client reviews, a comment log will be used to document all comments, by page number. A plan markup may also be provided by the client. The design team will promptly review all comments received and schedule a comment resolution meeting to resolve the comments and set forth an action list to be completed prior to the next formal submittal. Revisions required by the action list will be documented in drawing and calculation Discipline QC review check prints for the next formal submittal. The QA Manager is responsible for tracking the resolution of comments.

5.3 Quality Assurance Records

Finally, the documentation of the QA review will be contained within the Document Release Record form at the completion and verification of all QC and QA review activities. All QA documents will be stored electronically in the project folder and be available for audit.

6.0 CONTROL OF SUBCONSULTANT QC PROCESS

AECOM's approach to project management and delivery is to fully incorporate subconsultants into an integrated project team, as opposed to an approach where subconsultants operate independently, with their deliverables "plugged into" the overall formal submittal. Subconsultants are integrated into the project communication process through weekly project coordination meetings. Individual subconsultant resources are expected to work as an extension of, and inclusive with, AECOM's staff resources. As such, subconsultants are expected to be fully trained in the AECOM QMS policy and to participate in the Discipline QC and Inter-Discipline QC reviews.

As described previously, all project personnel (including subconsultants) will be trained in both the LADOTD's Bridge QC/QA policy and AECOM's QMS policy. The training will be done by the Quality Assurance Manager, or designated Project Manager or Deputy Project Manager familiar with and experienced in the LADOTD's Bridge QC/QA policy or AECOM's QMS policy.

7.0 CLIENT FEEDBACK AND QUALITY AUDITS

7.1 Administrative Oversight and Continuous Improvement

A desired outcome of the AECOM QMS policy is continuous improvement. The process identifies issues where the design team (collectively and individually) can improve design processes and skills. Most importantly, feedback from the client is solicited and incorporated into our process of continuous improvement, for each formal submittal. All project performance issues are discussed internally with the design team in weekly design coordination meetings throughout the project.

7.2 Internal and External Quality Audits

AECOM performs independent internal audits of projects to ensure that the QC/QA program is being implemented correctly. As all quality records are maintained for each formal submittal in the project directory, all QC and QA documents are available for LADOTD quality auditors at their request.

8.0 QUALITY FORMS

8.1 AECOM Quality Forms

AECOM continually updates the quality process. The quality forms and documentation shown in the appendices of this document are examples and should not be used without confirmation that these documents are current and active.

Quality forms for all of AECOM's documentation can be found with the following link. This link is for internal AECOM use only.

[AECOM Project Delivery System \(PDS\)](#)

[Project Delivery System](#)

8.2 LADOTD QA/QC Policy

Similarly, LADOTD's Bridge Design QA/QC policy is defined within the Bridge Design and Evaluation Manual (BDEM), which is also a living document and subject to change. A link to the BDEM is provided below.

[LADOTD Bridge Design & Evaluation Manual](#)

APPENDIX A – PROJECT PRE-PLANNING GUIDANCE & FORMS

- *LADOTD Design Criteria Checklist*
- *LADOTD Project Activity Log Sheet*
- *LADOTD Bridge Design Section Records Retention Policy*
- *LADOTD Consultant Project Kick-Off Meeting Agenda Checklist*
- *AECOM QMS Project Plan Procedure and Example Form*
- *AECOM QMS Project File Index*
- *AECOM QMS Technical Task Protocol Procedure and Example Template*
- *AECOM QMS Software Validation Procedure and Example Form*
- *Sample QC/QA Training Module – Technical Quality Review Job Aid*

APPENDIX A—DESIGN CRITERIA CHECKLIST

Design criteria for each project shall include, but not limited to, the following sections:

— **Cover sheet**

The following information must be included on the cover sheet:

- LADOTD project number
- Project name
- Revision date
- The Supervisor or Team Leader’s signature and date

— **Governing Design and Construction Specifications and Other References**

A list of governing design and construction specifications and other references used for the project shall be included in this section. The edition number, interim revisions, and/or publication date must be specified for each reference.

— **Design Assumptions and Design Exceptions**

All design assumptions and design exceptions received must be included in this section along with supporting documents.

— **General Information**

The general information as listed below should be included in this section:

- Bridge information (no. of bridges, bridge clear width, length, no. of lanes, lane width, shoulder width, etc.)
- Road information (roadway classifications, design speed, traffic data, etc.)
- Vertical datum
- Vertical and horizontal clearances
- Other relevant information

— **Hydraulic Design Criteria**

All hydraulic design criteria (design year, design water elevations, scour depth and scour elevation, etc.) shall be included in this section and the information shall be provided by the Hydraulic Engineer.

— **Design Factors**

The ductility factor η_D , redundancy factor η_R , and operational importance factor η_I shall be listed in this section.

— **Design Loads**

All design loads (dead load, live load, wind load, thermal loads, vessel collision loads, seismic load, wave loads, etc.) used for the project shall be included in this section.

— **Limit States**

All applicable limit states for this project shall be listed in this section.

— **Bridge Barrier **Railing****

The design criteria, types, and test levels for bridge **barrier railings** shall be listed in this section. **Standard Plans** should be listed if they are utilized.

Guardrail

The design criteria, types, and test levels for guardrails shall be listed in this section. **Standard Plans** should be listed if they are utilized.

Approach Slab

Design criteria for approach slab shall be included in this section. **Standard Plans** should be listed if they are utilized.

Deck and Deck Drainage

All design criteria for deck and deck drainage design shall be included in this section. **Standard Plans** should be listed if they are utilized.

Bearing

All bearing types and design criteria for each bearing type shall be included in this section. **Standard Plans** should be listed if they are utilized.

Joint

All joint types and design criteria for each type shall be included in this section. **Standard Plans** should be listed if they are utilized.

Superstructure

All superstructure types and design criteria for each type shall be included in this section. **Standard Plans** should be listed if they are utilized.

Substructure

All substructure types and design criteria for each type shall be included in this section. **Standard Plans** should be listed if they are utilized.

Piles and Drilled Shafts

All pile types, sizes, and structural design criteria shall be included in this section. **Standard Plans** should be listed if they are utilized.

Geotechnical Design

All geotechnical design criteria shall be included in this section and the information shall be provided by the Geotechnical Engineer. **Standard Plans** should be listed if they are utilized.

Mechanical Design

All mechanical design criteria shall be included in this section if applicable. **Standard Plans** should be listed if they are utilized.

Electrical/Lighting Design

All electrical design criteria shall be included in this section if applicable. **Standard Plans** should be listed if they are utilized.

As-Designed Bridge Rating Criteria

All as-designed bridge rating criteria shall be included in this section.

Software

All software used for design and check shall be included in this section.

Project No.:
Project Name:
Bridge Task Manager:

[illegible]

APPENDIX F—BRIDGE DESIGN SECTION RECORDS RETENTION POLICY

Item No.	Record Title	In Office Retention Period (by Bridge Design Section)	DOTD Total Retention (by General Files)	Archiving Instruction	Responsible Party
001	Design Manuals/Guidance and Bridge Design Technical Memoranda	ACT* + 1 CY**	Life of the Agency	Archive electronically in Project-wise under <u>Documents\ Reference Materials\Bridge Design Section Archive\Design Manuals-Guidance</u>	Assistant Bridge Design Administrator responsible for design manuals
002	Bridge Design Standard Plans	ACT* + 1 CY**	Life of the Agency	Archive electronically in Project-wise under <u>Documents\ Standard Drawings</u>	Bridge Design Standards Manager
003	Final Plans, Revisions, and Change Orders (CAD files)	ACT* + 1 CY**	Life of the Agency	Archive electronically in Project-wise under <u>Project folder\Bridge-Facilities\Discipline\Plans</u> (Subfolders for each revision and change order should be created under Plans)	Bridge Task Managers
004	Final Plans, Revisions, and Change Orders (Original signed hard copies)	ACT* + 1 CY**	Final Project Acceptance Date + 5 Years	Transmit to General Files and archive electronically in DOTD Network Plan Room by General Files	Bridge Task Managers
005	Final Plans, Revisions, and Change Orders (Digital signed copies in pdf format, to be implemented)	ACT* + 1 CY**	Life of the Agency	Archive electronically in Project-wise under <u>Project folder\ Published Submittals\Project Drawings\ Final Plans</u>	Bridge Task Managers
006	Shop Drawings , Erection Drawings, RFIs, and Other Construction Submittals (Final Distribution Copy in pdf format)	ACT* + 1 CY**	Life of the Agency	Archive electronically in Project-wise under <u>Project folder\ Published Submittals\Project Drawings\Construction Submittals\Shop Drawings</u> or Erection Drawings or RFIs or Other Construction Submittals (See BDTM.49 for instructions)	Bridge Task Managers

*ACT = End of activity or final project acceptance date for project related items

**CY = Calendar Year

APPENDIX F—BRIDGE DESIGN SECTION RECORDS RETENTION POLICY (CONTINUED)

Item No.	Record Title	In Office Retention Period (by Bridge Design Section)	DOTD Total Retention (by General Files)	Archiving Instruction	Responsible Party
007	Shop Drawings (Final distribution hard copies and pdf files)	ACT* + 1 CY**	Life of the Agency	Transmit to General Files and archive electronically in DOTD Network Plan Room by General Files (See BDTM.49 for instructions)	Bridge Task Managers
008	Final Design Calculation Files for In-House and Consultant Projects (Stamped calculation book in pdf format, stamped final reports, and final electronic design models)	ACT* + 1 CY**	Life of the Agency	Archive electronically in Project-wise under Project Folder_Published Submittals\Project Documents\Final Design Calculations & Reports	Bridge Task Managers
009	Bridge Rating Reports	ACT* + 1 CY**	Life of the Agency	Archive electronically in Content Manager under <u>Load Rating</u> .	Bridge Rating Engineer
010	Truck Permits Calculations	ACT* + 1 CY**	Life of the Agency	Archive electronically in a designated folder on the Bridge Design server.	Bridge Rating Engineer
011	Chief Engineer Orders (Bridge Posting)	ACT* + 1 CY**	Life of the Agency	Archive electronically in Content Manager under <u>Chief Engineer Orders</u> .	Bridge Rating Engineer
012	Project Related Correspondences (Original Hard Copies)	ACT* + 1 CY**	Final Project Acceptance Date + 5 Years	Archive electronically in Content Manager under Design Projects. At the end of in office retention period, the hard copies shall be boxed, marked with project number and record item No. with description, and then transmitted to General Files for their handling.	Project Managers/Bridge Task Managers

*ACT = End of activity or final project acceptance date for project related items.

**CY = Calendar Year

APPENDIX F—BRIDGE DESIGN SECTION RECORDS RETENTION POLICY (CONTINUED)

Item No.	Record Title	In Office Retention Period (by Bridge Design Section)	DOTD Total Retention (by General Files)	Archiving Instruction	Responsible Party
013	Project Related Correspondences (Emails) <i>(Note: If the email is considered as important project correspondence and needs to be kept for the life of agency, then the email should be printed and treated as item 012.)</i>	ACT* + 1 CY**	Final Project Acceptance Date + 5 Years	Archive electronically in Project-wise under <u>Project Folder\Published Submittals\Project Documents\Project Correspondence Emails</u>	Project Managers/Bridge Task Managers
014	Administrative or Other Types of Correspondences	ACT* + 1 CY**	Life of the Agency	Archive electronically in Content Manager under <u>Bridge Design Subject Files</u>	Everyone

*ACT = End of activity or final project acceptance date for project related items

**CY = Calendar Year

APPENDIX H—CONSULTANT PROJECT BRIDGE DESIGN KICK-OFF MEETING AGENDA CHECKLIST

A kick-off meeting with the Consultant's bridge design team shall be initiated by the LADOTD Bridge Design Task Manager once the project is awarded. The meeting agenda shall include, but not be limited to, the following items:

- Introduce LADOTD Bridge Task Manager and the Consultant's Key Team Members (The Supervisor or Team Leader and Key Designers/Design Checkers/Reviewers)
- Discuss Consultant's Staffing Plan and Implementation of QC/QA Plan Document
(The staffing plan should include names and responsibilities of the designers, detailers, checkers, reviewers, and the EOR.)
- Determine Schedules for Project Submittals
(Design Criteria, TS & L, 30%, 60%, 90%, 100% of Preliminary Plans and Final Plans, Final Calculations, etc.)
- Share Expectations and Consultant Rating Criteria
(Consultant rating will be performed for all project submittals shown on the project submittal schedule.)
- Discuss Design Criteria
- Discuss Budget, Supplemental Requests, Invoices, and Importance of Avoiding Claims (Staff shown on invoices will be reviewed in accordance with the staffing plan.)

Project Plan Procedure

Q2[DCS]-221-PR1

	WHO ¹	WHAT	WHEN
Proposal/ Prelim Plan (Pre-Award) Executable Project Plan (Post-Award) Review and Approval of Project Plan Project Plan Management	Project Manager (PM), Bid Manager (BM), or Capture Manager (CM)	- Complete CRM opportunity record in CRM system, as applicable. - Research and capture industry activity, client's governance, policy objectives, drivers, challenges, budget constraints and community considerations that could impact the project. - Include research found in Crisis24 Horizon for any location threat risks.	Go/No Go Gate 1
	PM or BM/CM and Technical Lead (TL)	- For C-3, C-2, C-1, and C-0 projects, draft a preliminary Project Plan. - Consider Our Client Service Standard and Appendix 1 when incorporating client actions into the project plan. - Develop a preliminary technical approach to include in the proposal per the Technical Approach - Planning & Review Procedure - DCS. Include any and all recommendations made by the Technical Quality and Review Board (TQRB), as applicable. Confirm C-0/C-1 Lead Verifier(s) budget is included. - For Enterprise Critical Pursuits (ECPs) or Tier 2 Pursuits, obtain the completed Pursuit Commitment – ECPs and Tier 2 Pursuits – DCS from Client Account Manager (CAM) and include in preliminary Project Plan.	Proposal Gate 2
	PM, Profit & Loss Manager (P&LM) or Project Approver	Prepare proposal in accordance with Go/No Go Procedure – DCS and Proposal Preparation and Review – DCS.	
	PM and TLs	- Following award, complete the Project Plan (using the appropriate template/App for all C-categories). - Ensure it captures/reflects any changes made between proposal submission, award, and contract review, any exceptions to the AECOM Quality Management System (QMS), and any context or changes as discussed with the client. - Use the Project Plan as input in the Healthy Start (HS) meeting, when required, update per HS discussion. - When worksharing with other offices and/or Enterprise Capabilities (EC) (Partners) - request they draft an addendum to the Project Plan for their scope of work (SOW) or include their SOW in the Lead Office Project Plan.	Execution Gate 3
	PM	Submit the Project Plan for review and approval per regional requirements – Refer Section 2	Execution
	P&LM or Project Approver	Review and approve the Project Plan – confirm at a minimum an appropriate risk register, document control instructions and the Project Plan is appropriately baselined in accordance with the negotiated, agreed client proposal.	
	PM	- Communicate and distribute to the project team, including any partner office, prior to work commencing. - Review Project Plan regularly. Update with changes throughout lifecycle of the project, including actions from HS and Project Reviews, where appropriate. Save in the project UFI or as a tab in project MS Teams site. - Identify significant changes in the Project Plan clearly and communicate to all team members. - Use Microsoft 365 versioning controls and the 1st section of the project plan for awareness of most current version by team members. - Consider any client-required controls in the management and distribution of the Project Plan.	Execution

1. All roles mentioned throughout refer to "Lead Region/Office/Project Team" unless otherwise defined.

Related PPI

- [Project Review Procedure – AECOM Global R1-200-PR1](#)
- [Project Healthy Start/Restart Review Procedure – DCS R2\[DCS\]-200-PR1](#)
- [Go/No Go Procedure – DCS Q2\[DCS\]-121-PR1](#)
- [Proposal Preparation and Review – DCS Q2\[DCS\]-151-PR1](#)
- [Project Quality Management and Plans – DCS Q2\[DCS\]-221-PR2](#)
- [Project Document and Records Control \(Information Management\) – DCS Q2\[DCS\]-222-PR1](#)
- [Project Meeting & Communications – DCS Q2\[DCS\]-251-PR1](#)
- [Project Risk Management Procedure – DCS Q2\[DCS\]-231-PR1](#)
- [Graded Risk Approach: Project Delivery Requirements – DCS Q2\[DCS\]-231-WI1](#)
- [Project Type - Graded Approach - DCS – EC Q3\[DCS\]\(EC\)-231-WI1](#)
- [Technical Approach – Planning & Review – DCS Q2\[DCS\]-321-PR1](#)
- [Technical Quality Review – DCS Q2\[DCS\]-351-PR1](#)
- [SH&E Management System Manual – AECOM Global S2-001-SM1](#)
- [Subs Management Procedure – DCS Q2\[DCS\]-141-PR1](#)
- [Delivering our Client Promise – DCS Q2\[DCS\]-151-WI2](#)

References

- [AECOM Approval Matrix Dashboard + AECOM Approval Matrix & Process](#)
- [Collaborative Working \(ISO 44001\)](#)
- [Project Plan App](#)
- [Our Client Promise](#)

Terms & Definitions

- [AECOM Glossary](#)

[Change Log](#)

1. Purpose and Scope

- a. The document defines the minimum requirements of the Project Plan and the methodology for preparing and updating the Project Plan through the life of the project. It has been demonstrated through AECOM trends and metrics and external client benchmarking that poor project planning leads to delivery performance issues including lost margin, late delivery, inconsistent quality of deliverables, and client and AECOM team dissatisfaction.
- b. All projects shall have a Project Plan of sufficient detail to manage the risks of the project. Where appropriate, the Project Plan should link to reference documents either attached or hyperlinked. Citation of these in the relevant Project Plan section constitutes conformance to this required process.
- c. The Project Plan will at a minimum:
 - i. describe how the scope of services as specified in the contract (or as subsequently agreed to with the client) will be accomplished to meet the expectations and objectives of both the client and AECOM team and to achieve the expected business results and client outcomes.
 - ii. demonstrate understanding of the client's objectives, project priorities, challenges and success metrics to verify focus on partnering with them to achieve their desired outcomes.
 - iii. identify project and business risks with a plan to manage these through exclusions and contingency.
 - iv. describe the agreed communication plan with the client (method, timing and approach to project changes with client and project team).
 - v. is the overarching control document. Any Sub-Plans or Project Plan elements (e.g., master schedule, risk register, registers, project quality plan, project execution plan etc.) must be controlled as per the Project Plan.
 - vi. is used as a planning and management tool and means to share project information and expectations with the Project Team.
 - vii. shall address joint venture relationships and work- sharing between AECOM Partner Offices and regions, where applicable.
 - viii. must be developed using the Project Plan Template (Long or Short, or C-3A Project Plan), Project Plan App or Project Plan document required by the Client if equivalent to the Project Plan Template.
 - ix. Is sufficiently detailed and appropriate for the risk and complexity of the project.

Note: For projects involving multiple AECOM partner offices or regions, it is the Lead Office's responsibility to develop the overall Project Plan and communicate it with its global stakeholders. Of special note is the need to clearly define how checking and verification is to be accomplished, coordinated, and documented.

2. Graded Approach

The graded risk approach applies to this procedure. The project's risk category (C-category) is determined by the AECOM Risk Assessment (ARA) completed as part of the [Workbench](#) project setup. Use the below matrix for the required rigor of this procedure based on the risk category of the project.

Regions	C-3A	C-3	C-2	C-1	C-0
DCSA EUR&I MEA ANZ	C3A Project Plan or equivalent document content approved by PM and Project Approver	Short Form – Project Plan or equivalent document content approved by PM and Project Approver.	Long Form – Project Plan or equivalent document content approved by PM and Project Approver.	Long Form – Project Plan or equivalent document content approved by PM and Project Approver.	Long Form – Project Plan or equivalent document content approved by PM and Project Approver.
Asia	Not Applicable	Project Plan– Asia or equivalent or Project Plan – Short Form – Asia (if the C3 project meets all the criteria listed on the form) document content approved by Project Approver and Local Quality Manager.	Project Plan– Asia or equivalent document content approved by Project Approver and Local Quality Manager.	Project Plan– Asia or equivalent document content approved by Project Approver and Local Quality Manager.	Project Plan– Asia or equivalent document content approved by Project Approver and Local Quality Manager.
Workshare Office and/or EC	Completion of the Project Plan – Addendum – DCS and hyperlinked in the Lead Offices' Project Plan				

Exceptions and modification to the requirement for a Project Plan are as follows:

- Master Services Agreements (MSA's) or (Indefinite Delivery/Indefinite Quality (IDIQ) programs may have a Program Project Plan and then use either the [Project Plan - C3A – DCS](#) or the [Project Plan – Addendum – DCS](#) to the Program Project Plan instead of creating a stand-alone project plan for each task.
- Projects with continuing services where Finance requires a new project number is initiated year-over-year, should review, and confirm the current Project Plan remains applicable. If it does, the existing Project Plan can be used for the new project number (prepare 1-page addendum noting the new project number or note in plan revision the old/new project numbers).
- AECOM seconded employee projects to a client do not require an AECOM Project Plan.
- The client or certain project circumstances may require exception to AECOM standard operational procedures. These variations (e.g., document and records control for confidential projects) shall be described in the Project Plan and reviewed/approved by Project Approver.

3. Implementation

- The Project Plan shall contain a level of detail commensurate with the complexity of the project and knowledge of special concerns and issues at the time using the Project Plan template options above as per the project risk category.

Action By	Action
Project Manager (PM) and/or Deputy PM (DPM)	- Develop Project Plan using the template or Project Plan App (including SOW for all offices and EC) according to the project risk category and issue to the project team at the Kick-Off Meeting. Where the DCS template has not been used, the PM MUST ensure the document used includes all items included in the DCS template. - Consider Our Client Service Standard – Appendix 1 – when identifying resources, communication protocols, quality processes and clarify client needs and expectations for the project team – refer to the Delivering our Client Promise - DCS.

Action By

Action

3. Update Project Plan throughout the lifecycle of the project for reference by the project team to the most up-to-date scope, standards, budget (including LV budget expectations), schedule and client communication requirements, including actions from Healthy Start Reviews and Project Reviews where appropriate.
 4. Clearly define the quality assurance/control requirements within the Project Plan or where required in a separate Project Quality Plan to be referenced and linked in the Project Plan.
- b. The content of the Project Plan is driven by the Project Plan template options according to the project risk category. If another Project Plan is developed, the contents of the Project Plan **must be equivalent** to the templates.
 - c. Other project-related plans may be required by the client as a part of our scope of services (e.g., Quality Assurance Plan, Design Quality Management Plan or Project Quality Management Plan) or internal AECOM policy (e.g., Health and Safety Plan, Operational Security Plan). These stand-alone plans should be developed in accordance with the Project Plan and referenced, attached, or hyperlinked to the Project Plan where appropriate generic templates for these plans are available for use in the regions on the [Project Delivery System \(PDS\)](#) or the functional area home page on the AECOM intranet. Projects implementing ISO44001 will also be required to develop project Collaborative Relationship Management Plans, and these should be referenced in the Project Plan.
 - d. When AECOM is the primary or majority joint venture partner, PM will prepare an overall project plan in conformance with this procedure and/or any client requirements (topics and approvals) and direct the joint venture partners conform to the requirements of the Project Plan, when included as part of our contract agreement.
 - e. When AECOM is a secondary or minority joint venture, PM will prepare a project plan for those portions of the work being performed by AECOM in conformance with this procedure.

4. Terms and Definitions

- | | |
|---|---|
| a. ECP | Enterprise Critical Pursuit – refer to the AECOM Pursuit Process Definitions |
| b. Lead Region/Office/ Project Team (Lead Team) | The team who “owns” the contract with the Client and is leading the work in line with the contract. |
| c. Partners | Offices providing internal work to another office, region, business line. |
| d. Tier 2 Pursuits | Refer to the AECOM Pursuit Process Definitions |
| e. Workshare | Shared work across offices, regions, business lines, Enterprise Capabilities (EC). There would be a Lead Region and Partner(s) (supplies resources and/or services to the Lead Region). |

5. Records

- a. [AECOM Risk Assessment – Workbench](#)
- b. Approved Project Plan and Referenced Documents
- c. [Pursuit Commitment – ECPs and Tier 2 Pursuits – DCS Q2\[DCS\]-151-FM3](#)
- d. [Project Plan App](#)
- e. [Project Plan – Long Form – DCS Q2\[DCS\]-221-FM1](#)
- f. [Project Plan – Short Form – DCS Q2\[DCS\]-221-FM2](#)
- g. [Project Plan – C3A – DCS Q2\[DCS\]-221-FM3](#)
- h. [Project Plan – Addendum Q2\[DCS\]-221-FM4](#)
- i. [Project Plan – Asia Q3AS-221-FM1](#)
- j. [Project Plan – Short Form – Asia Q3AS-221-FM2](#)

k. [Project Execution Plan – DCS – EC Q3\[DCS\]\(EC\)-221-FM1](#)

6. Appendices

a. Appendix 1 – Our Client Services Standard

7. Change Log

Rev #	Change Date	Description of Change	Location of Change
0	11-May-2011	Initial Release as Q2-221-PR1	
1	01-Oct-2012	2012 Review – minor editorial changes	All
2	10-Oct-2014	2014 Review – minor editorial changes and issued as I2-221-PR1	All
3	21-Mar-2016	2016 Review – updated to new IMS Template and implemented ePM elements.	All
4	07-May-2018	2017 Review – put into new IMS Template, changed to 2 column layout, updated cross-references and issued as Q2[DCS]-221-PR1.	All
5	20-Jan-2020	2020 Review – minor edits; removal of references to ePM; introduced Graded Approach; removal of Appendices 1 and 2 – Flow Diagram and Project Plan Content Descriptions.	All
6	04-Aug-2020	Minor edits; new exception of Asia using own Project Plan Template; introduced the Project Plan – Addendum option	Section 2, 4
7	11-Sep-2020	Addition of Asia requirement on the use of the Project Plan – Short Form – APAC – Asia Q3AS-221-FM2.	Section 2, 4
8	31-Mar-2022	2022 Review; put into new Template; added link to revised Project Healthy Start/Restart Procedure; minor edits to clarify need for a prelim project plan for C-3 projects and highlighting a plan is needed for all categories, including C-3A at Post-Award.	Page 1, Related PPI, Section 2, 3.1 (1), 4.
9	06-May-2024	2024 Interim Review; update to highlight the use of project plans to support Healthy Start and Project Reviews; replaced “geography/ies” with “region/s”; introducing Collaborative Working elements in Project Plans and use of the Project Plan App as alternative to the Project Plan – Short Form template for C-3 /C-3A projects.	Page 1, References, Section 1 (c) (ii), (vi), (vii), (viii) Section 2, 2 (c) Section 3 (a) (1) and (2), (c), Section 4 (d).
10	14-Oct-2024	2024 Review. - Updated AECOM's travel security provider and link. - Clarified all roles mentioned throughout refer to “Lead Region/Office/Project Team” unless otherwise defined. - Promoting “Workshare” and “Partner Offices” to enhance working practices across extended project teams. - Added reference to the new Project Quality Management and Plans – DCS Q2[DCS]-221-PR2 replacing ECs GEP 250 Project Quality Management Procedure – DCS – EC. - Added Project Type - Graded Approach - DCS - EC Q3[DCS](EC)-231-WI1 to the “Related PP” list. - Updated “Graded Approach” section to identify the AECOM Risk Assessment (ARA) is now part of project setup in Workbench. - Emphasized the need for Partner Offices (including EC) to document and submit their scope of work for direct inclusion in the Project Plan or via the Addendum option and attach. - Added Terms and Definitions section to promote new terms of “Lead Region/Office/ Project Team (Lead Team)”, “Partners” and “Workshare”.	Page 1 Related PPI Section 2 Section 4 Section 5

Rev #	Change Date	Description of Change	Location of Change
		Minor edits and updated links.	
11	07-Feb-2025	- Page 1 – “Who/What/When” table > Proposal/Prelim Plan > new bullet asking the PM/BM/CM and TL to obtain a copy of the completed Pursuits Commitment for ECPs and Tier 2s – DCS. - T&Ds – added ECP and Tier 2 Pursuits linking readers to the AECOM Pursuit Process Definitions. - Records – added reference to new form and hyperlinked.	Page 1 Section 4 Section 5
12	16-Apr-2025	Introducing: - the need for C-0/C-1 pursuits to confirm there is a Lead Verifier (LV) budget $\geq$ 1% project team budget. - touch points for pursuits to consider “Our Client Promise” when working with our clients. - new instruction called – Delivering our Client Promise – DCS	Page 1 Related PPI References Section 1 (c) (ii) Section 3 (a) (2) and (3) Appendix 1

Appendix 1 Our Client Service Standard

Our Client Service Standard

Our partnerships are built on trust, reliability and an unwavering dedication to your success. We uphold the values of exceptional client service in every project we undertake and every interaction we have together. As your trusted partner, we ask our teams to commit to the following:



Walk in your shoes

We...

- ... show we **care** by investing time to gain a deep understanding of you and your industry.
- ... ask questions and actively listen to understand all your business nuances.
- ... build lasting relationships that help us achieve your desired outcomes, every time.

Bring our best

We...

- ... take **pride** in the work we do, providing the best team and solutions to meet your challenges.
- ... deliver tailored solutions – drawing on our global and local expertise – with our best people, ideas and innovations.
- ... provide quality solutions that meet and exceed your expectations.

No surprises

We...

- ... **communicate** early and often, so we can respond to issues right away and avoid surprises.
- ... provide regular updates and actively seek feedback that helps us improve our approach.
- ... take personal responsibility in delivering what was agreed upon and raising any potential changes early on.

Legend						
C0-C3A	Level 1 = for Risk Categories C-0, C-1, C-2, C-3, C-3A - cannot be deleted					
C0-C2	Level 2 = for Risk Categories C-0, C-1, C-2					
C0-C1	Level 3 = C-0, C-1 - at the discretion of the Project's Requirements					
	= Optional where using a "Tool" to document the requirement AND for Enterprise Capabilities (EC)/Partner Office(s) folders where "Workshare" is not implemented in the Project.					
RN	= Renameable Folder, folder's name can be changed to suit project needs.					
Note	1: Refrain from using illegal characters in the folder naming convention: # % & * ' / : < > ? \ + . , : = [] { } 2: Where necessary, use an 'underscore'. 3: *The UFI is "Project" level not "Client" level. IT Helpdesk Tickets requesting project folder setups be moved from the designated source "Share/File Server" path in the Project Folder Creation Tool are not acceptable. A "Client" abbreviation can form part of the "Description" in 2 out of the 3 standard Folder Name formats used across the Company and demonstrated in the Project Folder Creation Tool : a) Number - Description (Description field = max of 25 chars e.g., Client_ProjectDesc). b) Description - Number (Description field = max of 25 chars e.g., Client_ProjectDesc). c) Project Number					
Lvl 1	Lvl 2	Lvl 3 (C0-C1, Partner Offices)	Guidance	Folder Permissions		
				Cannot Delete	Restrict Deletion BUT May Add To	RN = Renameable
Project Number / Project Number - Description / Description - Project Number				C0 - C3A	C0-C2	RN
000_PreContract [BID]			This folder is intended as a repository for records of activities leading up to the client's notice-to-proceed on a project. Some of this information may need to be obtained from marketing/business development group.	C0 - C3A		
	010_Go_NoGo [GNG]		In lieu of copy saved here, can be held in approved system.			
	020_RFP_RFO [RFP]		The document, as received from the eventual client, that requests or invites the submittal of a proposal for the project.			
	030_Pricing [PRICE]		Records of pricing strategies, calculations, projections, etc. used to submit a cost quotation, either prior to, or after, selection.			
	040_Proposal [PROP]		The actual signed version of the final proposal submitted, and any relevant records leading up to it.			
	050_Presentation [PRES]		When applicable, a copy of the PowerPoint or other media used in a presentation to elaborate on our qualifications for the project.			
	060_Legal_Review [LEGAL]		Records of legal review of contract and terms and conditions. Copy of Contract review if not in CLM.			
	070_Negotiations [NEG]		Records of negotiations regarding scope, schedule and pricing between AECOM and client.			
	075_EC_Engagement_Worksheet [EC_ENGAGE]		Records pertaining to the EC engagement process.			
	080_Superseded [SS]		Superseded version of documents in the Pre-Contract folder.			
100_Contract [CONT]			This folder is intended to hold all legal agreements, contracts, POs, insurance certificates or other documents that bind AECOM in a business relationship with another entity.	C0 - C3A		
	110_Client_Contract [CL_CONT]		General records related to contracting process and signed version of the primary contract between AECOM and the Client. Establish Level 3 folders as needed for Changes.			
	120_TO_PO [PO]		Signed and executed task orders, purchase orders and notice to proceed as required by the client's contract. Must include corresponding scope of work, cost estimate and schedule.			
	130_Approval_Matrix [APPVL_MTX]		Records of Approval Matrix approvals during the pre-contract and contract review process.			
	140_Risk_Committee [RSK_COM]		Store correspondence for RA/RFA/RFPAs, especially when required to submit quarterly Risk Committee approval update forms.			
	150_Subcontracts [SUBS]		Signed versions of contracts with technical/professional subs. Establish Level 3 folders as needed for Subs Invoices, QA/QC, Insurance Certificates.			RN
	160_Vendors_Suppliers [VENDOR]		Signed versions of contracts/POs with materials, equipment, supply providers. Establish Level 3 folders as needed.			RN
	165_Partner_MoUs [MOU]		Signed versions of MOUs/ICAs with EC or other internal groups. Establish Level 3 folders as needed for Changes.			RN
	170_Superseded [SS]		Superseded versions of documents in the Contract folder.			
200_Project_Control [PROJ_CONT]			This folder is intended to contain records related to the overall project management and business administration of the project.	C0 - C3A		
	210_Project_Plan_Risk [PLAN]		Save project plan and updates throughout project execution. PM Handover Checklist. Establish Level 3 folders as needed for Partner Office(s).			
	220_Risk_Assessment_Register [RISK_REG]		Save here for risk assessment (if AECOM Risk Assessment (ARA) not used) and risk register from Workbench.			
	225_EC_Type_Assessment [EC_TYPE]		Records pertaining to the EC Typing Assessment not in the tool.			
	230_WBS_Schedule [WBS_SCH]		Work breakdown structure and schedules. Include schedule bar charts, MS Project output/file, critical path analyses, other supporting documentation. Staffing worksheets, projections, assignment memos, etc. Establish Level 3 folders as needed for Partner Office(s).			
	240_Budget [BUDG]		Main budget is in Workbench; here include supporting budget worksheets, projections, variations/change orders and summaries for project team, etc. Establish Level 3 folders as needed for Partner Office(s).			
	250_Client_Invoices [INV]		Invoices submitted to the client. Establish Level 3 folders, as needed, for things like Progress Reports.			
	260_Healthy_Start_Reviews [HS]		Healthy start reports, action items, follow-up documentation for evidence of closure. Establish Level 3 folders as needed for EC Healthy Start report.			
	270_Project_Reviews [PROJ_REV]		Review schedules, agenda, discussion summaries, action item lists. This is for overall status reviews; EACs, monthly/quarterly project status reviews, etc. QC reviews go in 420. Note: High Risk projects document in Workbench.			
	280_Closeout [CLOSE]		Records related to the pending or actual closure of the project. Establish Level 3 folders as needed for Partner Office(s).			
	290_Superseded [SS]		Superseded versions of documents in the Project Control folder.			
300_Communications [COMM]			This folder is intended to house correspondence, records of calls, emails (depending on local IT requirements), meeting minutes and other forms of communication between AECOM and outside entities as well as internally within the AECOM team. * Meeting minutes can linked to meeting minutes in this folder. * It is anticipated Level 3 subfolders would be used appropriately according to the complexity of the project's organizational structure and as-needed to facilitate quick and easy retrieval. * As email is a primary form of communication, a separate email folder should not be necessary as the different file types (.pst, .pdf, etc.) of emails can be stored in the same folders with hard-copy scans of .doc, .ppt, .xls or other file types. Alternatively, a PM may elect to set up Level 3 subfolders within each of the four Level 2 folders as separate folders for emails, or for "incoming" and "outgoing" communications. * When documents that carry signatures are stored, these should either be electronically signed versions, or scans of wet-signed documents. Note: Must defer to local IT requirements/practice for storing email (e.g. ".msg" and ".pst").	C0 - C3A		
	310_Client [CLIENT]		Emails, meeting minutes, communications to and from client. Can add a Level 3 to differentiate between different types of communications.			
	320_Subs [SUBS]		General communication outside contract negotiations. Can add a Level 3 set of folders to differentiate between multiple Subs.			
	330_External [EXT]		Outside/Third Party/Regulatory entities other than those AECOM has a contractual relationship with (agencies, authorities, commissions, etc.)			
	340_Internal [INT]		Meeting minutes, file notes, records of conversations; Establish Level 3 folders as needed for Partner Office(s).			
	350_Feedback [FEEDBK]		Include informal and/or formal client feedback, evaluations, ratings, etc.			
	360_Superseded [SS]		Superseded versions of documents in the Communications folder.			
400_Technical [TECH]			Store data, input, standards, guidelines, manuals, calculations, software information and validation and other similar materials that support the development of the technical aspects of the work. * Examples of Level 2 folders: Reports, Calculations, Data, Information, etc. Includes all non-CAD, non-GIS working documents. * Replace "431_TechnicalArea_X" with appropriate naming convention i.e., discipline, Partner Office name etc.	C0 - C3A		
	405_Project_Inputs [INPUT]		Project reference library for all inputs, e.g., project specific information, e.g. historic site details, pictures, maps, reference drawings, etc. Establish Level 3 folders as needed for Partner Office(s).			
	410_Technical_Approach_Review [TAR]		Record of Technical Approach Review and follow-up; resolution of TAR comments. Establish Level 3 folders as needed for Partner Office(s).			
	420_Technical_Quality_Reviews [TQR]		Supporting evidence of quality review activity (markups, check sets, comments log, TQRs, etc.). May include optional QC Review checklists or other discipline-specific checklists. Establish Level 3 folders as needed for Partner Office(s).			
	425_Calculation_Review [CALC]		Record of Calculation Review and follow-up and resolutions; Establish Level 3 folders as needed for Partner Office(s).			
	430_Technical Working Documents					
	431_TechnicalArea_X					RN
	432_TechnicalArea_X					RN
	433_TechnicalArea_X					RN
	434_TechnicalArea_X					RN
	440_Field_and_laboratory_data [DATA]		Intended as a location for field forms, field data, boring logs, laboratory data and analyses, research data, permits, etc. Used to develop deliverables.			RN
	450_Photos [PHOTO]		Project photos, field photos and corresponding photo logs.			RN
	460_Calibration_Certs [CALCERTS]		Record of all calibration certificates and supporting documents relating to the calibration of equipment used.			RN
	470_Superseded[SS]		Superseded versions of documents in the Technical folder.			
500_Deliverables [DELIV]			File the record set (.pdf/locked version) of issued deliverables submitted to the client / outside entities (e.g. funding agencies, permitting agencies, etc.): * Replace "50X_Deliverable_X" with the appropriate naming convention matching the deliverable naming convention. * It is a requirement that these deliverables will be reviewed in accordance with the Technical Quality Review Procedure - DCS. Records of this review (TQRR) are stored in the respective deliverable folder (501, 502, etc.), or storage in folder 420 as determined by the PM. * Include client's interview review comments and transmittals associated to deliverables.	C0 - C3A		
	501_Deliverable_X					RN
	502_Deliverable_X					RN
	503_Deliverable_X					RN
	504_Deliverable_X					RN
	580_Other		Where superseded drawings exist as a deliverable, include in this folder for a record of the entire issued set.			RN
	590_Superseded [SS]					
600_Construction Support [CSUP]			This folder is intended to house records of AECOM's interaction with third-party contractors that are building the work designed by AECOM. Projects where construction management or administration is the primary service may be required to follow a different file organization structure by contract.			RN
	610_Construction_Contract [CONST_CON]		General records related to contracting process and signed version of the contract between AECOM and the Contractor. Establish Level 3 folders as needed for all "changes" including negotiations and permit approvals.			
	620_Communications [COMMS]		Establish Level 3 folders as needed to separate among various entities and/or types of communications (emails, meeting minutes, claim documents, etc.).			
	630_RFIs [RFI]		Requests for Information submitted by contractors and our replies.			
	640_Submittals [SUBMITTALS]		Establish Level 3 folders as needed to store shop drawings, material submittals, method statements, pre-qualifications, plans reports and other submittals received from contractors.			
	650_Pay_Applications [PAY_APPL]		Pay requests from the contractor, including AECOM's review and response.			
	660_Contractor Progress [CON_PROGRESS]		Establish Level 3 folders as needed to store records for planning and daily, weekly, and monthly reports.			
	670_Site_Visits_Inspections [SITE_INSP]		Establish Level 3 folders as needed to store records and notes resulting from AECOM and/or 3rd party inspections of the work performed i.e., work, material and site inspections.			
	680_Punch_List_Closeout [PUNCH]		Documentation and progress records of contractor efforts to complete the work. Establish Level 3 folders for items such as Maintenance Manuals, etc.			
	690_Superseded [SS]		Superseded versions of documents from Construction Support folder.			
700_Quality_Env_Sust [QES]			The electronic tools (iQT, AECOM U) serves as the primary repository for some of these documents. When desired, or when electronic tools are not accessible to a project, this folder is used to house these records.	C0 - C3A		
	710_Plans [Q_E_PLAN]		Project-specific quality, environmental management and sustainability plans requested by clients above and beyond the sections in the project plan. If a deliverable, can be the work product in this folder with the final deliverable in a deliverable folder above. Establish Level 3 folders as needed for Partner Office(s).			
	720_Audits_and_CARs [AUDIT_CAR]		Project safety, quality, EMS audit findings, nonconformities and corrective action documentation. If documentation not retained in iQT.			
	730_Training [TRAIN]		Evidence of EMS, QMS, etc. training performed for the project.			
	740_Reserved_for_PMs_option					RN
	750_Superseded [SS]		Superseded versions of documents in the QES folder.			
800_Safety [SAFETY]			This folder would be used on projects that involve field work or other-than-ordinary office-based physical activities that present a safety hazard.	C0 - C3A		
	810_Safety_Plan [SFTY_PLN]		Project-specific safe work plan, safety and health plan, Task Hazard Analyses (THAs), and hazard checklists as applicable. Establish Level 3 folders as needed for Partner Office(s).			
	820_Training [TRAIN]		Include records of project-specific S&H training.			
	830_Meetings [MTGS]		Include attendance/agenda of on-site tool box meetings, attendance at contractor mtgs, etc.			
	840_Incidents [INCID]		Investigation of safety incidents. Coordinate with SH&E and Legal regarding records to keep in project files.			
	850_Safety_in_Design [SID]		Include records and reports.			
	860_Superseded [SS]		Superseded versions of documents in the QES folder.			
900_CAD_GIS			Intended as a location for CAD/BIM /GIS files, works-in-progress and collaborative working documents. Finished deliverables are stored in Section 500. If clients require alternate file structure, that requirement takes precedence over the below structure.	C0 - C3A		
	910_CAD		Intended as folder structure for design working documents that use CAD technologies, processes, and procedures to create, compose, and deliver project deliverable content. For example, AutoCAD (and design apps), Micro Station (and design apps), and Revit (design apps.) are examples of CAD/BIM technologies that will use this folder structure to manage and deliver project content. Other design technologies such as water modeling, traffic simulation, or structural analysis applications may choose to use these folders to integrate data more efficiently with CAD/BIM technologies.			RN
	911_Discipline_X					
	911_1_WIP					
	911_2_Shared					
	911_3_Published					
	911_4_Archived					
	912_Discipline_X					
	912_1_WIP					
	912_2_Shared					
	912_3_Published					
	912_4_Archived					
	920_GIS		Intended as folder structure for GIS data, analysis outputs, map documents and map project files that use and are derived by GIS technology. For example ArcMap, ArcGIS Pro, CityEngine, QGIS are examples of GIS technologies that will use this folder structure to manage and deliver project content. Other spatial technologies such as (but not limited to) reality modelling, data collection or data analytics tools may choose to use this folder to integrate data more efficiently with GIS technologies.			RN
	930_BIM		Intended as folder structure for design working documents that use BIM technologies, processes, and procedures to create, compose, and deliver project deliverable content. For example, BIM (and design apps) or REVIT will use this folder structure to manage and deliver project content. Other design technologies such as water modeling, traffic simulation, or structural analysis applications may choose to use these folders to integrate data more efficiently with BIM technologies.			RN
	940_999_Reserved_for_PMs_option					RN

Rev	Rev Date	Details
1	15-Jul-16	Initial Release as Q2[DCS]-222-W11
2	15-Jul-16	Minor edits.
3	23-Oct-16	1. Level 2 folder abbreviations added in []. 2. If abbreviations are not used, do not add the brackets or information inside of the bracket in the folder set up.
4		1. Instruction not to use illegal characters in folder naming convention - use 'underscore' instead.
5	07-Dec-16	1. Updates to CAD_GIS folder per Global CAD/BIM teams request
6	01-Feb-17	1. Updated 130_DOA [DOA] to 130_Approval matrix [APPVL_MTX] 2. Updated CAD Discipline and CAD_GIS folder to correct sub-folder structures. 3. Removed further illegal characters i.e. dashes and forward slash. 4. Amended '400' + '500' renamable and put in their numbers.
7	02-Mar-17	1. Updated 270_Project_Reviews_APIC [PROJ_REV] to 270_Project Reviews [PROJ_REV] 2. Corrected number sequence for 700_740_Training is now 730_750_Reserved_for_PMs_options is now 740. 3. Removed references to Q-Dash and VPO
8	27-Jan-20	1. Updated to address Graded Approach and transition from ePM to APIC. 2. G18, replaced Salesforce for CRM System. 3. G52, removed statement 'May be in electronic tool (ePM, ePMP) as meeting minutes. 4. G81, removed 'Healthy Start audit review.
9	21-Oct-20	1. Moved 'Change Log' detail from main page to its own Tab called 'Change Log'. 2. I8 - Replaced 'Cannot Delete' with 'Restrict Deletion.....' 3. G12 - Replaced '.....CRM System.' with '..... approved system.' 4. G29 - Deleted '..... and Risk Register.....' 5. G38 - Reworded to highlight local IT requirements/practices are deferred to when storing email (e.g. .msg and .pst). 6. G45 - Reworded to better explain content to be stored in this location. 7. Row 48 - Added '425_Calculation_Review [CALC] 8. G57 - Reworded to better explain content to be stored in this location. 9. G62 - Replaced '..... CD Set.' with '..... Issued set.' 10. G81 - added 'hazard checklists' as an another example of content type for this area. 11. Row 85 - Renamed '850_Superseded [SS]' to '850_Safety_in_Design [SID] 12. Row 86 - Added '860_Superseded [SS]'
10	28-Apr-22	1. Applied new Branding. 2. G32 - Added 'variations/change orders' to guidance. 3. G87 - Added 'GIS' to 'Intended as a location for CAD/BIM/GIS files.....' and removed text saying 'GIS graphics'. 4. B99 - Replaced '920_929_(GIS_Graphics)' with '920_GIS'. 5. G99 - Replaced GIS guidance text with new guidance.
11	16-Feb-23	1. Row 56 - Added '460_Calibration_Certs [CALCERTS] 2. B57 - Renamed '460_Superseded [SS]' to '470_Superseded[SS]'
12	14-Oct-24	1. 2024 Review 2. Integration of Enterprise Capabilities components to retire GEP 317-01 Unified Project Folder Structure as all associated work is to be stored in the Lead Office Project's UFI. 3. Mentioning "Workshare" and "Partner Offices" to emphasize all associated work is to be stored in the Lead Office UFI and does not always need its own Level 2 folder - refer to Point 12. 4. Row 5 - Updated "Legend" to include a Color-shading for folders that can be "Optional" where using tools to store documents and folders for EC/Partner Office(s) where "Workshare" is not implemented. 5. Row 7 - Updated "Note" to include Point 3 to detract projects from putting in tickets to move their UFI from the designated and approved core local paths (i.e., DCS\Projects\ or DCS\Projects\BL) set by IT and Region Ops to group by Client. 6. Row 9 - Added "Partner Offices" to the Lvl 3 description. 7. Row 10 - Updated to correlate to the description used in the Project Creation Tool to support update to R7. 8. Row 11 - Deleting to support changes in R7 and R10. 9. Row 13 - Highlighted as "Optional". 10. Row 18 - Highlighted as "Optional". 11. Row 20 - NEW - 075_EC_Engagement_Worksheet [EC_ENGAGE] and highlighted as "Optional". 12. Row 29 - NEW - 165_Partner_MoUs [MOU] and highlighted as "Optional". 13. Updated the following rows with "Establish Level 3 folders as needed for Partner Office(s)" - G32, G35, G36, G40, G46, G51, G52, G53, G81, G87. 14. Row 33 - Highlighted as "Optional" and amended the explanation to say ARA for the risk assessment and Workbench for the risk register. 15. Row 34 - NEW - 225_EC_Type_Assessment [EC_TYPE] and highlighted as "Optional". 16. Row 38 - Updated "Guidance" to "Establish Level 3 folders as needed for EC Healthy Start Report". 17. Row 49 - Updated "Guidance" to add text to the 2nd "" to say "i.e., discipline, Partner Office name etc. 18. Row 50 - NEW - 405_Project_Inputs to act as a "reference library" for inputs related to historical information. Includes the "need for Level 3" statement for Partner Office(s).
13	21-Jan-26	1. Row 70 - changed 610 from Addenda [ADDENDA] to Construction_Contract [CONST_CON] and updated guidance. 2. Row 71 - minor edits to guidance for consistency. 3. Row 73 - changed 640 from Shop_Dwg_Submittals [SHP_DWG_REV] to Submittals [SUBMITTALS] and updated guidance. 4. Row 75 - changed 660 from Change_Orders [CHG_ORD] to Contractor Progress [CON_PROGRESS] and updated guidance. 5. Row 76 - minor edits to guidance and added "and/or 3rd party" to clarify not just AECOM inspections to be stored here. 6. Row 77 - minor edit to guidance.

Technical Task Protocol (TTP)

Q2[DCS]-321-PR2

1. Purpose and Scope

- a. This procedure supplements and is read in conjunction with the procedure, [Technical Approach – Planning and Review - DCS](#).
- b. The purpose of this procedure is to outline a process for using a Technical Task Protocol (TTP) to help guide the performance of specific technical work tasks in accordance with established requirements and full knowledge of input sources and guidance documents.

2. Procedure

- a. The intent of a Technical Task Protocol (TTP) is to provide those preparing technical documents with the input, references, criteria, direction, and background information necessary to carry out the task in a complete and efficient manner. TTPs are mainly useful for calculations, and may be used as input to specifications, drawings, and technical reports and studies. Exceptions are cases where the tasks are simple or for information only, or where the input information is readily available or developed in another manner for the project (e.g., Design Criteria Document). Depending on the scope and complexity of a task, TTPs may be developed for individual tasks or a series of tasks. In addition, standard TTPs may be developed by offices or other business units to address work that is performed for a given client on an ongoing or repetitive basis. Typically, **discipline leads** determine the value, necessity, and scope of TTPs on the projects their discipline is working on, or for their departments in general.
- b. **Discipline leads** shall assign competent individuals the task of preparing calculations. Refer to the Calculation Preparation Instructions – DCS for guidance on the preparation of calculations.
- c. Technical Task Protocol preparation – **Discipline leads**, or **designee**, prepare TTPs prior to the performance of technical tasks. TTPs generally include the information as described in the Technical Task Protocol Outline – DCS. Content is also based on the complexity of the task, size of project, project team familiarity with design requirements, new design requirements, etc.
- d. Technical Task Protocol format – TTPs are to be formatted in a manner that provides a clear understanding of the task and the conveyance of the required information.
- e. Control of Technical Task Protocols – TTPs are to be kept up to date throughout the development of technical documents and assigned revision numbers as appropriate. TTPs that have been superseded or cancelled are to be so noted. Revisions to TTPs should be given the same review and approval as the original.
- f. Review and Approval of Technical Task Protocols – TTPs shall be reviewed and approved by a **competent individual other than the preparer** to ensure the information is identified and presented correctly. The date and signatures of the preparer and reviewer appear on the cover sheet or first page of the TTP, signifying their review and approval for use.
- g. Approved Technical Task Protocols should be referenced as a design input in the related design document.

3. Terms and Definitions

- | | | |
|----|-------------------------------|--|
| a. | Technical Task Protocol (TTP) | A document that provides instructions on how to set up, plan and conduct a specific technical work activity. |
| b. | Discipline Lead | The manager or supervisory level person that is responsible overall for the project's technical work in a specific discipline. |

4. References

- a. [Technical Approach – Planning and Review – DCS Q2\[DCS\]-321-PR1](#)
- b. [Calculation Preparation Instructions – DCS Q2\[DCS\]-351-WI5](#)

5. Records

- a. [Technical Task Protocol \(TTP\) Outline – DCS Q2\[DCS\]-321-FM2](#)
- b. Approved Technical Task Protocol

6. Appendices

- a. N/A

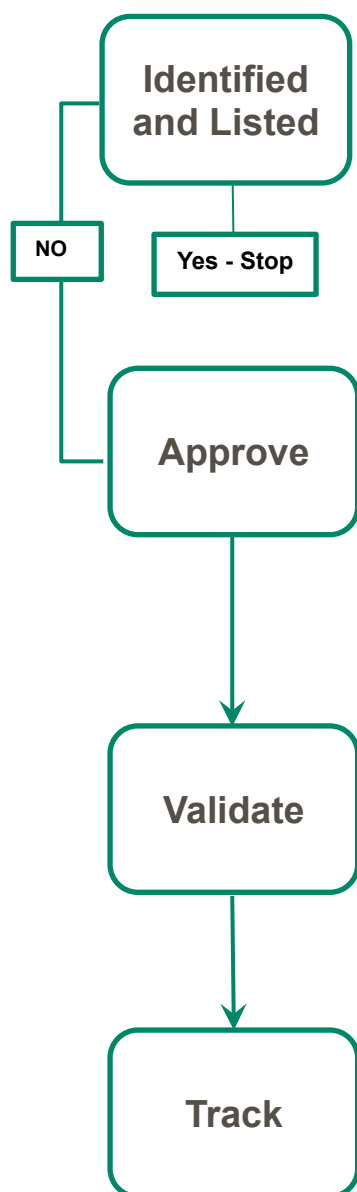
7. Change Log

Rev #	Change Date	Description of Change	Location of Change
1	26-July-2012	Initial release as Q4NA-321-PR1	
2	15-Sept-2016	Re-released as Q4NA-321-GL1	
3	15-Aug-2022	Re-released as Q3[DCS]AM-321-PR1	
4	14-Oct-2024	2024 Review; elevated from DCS Americas to DCS level procedure; re-released as Q2[DCS]-321-PR2.	

DCS

Validation of Software and Data Management Tools

Q2[DCS]-311-PR1



WHO	WHAT/HOW	PDS Phase
Technical Lead and Technical Team	- Identify technical software in Project Plan. - Confirm it is listed on the geography/region/office specific validated software listing. If yes, Stop, requirement is met. - If no, continue. Assign Validator and Approver to perform validation. Specify the method to be used for validation. - If software is developed by AECOM, implement Section 3.3 verification and validation.	Execution
Software Approver	- Review the information and, if found acceptable, approve the software for use. - Take the necessary steps to have the technical software added to the Geography/Business Line/Location validated software register.	Execution
Validator / Discipline Lead	- Perform validation using one of the following: - Run the software using input from a known solution and verify that the program output matches the known solution. All significant design options/methodologies offered by the program shall be verified. - Perform a manual calculation to verify the results obtained using the software. - Obtain manufacturer documentation of production of software under a recognized quality standard. - Provide results and documentation of the validation process to assigned Approver.	Execution
Geography Quality	- Develop and maintain a register accessible to all staff listing technical software that has been validated for use in above step. - The register shall include, at a minimum, the vendor name, software name/description, version number and AECOM's Discipline Manager/ Approver and contact person for the software.	Execution

Related PPI

- [IMS Manual - DCS Q2\[DCS\]-001-PR1](#)
- [Improvement Procedure – DCS Q2\[DCS\]-003-PR2](#)
- [Technical Quality Planning and Review - DCS Q2\[DCS\]-351-PR1](#)

References

- [Project Plan Template – DCS Q2\[DCS\]-221-FM1](#)
- [Project Plan – Short Form – DCS Q2\[DCS\]-221-FM2](#)
- [Project Plan – C3A – DCS Q2\[DCS\]-221-FM3](#)
- [Software Validation Form - DCS Q2\[DCS\]-311-FM1\(Fillable PDF\)](#)
- [Software Validation Form - DCS Q2\[DCS\]-311-FM1 \(MS Word\)](#)
- [DCSA Validated Software List](#)
- Geo/Regional Validation Software Registers
- [Technical Practice Groups \(TPGs\)](#)

Terms & Definitions

- [AECOM Glossary](#)

Help & Training

- None

[Change Log](#)

1. Purpose and Scope

This procedure describes minimum requirements to ensure software, including data management tools, used on AECOM DCS projects has been adequately selected and validated before use. Project Managers shall validate data management tools and software used to collect, store and process data used to develop project related deliverables, to ensure they meet the technical discipline and client requirements.

2. Procedure

When software is used to create inputs to work products or advice to clients, the validity of the software and its outputs, and its ability to satisfy the intended application, must be established. Software must be validated prior to initial use, and reconfirmed as necessary.

During the proposal stage, the Technical Leader should include in the Technical Approach development a list of appropriate technical software that will be used on the project, along with if the software has been/or needs to be validated. This list should be provided to the Project Manager to include as a link in the project plan and resources appropriately budgeted for where validation is needed.

If the software (and current version) is not already included on the geography/region software registers, the technical team member utilizing the software shall perform a validation that would be logged on the appropriate register for use by other technical team members.

The validation must be documented using Software Validation Form – DCS or equivalent and the documentation must be readily available (e.g., in the project central file or central register of validated software). Technical team members are required to confirm validation has occurred or are responsible for software validation for their technical software. Control of the software (including licenses, loading onto computer and addressing software errors and maintenance) is the responsibility of the IT Department.

This document focuses on the software validation, output review and testing and applies to “technical software” which is used for any of the following:

- Performing calculations;
- Developing input for use in calculations;
- Creating designs or drawings using embedded calculations;
- Generating output provided directly to clients;
- Generating output included in deliverables to clients; or
- Developing software for delivery to a client as a contractual obligation.

2.1 Technical Software Includes

- a. Advanced or complex programs developed within standard office-type platforms such as MS Excel and MS Access which are not amenable to standard checking/verification.
- b. Mathematical, formulaic, and logic-based programming developed within standard office-type platforms such as MS Excel and MS Access that cannot be validated as simple calculations.
- c. Industry Standard and non-standard software performing technical calculations to confirm/develop designs (e.g. STAAD, GT STRUDL, etc.).
- d. AECOM Data Management Tool (e.g. MS Excel macros, software developed to analyze data for a deliverable, etc.).

2.2 Technical Software Excludes

- a. Software that does not conform to the definitions provided in the list above;
- b. Used to produce output that is checked and verified manually;
- c. Inherent to equipment for measuring and testing, which is periodically verified and calibrated in accordance with the manufacturer's specifications; or
- d. Designed to enable the operation and maintenance of a computer system and its associated programs (systems software).
- e. Simple MS Excel and MS Access formulas or logic that can be validated as calculations in accordance with the Technical Quality Planning and Review Procedure - DCS.

The project technical lead and/or lead verifier are to confirm the appropriate technical software is being validated and implemented.

Geographies/Business Lines may develop supplemental procedures to include additional details or specifics. These may include the establishment of higher-level management control or coordination of the validation process.

3. Software and Data Management Tool Development Considerations

Prior to selecting or developing software, including data management tools, the PM and developers must agree on a few key elements of design as follows:

- | | | |
|------------------------|--------------|-----------------|
| • Functionality | • Capability | • Scalability |
| • Desired Output | • Speed | • Compatibility |
| • Method of validation | • Stability | |

"Non-standard" software (e.g. written in programmable third-party software such as C++, Visual Basic, MathCAD, MS Excel models, and extensions or revisions of verified software such as MS Excel macros or advanced formulas or logic based programming) or procured and employed by AECOM (STAAD, Roof View, etc.) shall be adequately documented, including authorship, revision history, description, applicability, testing and references. Such software shall be validated taking into account the applicable range of intended use, and software options and parameters consistent with the intended range of applications.

Where software not developed by AECOM is to be used to conduct AECOM business, that software must be currently licensed for use by AECOM.

- All software to be used on the AECOM network must be licensed and approved by the Information Technology (IT) group before it can be utilized.
- AECOM staff may not use software that they privately own in the conduct of AECOM business.

3.1 Purchased Technical Software Validation

Follow the flow diagram on Page 1 of this document (and itemized below) to add technical software to the validated software listing/register:

- a. Identify software to be used in the Project Plan;
- b. Determine whether validation is required;
- c. If validation is required, determine if validated, if not, assign technical team member to validate;
- d. Discipline lead review validation process and confirm accurate results are being output by the software;
- e. Transmit the validation documentation to the Software Approver (defined on Geo/Region/Location register);
- f. Software Approver request the software to be added to the register; and
- g. Perform a verification after use of the software to confirm the software provided reasonable results (could be in the Technical Quality Review process).

3.2 Client Specified Software

Follow the flow diagram on Page 1 of this document (and itemized below) to add technical software to the validated software listing/register:

- a. Identify software and confirm the software is fit for purpose and included in the Project Plan;
- b. Assign technical team member to prepare the validation form with links to the client/regulatory internet site with the clients/regulatory software verification and validation process or request documentation of verification and validation and attach to the Software Validation Form – DCS;
- c. Discipline lead review validation package and confirm accurate results are being output by the software;
- d. Transmit the validation documentation to the Software Approver; and
- e. Perform a verification after use of the software to confirm the software provided reasonable results (could be in the Technical Quality Review process).

3.3 AECOM Software/Data Management Tool Verification and Validation

Software developed by AECOM starts at the proposal stage and is included in the project schedule and budget, the table below identifies specific assignments for originators, reviewers and lead verifiers for the verification and validation process.

Proposal & Planning

- Project Manager and Technical Lead identify technical quality reviews applicability based on the project's data management and software validation needs and review software and tool development considerations.
- Categorize software as Legacy, Industry Standard, or Non-standard per Section 4.0, Terms and Definitions.
- For each non-standard software, confirm validation has occurred or assign Validator, Verifier and Approver to perform validation, and if appropriate, specify the method to be used for validation.

Check

- Originator should conduct self-check and test prior to release to reviewer.
- Reviewer should select test data and perform validation following the specified validation method and address applicable Technical Quality Review needs.
- Reviewer will conduct validation tests to ensure that results are consistent with technical practice and expected outcome, provide results, comments and documentation.
- Reviewer does the initial testing of end user interface such as forms, filters, commands, reports, etc. to ensure proper functionality and error handling.
- The originator addresses the comments, either making corrections or stating why the comment is not accepted. Disagreements are taken to the lead verifier; if the lead verifier cannot resolve the disagreement, the Department Lead/Manager makes the final decision.

Verify

- The Lead Verifier confirms that all comments have been addressed appropriately and that the software includes all required elements.
- The Lead Verifier conducts a discipline specific technical review of the deliverables or deliverable elements generated using the data and/or software.
- Verify that any comments or errors during testing of final user interface elements such as forms, filters, commands, reports, etc. have been resolved and confirm proper functionality and error handling.
- If the Lead Verifier has additional comments or disagrees with something in the software, the originator addresses the comments or states why the comment should not be incorporated. Disagreements are resolved by the Department Lead/Manager.
- The Lead Verifier completes and submits validation form to Software Validation Approver once all comments have been resolved.
- Provide results and documentation of the validation process to the assigned Approver. Changes that may affect previous output shall be noted and communicated to Approver and Department Lead/Manager.

Approve

- The Department Lead/Manager approves the software and requests the software be added to the validated software register.
- The PM approves deliverables or deliverable elements created with the software.

3.4 Validation of Software Revisions

New versions of previously validated software shall be validated again in accordance with the original process. Consideration shall be given to whether only the latest version of the software is to be maintained, keeping in mind that the use of older versions may still be required by clients or for continuity with earlier output.

3.5 Software Error and Errata Data

Errors identified by software vendors or by project team members during the use of the software must be reported to the Discipline Manager and the contact person identified on the relevant software register. The Discipline Manager shall:

- a. Notify the software developer/vendor and AECOM IT.
- b. Identify projects that have used or are using the software. Assess the impact of the error on both completed and ongoing projects.
- c. Notify the affected project managers.
- d. Notify the affected client if necessary.
- e. Develop a corrective action plan for all affected work products and deliverables.
- f. Revise the validation documentation, including the software register, as necessary.

3.6 Documentation

Validated Software records such as those listed below must be maintained in the local 'approved' Geography/ Business Line/Location validated software register:

- Completed the Software Validation Form - DCS (or equivalent) and supporting records, calculation check, comment sheets and software revision/version history maintained by the geography and business line Software Approver.
- Whenever possible developer should include the corresponding "About" Section and summarize licensing, copyright, and version information.

4. Terms and Definitions

a.	Data Management Tool	Any software, programming, template, spreadsheet or platform used to store, evaluate, format or manipulate data in any way from an Excel table to advanced software.
b.	Discipline Manager/ Approver	Leader that supervises and is responsible for the work performed in a specific discipline, market sector or practice area. Responsible for reviewing validation records from technical team members under his/her direction and providing to the Business Line Approver.
c.	Industry Standard Software	Commercially available technical software that is widely used and accepted in a discipline, market sector or practice area, and that does not require significant adaptation for use by AECOM (i.e. Primavera, ArcGIS, REVIT, etc.)
d.	Legacy Software	Technical software validated and regularly used in the current version at an AECOM legacy or newly acquired company for at least three years and for which no problems have been reported, or for which problems have been reported and corrected.
e.	Non-standard Software	Technical software that is not widely used and accepted in the industry.
f.	Software Approver	The individual, independent of the validator, who reviews the validation output and accepts the software for use by AECOM.
g.	Software Register	An up-to-date listing of validated technical software maintained by each Geography/Business Line/Location and posted in a location accessible to all staff.
h.	TL	Technical Lead; An individual competent in a technical discipline accountable to the PM for technical excellence on the project and for delivery of the technical tasks or technical packages of work within the scope, budget and schedule.
i.	Validation	The process of accepting technical software for use by AECOM. Validation may include verification of conformance with requirements.

- j. **Verification** The process, normally performed by the software vendor, demonstrating that the software will perform its intended function prior to distributing to users of the software (AECOM).
- k. **Validator** The individual who performs the validation – technical team member.

5. Appendices

- a. N/A

6. Change Log

Rev #	Change Date	Description of Change	Location of Change
0	05-11-2011	Initial Release as Q2-311-PR	All
1	04-18-2016	2015 Annual Review and released as Q2[DCS]-311-PR1	Minor edits throughout.
2	05-07-2018	2017 Review, in new IMS Template, major changes including title change from 'Software Validation Procedure – DCS'.	Read as new document.
3	20-Jan-2020	2020 Review; removal of all ePM references.	Page 1; S3.1
4	12-Oct-2021	2021 Review; put into new AECOM branded template; swapped order of "Approve" and "Track" in flow diagram; removed reference to the AECOM Software Catalog; new section for Client Specified Software; general edits.	Page 1, References, Section 2, 2.2, 3.2, 3.6,

DCS

Software Validation Form

Q2[DCS]-311-FM1

Instructions:

1. Refer to the [Validation of Software and Data Management Tools – DCS Q2\[DCS\]-311-PR1](#) for information on this process.
2. Completed and approved forms are to be maintained in the local 'approved' Geography/Business Line/Location validated software registers.

1. Software Information			
Software Name			Version
AECOM Contact Person			Date
Source	☐ Internal* ☐ External	Business Line	
Vendor/Developer			
Software Classification	☐ Legacy	☐ Industry Standard	☐ Non-Standard

* Validation of software developed by AECOM may not be performed by the software developer.

2. Software Validation		
Validation Type	☐ Initial	☐ Revision
Purpose & Description		
Validation Method		
Legacy	☐ Documented evidence of previous satisfactory use.	
Industry Standard	☐ Signed Statement / Certification of QC validation by vendor / developer. ☐ Sample data run for proper functioning on AECOM computers / system.	
Non-Standard	☐ Software run w/input having a known solution / output matches solution. ☐ Manual calculation verification.	
Other (specify method)	☐	
Validation Performed by		
Name	Signature	Date

3. Validation Approved by		
Discipline Approver:		
Name	Signature	Date
Software Approver:		
Name	Signature	Date

4. Notes/Comments

5. Documentation		
Attached (check)	☐ Previous internal use documentation.	☐ Known solution input data & output.
	☐ Vendor / Developer Statement or Certification.	☐ Manual calculation verification.
	☐ Other:	

DCS

Technical Quality Review - Job Aid

Q2[DCS]-351-WI2

Technical Quality Review Scope

Purpose:

- 1) Clarify the nature of technical quality review (TQR) by outlining the various technical review types and related scope. This complements existing procedures which provide more detailed guidance for implementation.
- 2) Provide guidance on TQR roles and responsibilities, realizing the Project Manager has the ultimate accountability to ensure the quality of the project and deliverables in accordance with scope, budget and schedule.
- 3) Refer to the Technical Quality Review (TQR) Procedure - DCS Q2[DCS]-351-PR1 for additional information: [Click here](#)
- 4) In the spirit of continuous improvement, we welcome comments and suggestions to keep this document relevant and useful. You can find the current version in the: [Project Delivery System](#)

Roles & Responsibilities

- R - **Responsible** (completes the task)
- A - **Accountable** (approves the task)
- C - **Consulted** (has information or capability to help complete the task)
- I - **Informed** (needs to be notified of task result)

- ☒ Recommended scope when TQR Type is conducted
- ☐ Determine need based on project scope

Technical Quality Review Type																	Notes	Project Manager	Technical Lead	Originator	Lead Verifier	Reviewer	Interdisciplinary Reviewer	Independent Reviewer	Project Quality Manager
Appropriate Budget, Schedule and Resources	Conformance with Standards & Regulatory Requirements	Review of Client, Sub & Third-Party Information	Compliance with Scope	Basis & Validity of Conclusion / Recommendation	Soundness of Approach / Design	Adequacy of Statements of Limitations	Technical Risk & Mitigation	Verification of Technical Solution	Validation of Assumptions	Software Verification & Validation	Check of Calculations	Check of Drawings & Graphics	Client Input Review	Organization, Clarity & Completeness	Edit for Elements such as Grammar, Punctuation, Formatting & Graphics										
Recommended scope when TQR Type is conducted Determine need based on project scope Technical Approach Review (TAR) A review of the Technical Approach (including the technical solution) conducted to confirm that a project's creative, technical and client objectives are being addressed during the initial stages of the project to minimize risks resulting from an inadequate technical approach.																	Performed at or before the project reaches 15% complete or as described in the Project Plan. Document on TQRR, TAR checklist or meeting notes from TAR meeting, or equivalent.	C	C	C	R/A				I
Calculation Check Performed to validate the accuracy and completeness of discipline specific calculations prior to deliverable hand-off to other task owners, disciplines, sub-contractors or the client.																	Project or client needs may also require an Independent Reviewer on calculations. Document calculation check on the calculation checklist.	C	A	C		R			I
Discipline Review/Check A detailed examination performed within a single discipline to verify the correctness, completeness and technical adequacy of work, conformance with referenced standards, compliance with input requirements, acceptance criteria, relevant laws and regulations, anticipate safety standards (Safety in Design), basis and validity of assumptions, opinions, conclusions, recommendations, appropriate standard of care and potential for errors or omissions.																	Perform mark-ups and document on a TQRR as applicable to Graded Approach and Geography.	C	A	C	C	R			I
Interdisciplinary Review Conducted to align critical design elements and eliminate possible conflicts and gaps between elements developed and reviewed in different disciplines, office locations, and/or companies, including sub consultants.																	Perform mark-ups and document on a TQRR as applicable to Graded Approach and Geography.	C	A	C	C		R		I
Specification Package Review A review that references to standards and codes are correct and the relevant specification sections are included. Usually coordinated with drawings and applicable conditions.																	Perform mark-ups and document on a TQRR as applicable to Graded Approach and Geography.	C	A	C	C	R			I
Bidability / Contract Documents Review A comprehensive review of pre-final (90%) or final (100%) contract documents to determine if the documents are ready to bid in an effort to reduce the risk of RFIs, change orders, disputes and claims resulting from the quality of the contract documents.																	A bidability review team, which may be different than the TQR Team members, may need to be engaged.	A	C		C	R			I
Constructability Review Intended to identify issues in designs and contract documents that could adversely impact the construction process, such as standards, compatibility, existing facilities/utilities, interface with existing operations, access and egress, availability of building materials and, long lead procurement and labor resources. This enables rational bidding, reduces uncertainties and minimizes potential changes during construction. An independent review of design documents to ensure work requirements are clear, documents are coordinated, and that they assist the contractor in bidding, construction and project administration to result in reduced adverse impacts to the project. To minimise delays and costs associated with the need to revise design after commencement of construction.																	A constructability review team, which may be different than the TQR Team members, may need to be engaged.	A	C		C	R			I
Independent Peer Review (C0 projects) A critical evaluation of work products, deliverables, material or data to verify or validate assumptions, plans, results, opinions, analysis, recommendations or conclusions at key milestones and prior to delivery to the client or other non-company entity.																	The Independent Reviewer is completely independent from the team. This review is required on C0 projects or as required by the client, Geo-specific graded approach or other requirements. The review is documented on the TQRR or approved equivalent.	A	C	C				R	I
Sub Consultant, Client, or Third-party Info Review A review of materials for completeness and verification that appropriate quality assurance and control checks have been completed by the sub consultant, client or third party.																	Perform mark-ups and document on a TQRR as applicable to Graded Approach and Geography.	A	R			I			I

DCS

Technical Quality Review - Job Aid

Q2[DCS]-351-WI2

Technical Quality Reviews - Overall

In addition to the Review Types on the Technical Quality Review Record - DCS Q2[DCS]-351-FM1 (TQRR), the below reviews take place in the overall process of the deliverable review, verification and approval process.

Type	Who	Responsibility	Record
Self-Check	The Originator	Check that the work product (deliverable) is complete and appropriate to the deliverable phase before sending to other reviewers or checkers.	No specific record required.
Reviews & Checking	Refer to the RACI* Page 1	Refer to the RACI Proofread content to review spelling, grammar and punctuation.	Signed and dated Technical Quality Review Record (TQRR) or equivalent documentation in the form of mark-ups with stamps/signatures, spreadsheets, etc.
Verification & Validation	Lead Verifier	Confirm the deliverable satisfies the technical approach/solution/methodology developed at the start of the project through a high-level review of the overall submittal. Confirm that the required quality checks and reviews have been performed. Achieve correction as needed by resolution with Originator and technical lead.	Signed and dated Technical Quality Review Record (TQRR) or equivalent documentation in the form of mark-ups with stamps/signatures, spreadsheets, etc.
Deliverable Approval and Issue	Project Manager	Final review of deliverable and authorization to issue.	Signed and dated Technical Quality Review Record (TQRR) or equivalent documentation in the form of mark-ups with stamps/signatures, spreadsheets, etc.

Rev	Change Date	Description of Change	Location of Change
0	02-February-2017	Initial Release as Q2[DCS]-351-WI2	All
1	20-July-2018	Minor editorial changes to accommodate ePM updates and referencing	A5, S5, A57-Q87
2	27-January-2020	2020 Review – minor edits; removal of references to ePM; introduced Graded Approach. Incorporate equivalent information from the Technical Quality Review Summary - DCS Q2[DCS]-351-WI1 and Technical Quality Review Types - DCS Q2[DCS]-351-WI3 and retired both these 2 Instruction documents.	All
3	09-April-2020	Revised 'TQR Review Types' tab: 1. Removed the word 'holistic' from Point (1) of 'Purpose'. 2. Reworded the 'Specification Package Review' section. 3. Reword the 'Independent Reviewer' wording. Revised 'TQR Reviews' tab: 1. Changed 'Checks' to 'Check' 2. Provided explanation for 'RACI' acronym 3. Corrected capitalization of 'technical' in the title of the TQRR. 4. Added 'if not performed by a Project Quality Manager' at the end of the sentence: <i>Confirm that the required quality checks and reviews have been performed,.....</i> 5. Added 'transmittals' and clarified 'submittals' by adding 'shop drawing' - Exception to TQQR Requirements section.	All A3 A26 R38 C4 A9 D5 C6 B13
4	28-June-2021	Updated to new AECOM colors and logo. TQR Review Types tab: 1. Added box to against TAR x Verification of Technical Solution. 2. Added '.... or equivalent' to the end of the Notes for TAR. 3. Changed 'R' to 'C' against Technical Lead for TAR. 4. Added 'C' to Lead Verifier against Discipline Review/Check, Interdisciplinary Review, Specification package Review, Bidability / Contract Documents Review. 5. Added a new sentence to the end of the 'Constructability Review' description. 6. Added '.... or other requirements.' to the 2nd last sentence of the 'Notes' for Independent Peer Review. 7. Changed 'C' to 'A' against PM for 'Sub Consultant, Client, or Third-party Info Review'. 8. Changed 'A' to 'R' against Technical Lead for 'Sub Consultant, Client, or Third-party Info Review'. 9. Changed 'R' to nothing against Originator for Sub Consultant, Client, or Third-party Info Review'. TQR Reviews tab: 1. Deleted '.... if not performed by a Project Quality Manager.' from the end of 2nd last sentence of the 'Verification and Validation' responsibility wording.	J9 R9 T9 V18, V22, V26, V30 A34 R38 S42 T42 U42 C6
5	14-October-2024	TQR Review Types tab: 1. Deleted "Suggestions/Changes + 'Click Here' link to email address" TQR Reviews tab: 1. Added statement on proofreading to allow for the removal of repetitive information on Self-Check, Checking, Verification and Inter-Disciplinary Review in the new Technical Quality Review Plan - Partner Office - DCS.	S2 C5

APPENDIX B – DISCIPLINE & INTER-DISCIPLINE QC FORMS

- *LADOTD Final Calculation Book Index Checklist*
- *AECOM QMS Technical Quality Review Procedure*
- *AECOM QMS Calculation Review Form*
- *AECOM QMS Calculation Cover Page Forms*
- *AECOM QMS Calculation Log Form*
- *AECOM QMS Calculation Discipline QC Review Checklist Form*
- *AECOM QMS Drawing Discipline and Inter-Discipline QC Review Checklist Form*
- *AECOM QMS Specification Discipline QC Review Checklist Form*
- *AECOM QMS Study/Report Discipline QC Review Checklist Form*
- *AECOM QMS Document Review Comment Sheet*

APPENDIX B—FINAL CALCULATION BOOK CHECKLIST

The final calculation book for each project shall include, but not limited to, the following sections:

— **Cover Sheet**

The following information must be included on the cover sheet:

- LADOTD project number
- Project name
- The title of “Final Calculation Book”
- The EOR’s seal with signature and date

— **Final Calculation Book Check List**

— **QC/QA Certifications**

— **Peer Review Resolution Agreement (if peer review is performed)**

— **Design Criteria**

— **Final Hydraulic Analysis Report from Hydraulic Engineer**

— **Final Geotechnical Analysis Report from Geotechnical Engineer**

— **Superstructure Design Calculations**

— **Substructure Design Calculations**

— **Quantity Calculations**

— **Special Provisions/NS-Items**

— **Construction Cost Estimate**

— **As-Designed Rating Report**

— **List of All Final Electronic Design Files and File Locations (ProjectWise directory name)**

Consultants shall submit the final calculation book to LADOTD bridge task managers; the submittal shall be on a CD or Flash Drive or placed to a designated ProjectWise folder including the following information:

— **A PDF File of the Calculation Book (Including the As-Designed Rating Report)**

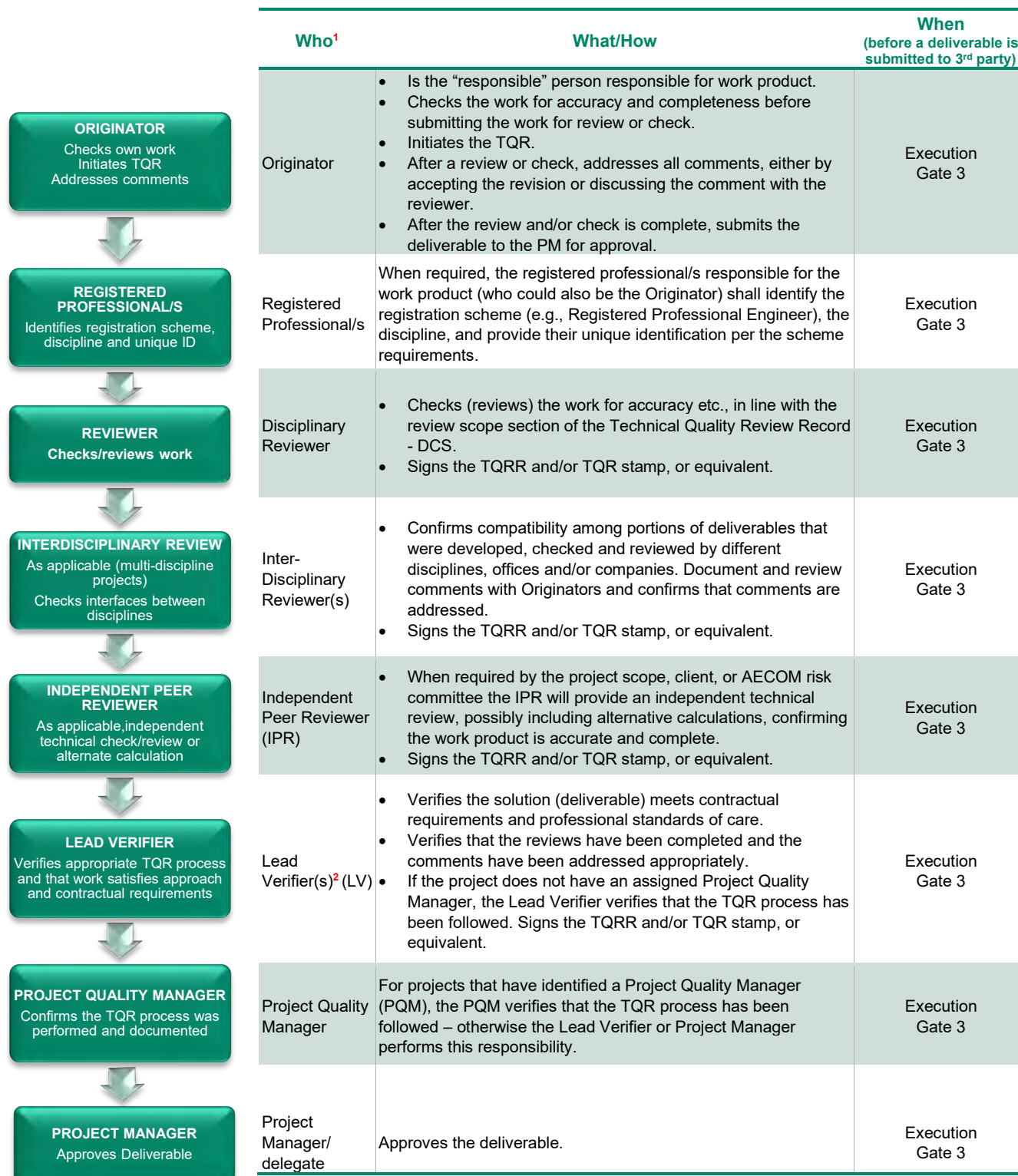
— **All Electronic Design Files**

— **A PDF File of the As-Designed Rating Report Only**

The final calculation book for in-house projects shall include the same files listed above for consultant projects. The final calculation book and other final design documents for all projects including in-house and consultant projects shall be uploaded to the archiving location designated in the record retention policy within 30 calendar days after the stamped final plans are delivered.

Technical Quality Review Procedure

Q2[DCS]-351-PR1



1. All roles mentioned throughout refer to “Lead Region/Office/Project Team” unless otherwise defined.
2. Assign Senior LV for C-0/C-1 projects with multiple LVs.

Related PPI

- [IMS Manual - DCS Q2\[DCSJ\]-001-PR1](#)
- [Improvement Procedure - DCS Q2\[DCSJ\]-003-PR2](#)
- [Subs Management - DCS Q2\[DCSJ\]-141-PR1](#)
- [Project Plan Procedure - DCS Q2\[DCSJ\]-221-PR1](#)
- [Project Document and Records Control \(Information Management\) - DCS Q2\[DCSJ\]-222-PR1](#)
- [Project Risk Management - DCS Q2\[DCSJ\]-231-PR1](#)
- [Graded Risk Approach: Project Delivery Requirements - DCS Q2\[DCSJ\]-231-WI1](#)
- [Project Type - Graded Approach - DCS - EC Q3\[DCSJ\]\(EC\)-231-WI1](#)
- [Validation of Software and Data Management Tools - DCS Q2\[DCSJ\]-311-PR1](#)
- [Technical Approach – Planning & Review – DCS Q2\[DCSJ\]-321-PR1](#)
- [Technical Quality Review Job Aid - DCS Q2\[DCSJ\]-351-WI2](#)
- [Calculation Preparation Instructions – DCS Q2\[DCSJ\]-351-WI5](#)
- [Records Management & Retention Procedure – AECOM Global Q1-004-PR1](#)
- [Bluebeam Instructions](#)

Records & Checklists

- [Section 6](#)

Terms & Definitions

- [Glossary](#) + [Section 5](#)

Help & Training

- [Continual Improvement Library](#)
- [Multiple Hats How to Change Log](#)

1. Purpose and Scope

- This procedure establishes the process, roles, responsibilities and requirements for conducting a Technical Quality Review (TQR) of an AECOM Design Consulting Services (DCS) deliverable. It is mandatory for any project deliverable to a 3rd party. This includes deliverables developed in “Workshare” either by the Lead or Partner offices.
- Implementing this procedure supports a right first-time approach and promotes successful project outcomes, reducing the possibility of errors and omissions which can lead to rework and poor team morale, or even lead to legal claims affecting AECOM’s reputation and ability to win work.
- Refer to Appendix 1 for an understanding of what is expected as part of a project’s Technical Quality Review plan. Partner offices may use the [Technical Quality Review Plan – Partner Office – DCS](#), to define the details for the TQR process if not included in the Lead Office Project and/or Quality Plan documents.

2. Graded Approach

- The graded risk approach applies to this procedure. The project’s risk category (C-category) is determined by the AECOM Risk Assessment (ARA) completed as part of the [Workbench](#) project setup.
- The matrix below defines the graded requirements of this procedure according to the risk category of the project. Partners (including Enterprise Capabilities – EC) will follow the Lead Office C-Category for the TQR process. The Lead Office Technical Lead, Project Management and Lead Verifier(s) provide guidance to the Partner Office for performing and documenting the TQR on their portion of the project work.

Table 1. Technical Quality Review Graded Approach

C-3A	C-3	C-2	C-1	C-0
	• LV approval that deliverable meets approach and client requirements. • Software validation - Calculation Checklist to document fit for use and functionality.	• LV approval that deliverable meets approach and client requirements. • Software validation - Calculation Checklist to document fit for use and functionality.	• LV approval that deliverable meets approach and client requirements. • Software validation - Calculation Checklist to document fit for use and functionality. • Functionality checked prior to use through alternative calculation or problem with known solution.	• LV approval that deliverable meets approach and client requirements. • IPR as appropriate to project scope. • Software validation - Calculation Checklist to document fit for use and functionality. • Functionality checked prior to use through alternative calculation or problem with known solution. • Software validation plan in project plan.

Calculation Checklist*

C3A Category: Retain evidence of internal deliverable review using TQRR or equivalent documented content in the Lead Office project UFI. Retain client comments and dispositions (resolutions) in Lead Office project UFI. Retain evidence of calculation review and software validation using the Calculation Checklist. C-3, C-2, C-1, C-0 require a TQRR as evidence of deliverable review along with mark-ups in Americas Regions.

* = is optional in ANZ, Asia, EUR&I and MEA

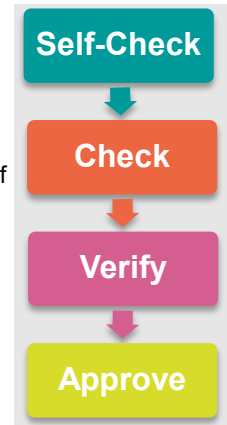
3. Procedure

The basic process for a TQR is illustrated at the right. Specific requirements are included in the Process Flow.

This process is required for all deliverables, although its application should vary based on the Project Risk Category described in Section 2, Graded Approach. Each project and deliverable are different; the review requirements are subject to the type and complexity of the deliverable, the requirements of the client or regulatory agency, and the character of the personnel actively involved with the work.

Recognizing these differences, the Project Manager, Technical Lead and project team must determine what level of effort will be necessary to routinely meet the requirements of this procedure. The process shall then be described and documented within the Technical Approach, Project Plan and Project Quality Plans and communicated to all technical team members within the Lead Office and Partner office(s).

Identification and centralization of the TQR review comments to prevent loss and rework between offices is critical. It is recommended using a digital process, such as Bluebeam, Revizto, BIM360, Autodesk Construction Cloud (ACC) etc. to document work product comments and collaborate within the digital deliverable document until resolution of all comments are clearly documented.



- a. This process applies to:
 - i. All types of deliverables, including reports, documents, plans, drawings, digital models, data tables, specifications, fact sheets, figures, logs, presentations etc. For projects involving more than one discipline with deliverables interfacing with other disciplines, an **interdisciplinary review** is required to be conducted (after the discipline review during the “Check & Review” phase) and the requirements and participants should be defined in the Project Plan/Project Quality Plan.
 - ii. Deliverables provided by Partners (including Enterprise Capabilities).
 - iii. Deliverables provided by our subcontractors, even though we may not conduct a thorough review of their work ourselves. See Section 4 for more detail on reviewing subcontractor work.
- b. All drafts, versions, and iterations of deliverables shall be reviewed prior to delivery.

Notes:

1. When deliverables must be signed and sealed, follow applicable statutory registration requirements and document on the Technical Quality Review Record – DCS or equivalent, making sure to have at least one person, other than the Originator or registered party, a part of the review process.
2. Where stand-alone calculations are prepared, the Calculation Checklist - DCS and Technical Quality Review Record – DCS should both be completed, unless the calculation is simple arithmetic included in a report where the calculation will be checked as a part of the report review and documented on a TQRR or equivalent.
3. **Check with the applicable regional statement of limitations/disclaimers for applicability to deliverable documents.**

4. TQR Process

- a. Each deliverable is planned and scheduled in the Project Plan and/or a list of deliverables with a TQR set up in a timely manner to notify the project team and reviewers of the upcoming required review.
- b. TQRs may be conducted at various phases of a deliverable, depending on the type of deliverable and its complexity. There may also be several *types* of TQRs but regardless of type, the process is the same as shown on [Page 1](#).

- c. TQR Types consist of Disciplinary, Interdisciplinary (when multiple disciplines are involved), Independent (when required by contract or when the project is a C-0 Project Risk Category). See definitions for definition details on these reviews.
- d. Information about TQR Types, Review Scope, and Roles and Responsibilities for personnel involved in the Technical Quality Review process is found in Appendix 1 for Category-C-3A and Category-C-3 projects and the [Technical Quality Review Job Aid - DCS](#) for all project risk category projects.

4.1 Documentation of TQRs

- a. Should client and or Joint Venture projects require adjustments to the TQR documentation process, this is to be specified in the Project Plan or Digital Plan/Digital Delivery Plan or Project Quality Plan hyperlinked into the Project Plan.
- b. TQR evidence must be retrievable for long term evidence that AECOM used qualified personnel to prepare, review, verify and approve its deliverable for issuance. TQRs are documented by using the Technical Quality Review Record (TQRR) form or Project Deliverable Manager (TQR App) or equivalent, which must be maintained in the project file or through stamps and markups directly on the document.
- c. Refer to the geography specific documentation requirements below:

Table 2. Technical Quality Review Documentation Requirements by Geography

Geography	C-3A	C-3	C-2	C-1	C-0
DCSA	TQRR or Equivalent Evidence	TQRR	TQRR	TQRR	TQRR
EUR&I	TQRR or Equivalent Evidence	TQRR or Equivalent Evidence	TQRR or Equivalent Evidence	TQRR or Equivalent Evidence	TQRR or Equivalent Evidence
MEA	TQRR or Equivalent Evidence	TQRR or Equivalent Evidence	TQRR or Equivalent Evidence	TQRR or Equivalent Evidence	TQRR or Equivalent Evidence
Asia	TQRR or Equivalent Evidence	TQRR or Equivalent Evidence	TQRR or Equivalent Evidence	TQRR or Equivalent Evidence	TQRR or Equivalent Evidence
ANZ	TQRR or Equivalent Evidence	TQRR or Equivalent Evidence	TQRR or Equivalent Evidence	TQRR or Equivalent Evidence	TQRR or Equivalent Evidence

Exception: A TQRR is **not required** if a deliverable is general correspondence e.g., emails, letters, monthly reports (without technical content). RFIs and Contractor Submittals such as Material Submittals, Method Statements, Shop Drawings etc. should go through the technical review process but a TQRR record is not required.

- d. When a client asks for a preliminary copy of the deliverable, prior to the internal TQR, a disclaimer – “Draft - has not gone through internal review” must be applied.
- e. Evidence of the review, such as written comments made during a TQR must be maintained in the project file, as follows:
 - i. Maintain markups, check sets, comment sheets, etc., in the project file until:
 1. At minimum, after the next submittal is accepted.
 2. Unless otherwise directed by the client or PM. Markups/check sets may be disposed after the submittal unless a TQRR was not used to document the review process.
 3. Project closeout. Discard all markups unless a TQRR was not used to document the review process, upon project closeout.
 - ii. For additional information on maintaining project records, see the [Project Document and Records Control \(Information Management\) - DCS](#).

4.1.1 Hardcopy TQR Process

The Technical Lead and Project Manager are responsible for defining and documenting with the Project Quality Manager (where a PQM applies), how and when the TQR process shall be performed in the Technical Approach, Project Plan and if required, Project Quality Plan. At a minimum, the following is documented:

- a. Schedule for deliverable reviews
- b. Resources to perform these reviews
- c. Definition of roles and responsibilities for each resource, e.g. Checker/Reviewer(s), Verifier (s) and Approver to be included.
- d. How to document the reviews along with the color-coding process – refer to Appendix 2 and Appendix 3 for version control of the check “prints” (documents) and where check “prints” are retained within the project UFI. To present as ‘One AECOM’ the arrangements or color-coding must be determined and consistently applied across the project (all disciplines and Partner offices being consistent).

Note: Understanding that schedules change – create an online document with a hyperlink within the Project Plan – this allows the schedule to be easily updated and the most current version to be available to the project team at all times.

4.1.2 Digital Tools for Technical Quality Review

- a. AECOM DCS encourages the use of digital review software tools like Bluebeam, Revizto, BIM360, ProjectWise Deliverables Management (PWDM), ProjectWise PDF markup, Autodesk Construction Cloud (ACC), etc.
- b. In such cases the Lead Office PM deliverable Technical Quality Review process shall be followed, and evidence of the process identified in Section 4.1.1 provided within the tool, as applicable. Any deviation of the process shall be explained in the Project Plan, Technical Approach or Digital Plan/Digital Delivery Plan (as applicable) and approved by the Project Manager or Project Approver (and PQM where required) through approval/release of the Project Plan or Project Plan revision.
- c. The Lead Office PM is responsible for collaborating with their Region Digital Lead to select the appropriate digital tool for the Technical Quality Review process. The tool and process will be identified in the Project Plan and could be detailed in a Technical Approach or Digital Plan/Digital Delivery Plan hyperlinked into the Project Plan. The Lead Office and all Partner offices will follow the process defined.

4.2 Client or Stakeholder Review Comments

- a. All comments received from a client or regulatory agency must be reviewed and included as agreed with the client or regulatory agency by the authorized project team member.
- b. Documentation of the reviews and agreement shall be maintained in the Lead Office project UFI.
- c. When deliverables are revised based on the Client or Stakeholder comments, the [Comment Response Sheet \(CRS\) – DCS](#) or equivalent, shall be included as part of the revised deliverables to assist efficient review/approval process. Where practical the CRS should identify the comment, how and where (drawing/document number and title) it was addressed. Where comments are not addressed, justification for not addressing the comments should be provided under the “Response” column. Discipline Review should be performed on the CRS as part of the deliverable internal review process to ensure all the comments are adequately addressed in the revised documents.
- d. The external drafts containing the client or regulatory agency comments must be retained in the project file in alignment with the [Records Management & Retention Procedure – AECOM Global](#), the client contract or regulatory requirements.
- e. Changes to the work product or deliverable resulting from these reviews are subject to the same verification, review, and documentation requirements as the original work product, except when the changes are editorial or minor in content and do not change the risk content of the document. For these changes, a review process shall be performed but evidence of review is directly on the work product, in an email or another documented form.

4.3 Project Input from External Stakeholders

- a. The PM or Technical Lead is responsible to take steps to confirm the Sub's deliverable or other project input (client or others) is suitable to be included in the project deliverable. The confirmation can be performed by:
 - i. Requesting evidence input was checked and reviewed by the provider, equivalent to this procedure; or
 - ii. Confirm the inputs meet the requirements of the project by including in the internal review process.
- b. Where the Sub is using measuring, monitoring, inspection and testing equipment that may impact the deliverable, check the deliverable e.g., report to ascertain whether the equipment used is identified in the deliverable to confirm traceability. Documentation to confirm validity e.g., calibration certificate, should also be submitted as part of the deliverable.

5. Terms and Definitions

The following definitions supplement those found in the [AECOM Glossary](#).

- a. **Deliverable** Work product that is intended for delivery to a 3rd party to meet final, interim, or milestone submittal obligations as defined in the contract or regulatory requirements. Deliverables subject to the TQR process are understood to mean those work products that fulfil the contract obligations (should be listed in the Project Plan). Deliverables can include reports, plans, drawings, data tables, specifications, calculations, models, conclusions and recommendations, fact sheets, white papers, letter reports, responses to comments, or any other project related document. Deliverables are not general correspondence (including emails, letters, monthly status reports (without technical content), etc.)
- b. **Deliverable Component** A specific piece or part of a deliverable, such as calculations, drawings, specifications, studies and reports. One or more components may be packaged to comprise the overall deliverable.
Calculations, even when not submitted to the client, are considered a deliverable component and shall follow the TQR process to the same rigor as the deliverable components.
Calculations developed from MSExcel, MathCAD and similar tools shall have internal logic statements, embedded equations and macros checked.
The Lead Verifier(s) is (are) responsible for confirming the tool is acceptable for the proposed application and meets these requirements.
- c. **Lead Region/Office/Project Team (Lead Team)** The team who "owns" the contract with the Client and is leading the work in line with the contract.
- d. **Lead Verifier** Reviews the technical approach and each deliverable for overall compliance with SOW, approach, requirements and regulations. Not involved in developing the work. Must be on the AECOM Approved Lead Verifiers list ([Lead Verifier Information](#)). A project may have more than one Lead Verifier to help address all discipline elements.
- e. **Originator** The individual or team of people who create a deliverable or work product. In the case of a team, the Originator includes the responsible person directing the work and having final decision authority over the work product. For example, a CAD designer may prepare a design under the supervision and direction of a lead engineer. Both the CAD designer and the lead engineer would be considered Originators of the work.
- f. **Partner** Offices providing internal work to another office, region, business line.
- g. **Registered Professional** In "Jurisdictions" where this is required, the responsible professional who either created the work product as the originator or who directly supervised the creation of the work product.
- h. **Technical Lead** An individual competent in a technical discipline accountable to the PM for technical excellence on the project and for delivery of the technical tasks or technical packages of work within the scope, budget and schedule.

- i. **Third (3Rd) Party** Job applicants, contractors, sub-contractors, joint ventures, partnerships, client and vendor staff, and members of the general public.
- j. **Work Product** Reports, drawings, specifications, data sheets, virtual deliverables, calculations or other output that may serve as input to subsequent project stages or be delivered to the client, regulatory agency or other stakeholder. Work product goes through stages of development internally and becomes a deliverable when handed over to the client.
- k. **Workshare** Shared work across offices, regions, business lines, Enterprise Capabilities (EC). There would be a Lead Region and Partner(s) (supplies resources and/or services to the Lead Region)

6. Records

- a. Technical Quality Review Record – DCS Q2[DCS]-351-FM1 ([Word](#) / [Fillable PDF](#))
- b. Calculation Checklist - DCS Q2[DCS]-351-FM3 ([Word](#) / [Fillable PDF](#))
- c. [Technical Quality Review Plan – Partner Office – DCS Q2\[DCS\]-351-FM6](#)
- d. [Comment Response Sheet \(CRS\) – DCS Q2\[DCS\]-351-FM7](#)

7. Appendices

- a. Appendix 1 – Matrix of Acceptability – C-3A/C-3 Project Roles and Responsibilities.
- b. Appendix 2 – Check Prints
- c. Appendix 3 – Examples – Color Coding and Quality Control stamps for Hardcopy/Printed Copies
- d. Appendix 4 - Examples – Quality Control Color Codes for Bluebeam Technical Review Process

8. Change Log

Rev #	Change Date	Description of Change	Location of Change
1	01-Oct-2012	Initial Release as Annual Review.	Sections 1, 2, and 4
2	01-Oct-2014	2014 Review – Updated with SHE comments and DEKRA Americas Observations in reference to monitoring and measurement.	Sections 3 and 4
3	18-Apr-2016	Released as Technical Quality Planning and Review Procedure Q2[DCS]-351-PR1.	All
4	----	-----	----
5	22-Jun-2016	Updated to better define actions for non-complex/low risk projects and team members performing multiple roles.	
6	21-Dec-2016	Minor updates to adjust role responsibilities and updates in ePM.	Sections 4, 5 and 6
7	20-Jul-2018	2017 Review; put into new IMS Procedure template and restructured to 2 column format; update references and removal of appendices prepared as independent documents.	All
8	01-Aug-2018	Added instruction around signing/sealing; amended the 'Originator' definition; and updated the responsibility matrix + redefined the 'key quality principles'.	Sections 2, 5 and Appendix 1
9	25-Jan-2019	Qualified that the TQRR form is not required to be used for review of minor-editorial changes to the work product.	Section 4.2

Rev #	Change Date	Description of Change	Location of Change
10	08-Aug-2019	Remove link to IMS Policy with its retirement; Updated retired linked location for Lead Verifiers to new location on Ecosystem; Amend 'Interdisciplinary Review' and Project Quality Manager actions in Flow Diagram on Page 1; Bold and underline Section 2, Point 4; Amend Section 4.2 Para 1 around client comments; Amended PQM line in Appendix 1 around who is responsible if a separate PQM is assigned.	Related PPI Section 2 Point 4 Section 4.2 Para 1 Section 5 (c) Appendix 1 – PQM
11	29-Jan-2020	2020 Review – minor edits; removal of references to ePM; introduced Graded Approach.	All
12	15-Jul-2020	Minor edits; added Project Manager as alternative Lead Verifier if project does not have an assigned Project Quality Manager; exemption clarifications on the use of the Technical Quality Review Record – DCS and amendment to 'Deliverable' definition.	Page 1, Sections 2, 3, 4.1, 5 and App 1 - PQM
13	14-Dec-2021	2021 Review; put into new Template; revised Page 1's "What/ How"; general edits; added optional use of Calculation Review Checklist for regions until review of Graded Approach; updated T&Ds; updated Appendix 1 to clarify roles and exceptions to overlapping.	ALL
14	15-Aug-2022	2022 Review; introducing the recognition of "Registered Professional/s" in jurisdictions where this is required; clarifying the need for "Interdisciplinary Review" for projects with more than one discipline jointly collaborating on deliverables; added definition for "Registered Professional"; minor edits.	Page 1, Section 3(a), 4.1, 5 and App 1.
15	18-Oct-2023	Minor edits; updated Graded Approach table to align with "Graded Risk Approach: Project Delivery Requirements – DCS; updated the Matrix of Acceptability for C-3A/C-3 projects to identify PQMs as Reviewer/Checker with a "Proceed with caution" icon.	Section 2 Appendix 1
16	14-Oct-2024	2024 Review. - Clarified all roles mentioned throughout refer to "Lead Region/Office/Project Team" unless otherwise defined. - Promoting "Workshare" and "Partner Offices" to enhance working practices across extended project teams. - Promoting "Digital" as an integral part of project planning and execution. - Updated "What/How" adding "Signs the TQRR and/or TQR stamp, or equivalent" for reviews. - Added reference to needing a Senior LV for C-0/C-1s with multiple LVs. - Added Graded Risk Approach: Project Delivery Requirements – DCS Q2[DCS]-231-WI1 and Project Type - Graded Approach - DCS - EC Q3[DCS](EC)-231-WI1 to the "Related PP" list. - Added links to the "Continual Improvement Library" and "Multiple Hats How to" to Help & Training. - Introducing information from EC to retire GEP 251 Checking and Verification – DCS – EC. - Elevated EC's Bluebeam set of instruction documents to DCS level. - Elevated MEA's Comment Response Sheet – MEA to DCS level. - Elevated EC's GEP 250-1 Quality Plan (C&V) – DCS – EC to DCS level – now Technical Quality Review Plan - Partner Office – DCS. - Updated "Graded Approach" section to identify the AECOM Risk Assessment (ARA) is now part of project setup in Workbench. - Updated Graded Approach area to emphasize EC follows the Project Risk Category of the Lead Office project for the TQR process and minor edit to C-0 streamline wording against Software Validation.	Page 1 Related PPIs Help & Training Section 1 Section 2 Section 3 Section 4 – all Section 5 Section 6 Section 7 Appendix 1, 2, 3, 4

Rev #	Change Date	Description of Change	Location of Change
		• Update main process wording emphasizing documenting, communicating and centralizing comments to prevent loss and rework across Partner Offices, including the use of the appropriate tools to do it in. • Modified Table 2 splitting out EURIMEA to make EUR&I and MEA rows. • New sections covering documenting of hardcopy TQR process; check prints; digital tools for TQR. • Added “Lead Region/Office/Project Team (Lead Team)”, “Partner” and “Workshare” definitions and updated LV with a project may have more than one LV to address all disciplines. • Updated Appendix 1 with a new training video link “Multiple Hats How to” and amended the role of the PQM to against “Reviewer/Checker” to proceed with caution. • New appendices – 2, 3 and 4. • Minor edits and updated links.	

Appendix 1 Matrix of Acceptability –C-3A/C-3 Project Roles and Responsibilities

The expectation inherent in the TQR process is the PM will coordinate with the Technical Leads to think through the project requirements and risks to verify:

- Technical Quality Review arrangements are appropriate and fit for purpose; and
- The completed deliverable is thorough, correct, accurate, professionally appropriate and meets contractual obligations.

In some instances, it may be necessary for one person to fulfil multiple roles on a project. Duplication of roles should be the *exception* (only C-3A and C-3 projects), not the rule. This matrix illustrates which roles may or may not overlap.

Note: For C-0, C-1, and C-2 **no roles should overlap**, and this matrix cannot be used. Only in exceptional circumstances, the Project Manager and Lead Verifier may agree to overlapping roles and shall be explained in the Project Plan and/or Technical Approach – refer to the [“Multiple Hats How to”](#) outlining the different roles and responsibilities.

	Project Manager	Lead Verifier	Technical Lead	Originator	Reviewer/Checker	PQM
Project Manager		△	△	△	✓	△
Lead Verifier	△		✗	✗	✓	✓
Technical Lead	△	✗		✓	△	△
Originator	△	✗	✓		✗	✗
Reviewer/Checker	✓	✓	△	✗		△
PQM	△	✓	△	✗	△	
Legend	✓ = acceptable △ = Proceed with caution ✗ = not allowed					

The **key quality principle** behind this distribution of roles is:

1. The Originator **cannot be the** Reviewer (checker) of their own work but is expected to self-check their work before submitting it for TQR.
2. Where the PM and Technical Lead are the same person, **they cannot be the Lead Verifier**.
3. Where the PM and Technical Lead are not the same person, the PM could act as the Lead Verifier **only if they are an approved Lead Verifier**.

Note:

PM	May be the Technical Lead and/or Originator; however, use caution to avoid compromising technical quality delivery due to schedule or budget constraints.
Technical Lead	Focuses solely on project technical quality, its planning and resources.
Originator	Performs the work and self-checks; could also be the PM and Technical Lead but cannot serve in a review/check or verify role. See the Key Quality Principle above.
Reviewer/Checker	Reviews (checks) work prepared by others. See the Key Quality Principle above. May also verify the work.
Lead Verifier	Reviews the technical approach and each deliverable for overall compliance with approach, requirements and regulations. Lead Verifier – not involved in developing the work – brings an independent viewpoint to the review process, an industry best practice. Also see PQM role below.
PQM	Confirms completeness of the TQR process per procedure. If separate PQM has not been assigned, LV or PM takes on this responsibility and their signature signifies that they are performing these responsibilities. On C-3A projects, the PM must take on the responsibility and their signature on the mark-up, email, TQRR or other equivalent document signifies they are performing these responsibilities.

Appendix 2 Check Prints

Digital Check Prints and mark-up process is defined by the tool to be used. Request your regional Digital Lead to provide guidance on which tool will be appropriate for your project. If using Bluebeam, refer to the Work Instructions listed below and linked in the Project Delivery System (PDS) for guidance.

For each cycle of Self-Check, Review, and Update (refer to Appendix 3 and Appendix 4 for check print stamps or digital tool steps options), the Project Plan shall identify one color-code mark-up process for all disciplines and Partners on the project. If there is not already a requirement from the Client for a specific process identified by the office/region, the color-code scheme in the Appendix shall be used.

- a. Check Prints:
 - i. Produce the check print with the applicable stamps identified in the Project Plan.
 - ii. If errors are found during the first check, create a second check print with updates and provide both the version with errors and the clean second set to the Reviewer/Checker to back check that their comments were properly incorporated. If they are not incorporated a discussion is held that determines no change needed – document agreement of no change on the second check print.
 - iii. Reviewer/Checker mark each update one at a time to confirm all comments were incorporated. If the comments were not incorporated – document why they were not, and agreement with not incorporating them.
 - iv. During back-check review, the reviewer/checker can add new comments.
 - v. Repeat until the deliverable is technically accurate.
 - vi. The final check print will only have check marks placed by the Checker/Reviewer.
- b. Technical Quality Hardcopy Mark-up Record:
 - i. All check prints for a deliverable's revision form the quality record.
 - ii. For hard copy check prints, staple them together.
- c. Projects Across Offices/Regions:
 - i. Lead Teams may perform additional checks and should append their mark-ups to the Partner office set using the same mark-up process as above.
 - ii. It is recommended for retention to scan the TQR set and retain in the project UFI defined by the Lead Office PM in the project plan.
- d. TQRRs (if required by region):

The Lead Office PM will discuss this during the Kick-Off Meeting and document in the project plan whether the TQR Record (TQRR) with the mark-ups or just the mark-ups with stamps equivalent to the TQRR is the process for the final TQR Record (TQRR).
- e. Bluebeam Workflow and Review Instructions
 - i. [Bluebeam Studio Account Setup – DCS Q2\[DCS\]-351-WI6](#)
 - ii. [Bluebeam Studio Workflow – DCS Q2\[DCS\]-351-WI7](#)
 - iii. [Bluebeam Workflow Process – DCS Q2\[DCS\]-351-WI8](#)
 - iv. [Bluebeam Review Instruction - Originator \(Small Projects\) – DCS Q2\[DCS\]-351-WI9](#)
 - v. [Bluebeam Review Instruction - Originator/Lead Project Office - DCS Q2\[DCS\]-351-WI10](#)
 - vi. [Bluebeam Review Instruction - Studio Administrator – DCS Q2\[DCS\]-351-WI11](#)
 - vii. [Bluebeam Review Instruction - Technical Reviewer – DCS Q2\[DCS\]-351-WI12](#)

Appendix 3 Examples – Color Coding and Quality Control Stamps for Hardcopy/Printed Copies

a. Sample Color-Coding - Color and Markups on Printed Copies

- i. If a client, project or office color-coding process is not already identified, the project shall identify a standard for the project. Below is a recommended set of colors that can be used when marking up check/verification prints, when a required alternative is not defined. As a minimum, the final color to indicate that the changes are correct must be green.
- ii. Where the client or project requires alternative colors, those shall be documented in the Project Plan or Project Quality Plan.
- iii. The Partner Office shall be directed by the Lead Office on the color-coding process for the project and all disciplines will implement the same color-coding process to eliminate any misunderstanding during Inter-disciplinary Review or when the final product from all Partner offices is pulled together.
- iv. Collaboration is greater when the entire project team is using the same color-coding process and the same digital tool when hard copies are not used.

HIGHLIGHTER	Item has been reviewed and found to be correct
PEN	RED shall be used by the Reviewer for any errors, changes or additions that are required.
PEN	Black Pen/Pencil shall be used by the Reviewer(s) for any comments, queries or any other items that need to be brought to the attention to the Originator but not incorporated in the Master document.
PEN	GREEN PEN for Originator, check marks if an agreement with the comments of the Reviewer, discusses to come to agreement with any comments the Originator does not agree with.
PEN	BLUE PEN shall be used by the Originator circling the RED mark-ups, after the relevant changes have been made on the Master document.
HIGHLIGHTER	The Reviewer may use GREEN to document the review, indicating that any errors, changes or additions have been incorporated with a green tick/check mark over the blue pen circle.

Note: For the Lead Verifier or Independent Reviewer comment process, the above process is to be performed on a separate version of the deliverable documents.

b. Sample Stamp for Single Discipline Checking

The explanatory notes provided herein are not intended to be included on stamps. These stamps may be applied physically to a hard copy print using ink and traditional hard stamps, or they may be applied electronically in a digitally enabled work process.

Discipline Review			
Seq. No.:	IDR required ☐		
	Name	Signature	Date
Self-Check (Originator)			
CAD/BIM Check			
Review/Tech. Check (Reviewer)			

Note: The sequence number block is optional for cases where it is desired to track the individual cycling of check prints; place an incremental number for each check print used in the checking process. DO NOT use revision or version number here, since those terms are used for document control of individual deliverables.

c. Sample Stamp for Inter-Disciplinary Review (IDR)

Inter-Discipline Review			
Owning Discipline:			
Disciplines	Name	Signature	Date
Originator:			
Discipline Reviewer(s)			

d. Sample Stamp for Verification (LV performed by Partner)

***** Verified *****			
	Name	Signature	Date
Worksharing Office Lead Verifier			
Lead Team Verifier			

Note: When the IDR is fully or partially performed by the Partner, the Partner verification step is performed after the IDR (where applicable) is completed. This sample stamp can be applied to leave space for the Lead Team to record their verification after the Partner completes verification since the two steps are sequential.

e. Sample Stamp for Verification (LV performed by Lead Team)

***** Verified *****			
	Name	Signature	Date
Lead Team Verifier			

Note: When the IDR is fully performed by the Lead Team, the Partner verification step is performed prior to the deliverable(s) being released to the Lead Team to perform the IDR. After the Lead Team performs the IDR, they would then apply their own Verification Stamp.

Appendix 4 Examples – Quality Control Color Codes for Bluebeam Technical Quality Review Process

This Appendix will provide example for color-coding and stamps that can be used to document the TQR process in the absence of guidance from the client or region/office/business line for **Bluebeam digital checking and verification**.

Note: Other Digital Tools are available, but guidance is currently not complete. Contact your Region/Business Line lead when using other digital tools for guidance.

When the client or Lead office does not have required mark-up colors, the below is a standard AECOM profile in Bluebeam that should be used when marking up check/verification prints. As a minimum, the final color to indicate the changes are correct must be "Green".

When using other digital tools for Technical Quality Review, like Revizto, a common color-coding mark-up process shall be set-up using similar guidance within the Project Plan or, where applicable, Digital Plan/Digital Delivery Plan.

Table 3. AECOM TQR – Internal and External (Client)

TQR Comment	TQR Comment Color
Original "Revision" Comment Added by Reviewer	Red Comment
Status Change (from DB or TQR Reviewer)	Comment Color (Change)
**RESPONSE to Reviewer / Lead Verifier Comment	
AGREE / ACCEPT	Dark Orange Comment
DISCUSS (see Reply) - Requires Reviewer Response	Red Comment
ANSWER PROVIDED to Question Asked (see Reply)	Dark Orange Comment
**ACTION to be Taken by Originator	
Markup HAS BEEN INCORPORATED	Dark Blue Comment
Markup WILL BE INCORPORATED into Next Submittal (see Reply)	Dark Orange Comment
Will NOT be INCORPORATED (see Reply)	Magenta Comment
Markup will be DEFERRED to a Later Submittal (see Reply)	Red Comment
ESCALATE Issue to PM (see Reply)	Red Comment
CLIENT RESPONSE Needed: Out of Scope (see Reply)	Red Comment
CLIENT RESPONSE Needed: Needs Client's Input (see Reply)	Red Comment
**Comment RESOLUTION by Reviewer / Lead Verifier	
CLOSED by REVIEWER - Comment Addressed	Green Comment
OPEN - Comment NOT Addressed or Resolved. Returned to Originator	Red Comment
CLOSED by PM / Designee - Comment Addressed	Green Comment
COMMENT FORWARDED to Next Phase	(No Color Change)
VERIFIED: CLOSED - Set by Verifier	Green Comment
VERIFIED: OPEN - Set by Verifier	Red Comment
Checked / Correct (Yellow Highlighter)	(same as closed)
Client Comment	Client Comment Color
Original "Revision" Comment Added by Reviewer	Red Comment

Status Change (from TQR)	Comment Color (Change)
**Response to CLIENT Comment by Consultants	
Accepted	Dark Yellow Comment
Clarification Needed	Red Comment
Deferred	Purple Comment
Rejected	Red Comment
Out of Scope	Red Comment
Needs Client Response	Red Comment
Minor Editorial	(Types of comments)
Major Technical Change	

DCS

Calculation Review Checklist

Q2[DCS]-351-FM3

Instructions:

1. Review of calculations can be guided by the questions listed below but not limited to. Add additional requirements where necessary.
2. Independent Peer Review, where required, concurrences as recorded on the Technical Quality Review Record Q2[DCS]-351-FM1.
3. File completed form on the front of the calculation.

Details			
Project Name		Date	
Project No.		Discipline	
Client		Subject	
Calculation No.		Rev No.	
Software Name (if used)		Software Version (if used)	
Originator			
Electronic File Name (if applicable)			
File Location of Versions Checked			

Review	Yes	No	N/A
1. Is the calculation in accordance with a standard approach to preparing the design?	☐	☐	☐
2. Have input data and information been verified and accepted?	☐	☐	☐
3. Do the calculations adopt the latest/necessary data? Tick "No" if calculations need to be updated when additional data becomes available and/or when assumptions have been confirmed?	☐	☐	☐
4. Have assumptions requiring follow-up been reviewed and confirmed?	☐	☐	☐
5. Have calculations prepared using technical software or excel spreadsheets (with macros or equations) been confirmed through a secondary method (i.e., manual, alternate software)?	☐	☐	☐
6. Are results and conclusions consistent and reasonable considering the inputs and approach?	☐	☐	☐
7. Have the Originator and the Checker/Reviewer signed and dated the calculation?	☐	☐	☐
8. Are the calculations associated with a "professional service" requiring the Originator (or individual who provided direct supervision for these deliverables) to be a "Registered Professional"? (For Regions where it is required). If "Yes" complete "Professional Registration" section in Approvals.	☐	☐	☐
9. Have all previous internal review comments been addressed and closed out with the originator?	☐	☐	☐
10. Have all previous client review comments been addressed and closed out?	☐	☐	☐
11. Are there any other considerations which require listing as additional scope to this review? – List if 'Yes'	☐	☐	☐
12. Is software used validated in accordance with AECOM procedure?	☐	☐	☐
13. Has an independent review and check of calculation been completed (if required)?	☐	☐	☐
14. Calculation/model version is archived in the relevant project folder structure?	☐	☐	☐

For any 'No' responses, please explain:

Approvals

Reviewer Name		Signature		Date	

☐ **Professional Registration (where required)**
By completing the below, I confirm I am the Originator or have provided direct supervision for this deliverable.

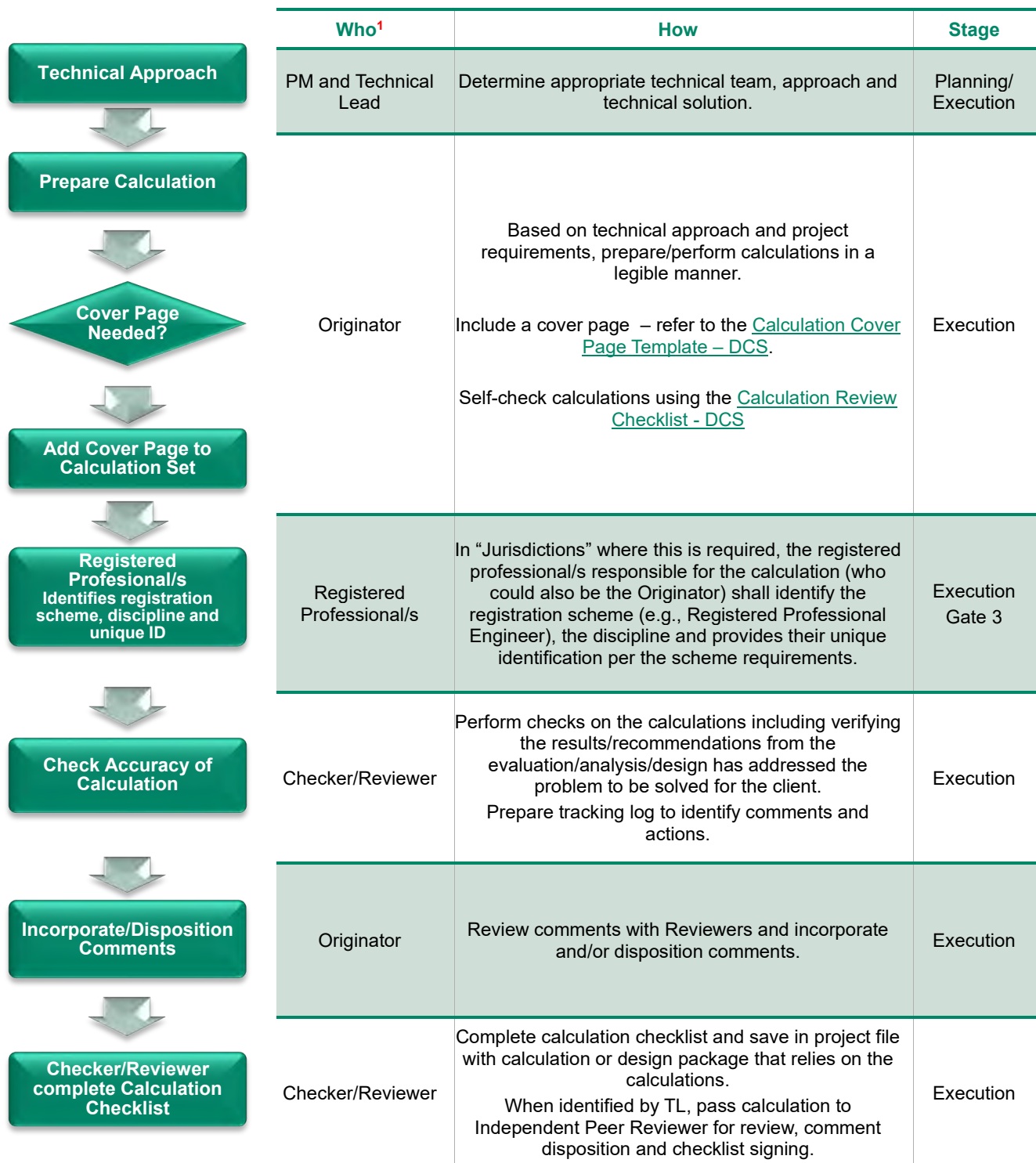
Registration Scheme	Discipline / Area of Practice	Name of Registered Professional	Signature	Registration No.	Date

☐ **Independent Calculations (C-0 Projects ONLY)**
A separate, independent set of calculations has been prepared, validating the original calculations.

Independent Calculation Preparer		Signature		Date	

Calculation Preparation Instructions

Q2[DCS]-351-WI5



1. All roles mentioned throughout refer to “Lead Region/Office/Project Team” unless otherwise defined.

Related PPI

- [Project Plan Procedure - DCS Q2\[DCS\]-221-PR1](#)
- [Project Document and Records Control \(Information Management\) - DCS Q2\[DCS\]-222-PR1](#)
- [Technical Quality Review Procedure - DCS Q2\[DCS\]-351-PR1](#)
- [Validation of Software and Data Management Procedure - DCS Q2\[DCS\]-311-PR1](#)
- [Project Closure Procedure - DCS Q2\[DCS\]-401-PR1](#)
- [Unified File Index - DCS Q2\[DCS\]-222-WI1](#)
- [Records Management & Retention Procedure - AECOM Global Q1-004-PR1](#)

References

N/A

Terms & Definitions

- [AECOM Glossary](#)

Help & Training

- [Quality Insights - Calculation Preparation & Review](#)

Change Log

1. Purpose and Scope

The purpose of this document is to assist technical staff in the preparation of models and/or calculations and outlines the mandatory step of checking all calculations as part of the overall preparation and review of a project's deliverables – refer to the [Technical Quality Review Procedure – DCS](#). Checking of calculations occurs throughout the Execution Phase and is to be completed prior to deliverables being approved for use/issue.

The key participants involved are as follows and their role in the process, is outlined in Appendix 1.

2. Graded Approach

The graded risk approach applies to this document. The project's risk category (C-category) is determined by the AECOM Risk Assessment (ARA) completed as part of the [Workbench](#) project setup. Use the below matrix for the required rigor of this procedure based on the Risk Category of project.

C-3A	C-3	C-2	C-1	C-0
Calculation Review Checklist*	Calculation Review Checklist*	Calculation Review Checklist*	Calculation Review Checklist*	Calculation Review Checklist*

* = is optional in ANZ, Asia and EUR&I and MEA.

3. Instructions

- For specific projects or programs, the Project Manager, Project Approver and/or Profit & Loss Manager or Business Line technical management group shall indicate in the Project Plan if exceptions to this instruction should occur. The same level of quality is required for the preparation of calculations regardless of the level of complexity of the project.
- Checking of calculations is required on all projects, but the rigor and documentation of the check depends on the complexity of the calculation. A calculation review checklist is required for all calculations unless:
 - Simple math is included in a technical report and checked as a part of the report review process (documented on the TQRR); or
 - if there is equivalent evidence of checks i.e., stamps/initials on each page; or
 - there is a client equivalent calculation checklist required.
- In "Jurisdictions" where this is required, a registered professional must either conduct the calculation or directly supervise the work undertaken. This professional must identify the registration scheme (e.g., Registered Professional Engineer), the discipline and provide their unique identification per the scheme requirements on the calculation review record.

3.1 Calculation Preparation

- a. The following information should be provided in the calculation, or on a cover or summary page:
 - i. Objective A statement of the problem or question to be solved (if not obvious from the title).
 - ii. Method Identify the methods to be used, including software.
 - iii. Assumptions Clearly state any assumptions applied.
 - iv. References and Inputs Identify the inputs to the calculation and the references for inputs, equations, methods, etc. Design inputs used as the basis for calculations shall be verified by the Originator as obtained from a reliable source. Design equations, tables, field data etc., shall be referenced to the specific section of the applicable design code or manual. Any information not readily available to a reviewer should be attached as an appendix to the calculation.
 - v. Conclusions Clearly state the conclusions of the calculations including any limitations, conditions and/or exceptions
- b. Confirmations – Critical assumptions, as defined in the AECOM Glossary, need to be tracked and confirmed by the Originator as soon as valid and current data becomes available. The impact of any variances between assumptions and confirmed information must be evaluated, and any necessary revisions to calculations made.
- c. In assembling larger sets of calculations, or where providing summary information will be useful, the use of a calculation cover page may be helpful – refer to the [Calculation Cover Page Template - DCS](#).
- d. Prior to the results of a calculation being utilized for subsequent work, relevant calculations shall be reviewed and verified in accordance with the [Technical Quality Review Procedure - DCS](#) and documented on the [Calculation Review Checklist – DCS](#). As stated in Appendix 1, C-0 projects with technical calculations require an Independent Peer Review, if assigned by the Technical Lead, in addition to the technical review/check.
- e. Computer calculations shall include or reference documentation clearly explaining the program's function, nomenclature, and sign conventions utilized. All technical software must be validated in accordance with the [Validation of Software and Data Management Tools Procedure - DCS](#).
- f. Calculations utilizing computer programs to perform analyses or design shall include the following:
 - i. Name of the program including version or revision level.
 - ii. Identification and/or location of associated electronic files.
- g. Spreadsheet calculations shall be documented and organized so formulae used in the spreadsheet can be checked for accuracy of incorporation into the spreadsheet, using a calculator or other method. After validation of the spreadsheet calculations, the spreadsheet shall be protected to prevent inadvertent modification of the embedded formulae.
- h. Calculations are to be neat, legible, and suitable for reproduction, including a header with space for identifying the calculation title, page numbers, project name and number, and the Originator's and Reviewer's names, initials, and dates.
- i. Calculations must be organized and logically presented, and are to include sufficient notes, explanations, and sketches to make the calculation easily followed. The intent is to make calculations understandable by an individual competent in the subject matter without going back to the Originator.

3.2 Revisions to Calculations

Revisions (or cancellations) may be required after an initial set of calculations has been reviewed. These revisions may be a result of client comments, scope changes, or errors found during checking. Revisions to the calculations do not necessarily warrant a second review of the entire set of calculations. Only the revised portion of the calculations may need to be reviewed. Required revisions shall, therefore, be completed as follows to appropriately document the revisions made:

- a. Revisions shall be reviewed and approved in the same manner as the original. The Originator and Reviewer of the calculations shall be responsible for the revision. The revision to the calculation shall be clearly identified and dated or shall be replaced by a new calculation.
- b. Revisions shall be prepared in a manner that provides a clear record of the content of the calculation, both prior to and after the revision. The reason for the revision should be identified.
- c. Revisions to calculations that impact other disciplines shall be immediately reported to the Project Manager and the affected disciplines.

3.3 Control of Calculations

- a. All calculations shall be organized and adequately indexed to facilitate retrieval of results and verification of completeness. A calculation index may be useful as a tool to help plan and organize the work, or may be developed upon completion of the calculations for record and archival purposes – refer to the [Calculation Index Template - DCS](#).
- b. The calculation review process shall be documented using the [Calculation Review Checklist – DCS](#) unless one of the three exceptions noted in Section 3b exist.
- c. Upon completion of the calculation review process, original calculations, including calculation cover pages, checklists, index pages and other associated documents shall be filed in the project's Unified File Index (UFI) with revision numbers and/or version dates for control in accordance with [Project Document and Records Control Procedure - DCS](#).

4. Records

- a. Technical Quality Review Record – DCS Q2[DCS]-351-FM1 ([Word](#) / [Fillable PDF](#))
- b. Calculation Checklist - DCS Q2[DCS]-351-FM3 ([Word](#) / [Fillable PDF](#))
- a. [Calculation Index Template – DCS Q2\[DCS\]-351-FM4](#)
- b. [Calculation Cover Page Template – DCS Q2\[DCS\]-351-FM5](#)

5. Appendices

- a. Appendix 1 – Calculation Preparation RACI

6. Change Log

Rev #	Change Date	Description of Change	Location of Change
0	05-31-2011	Previously Issued as NA Guidelines for the Preparation of Calculations (Q4NA-331-GL1).	Retired
0	05-16-2018	Elevated to a DCS Level 2 instruction and released as Q2[DCS]-351-WI1.	All
1	23-Mar-2020	2020 Review; introduced the Graded Risk Approach; minor edits.	All
2	15-Aug-2022	2022 Review; introducing the recognition of “Registered Professional/s” in jurisdictions where this is required; added optional use of Calculation Review Checklist for regions until review of Graded Approach; added Professional Registration line into App 1 RACI; minor edits.	Page 1, Section 2, 3(c), App 1.

Rev #	Change Date	Description of Change	Location of Change
3	14-Oct-2024	• 2024 Review. • Clarified all roles mentioned throughout refer to “Lead Region/Office/Project Team” unless otherwise defined. • Updated “Graded Approach” section to identify the AECOM Risk Assessment (ARA) is now part of project setup in Workbench. • Merged Sections 3.1 and 3.2 and reordered the steps. • Removed “Manual” from Section 3.1 title. • Minor edits and updated links.	Page 1 Section 2 Section 3.1

Appendix 1 Calculation Preparation RACI

R Responsible (completes the task) A Accountable (approves the task) C Consulted (has information or capability to help complete the task) I Informed (needs to be notified of task result)	Project Manager	Technical Lead	Originator	Reviewer	Independent Peer Reviewer*	Reference/Notes: Procedures (P) Template (T) Forms (F)
Prepare Calculation (Work Product/Project Work)						
1. Assign originator(s).	A	C				
2. Confirm Professional Registration	A	C	R			
3. Confirm design basis in technical approach.		A	R	C		
4. Develop the calculation cover page, optional.		A	R	C		Calculation Cover Page Template Q2[DCS]-351-FM5.
5. Perform the calculation.		I	R	C		
6. Assure completeness and accuracy relative to design basis and technical approach.		I	R	C		
7. Complete conclusion portion of calculation cover page, optional.		I	R	C		Calculation Cover Page Template Q2[DCS]-351-FM5.
8. Perform checks on the calculations including verifying the results/recommendations from the evaluation/analysis/design has addressed the problem to be solved for the client.	I	I	C	R	R*	*C-0 technical calculations assigned by Technical Lead.
9. Reconcile and incorporate Reviewers comments into Calculation.	I	A	R	C	C	
10. Sign Calculation Review Checklist.	I	C	R	A	R*	*C-0 technical calculations assigned by Technical Lead. Calculation Review Checklist – DCS Q2[DCS]-351-FM3

* Independent Peer Reviewer is required for C-0 project risk category projects when assigned by Technical Lead.

Calculation

EP 3.3-2F

Instructions:

1. Refer to [EP 3.3 Engineering Calculations](#) for information on this process.
2. Completed forms are to be kept in the project UFI Folder.
3. Delete **highlighted** instructions before submittal.

Calculation Number (####-#CAL-####):	Calculation Title:	Revision:	Page: 1 of 3
Project Number:	Project Title:	Date:	
Calculation Type: ☐ Scoping ☐ Preliminary ☐ Final ☐ Voided	Design Verification Required? <i>(Select Yes if calculation is part of a design package required to be independently verified or the calculation is for items that have been classified as "Important to Nuclear Safety")</i> ☐ Yes ☐ No	Superseded by Calculation No.: Supersedes Calculation No.:	
Was Software used: ☐ Yes ☐ No ☐ Non-safety software ☐ Safety Software		AECOM Computer Number: Software Name and Version: V&V package number: <i>(V&V cover sheet must be an attachment to safety-related calculations using software).</i>	

Original and Revised Calculation / Analysis Approval (Sign and Date)

- The signatures below shall denote that the checker has reviewed the text and attachment portion of the calculation.
- For Final Calculations (AECOM considers the calculation to be 100%, Revision 0 = Issue for Construction, etc.)
- Scoping and Preliminary Calculations require Originator and Checker Signatures (Revision A, etc.)
- Final Calculations (Revision 0, etc.) require Originator, Checker, and Engineering Manager Approval signatures
- Other signature is used for AECOM's acceptance of a subcontractor calculation performed per AECOM procedure

		Revision		Revision		Revision	
Originated By:	Name:		Click or tap to enter a date.		Click or tap to enter a date.		Click or tap to enter a date.
	Signature:						
Checked By:	Name:		Click or tap to enter a date.		Click or tap to enter a date.		Click or tap to enter a date.
	Signature:						
Approved By:	Name:		Click or tap to enter a date.		Click or tap to enter a date.		Click or tap to enter a date.
	Signature:						
Other:	Name:		Click or tap to enter a date.		Click or tap to enter a date.		Click or tap to enter a date.
	Signature:						

Record of Revision

Enter the Revision Number and Reason for Revision of the calculation. The list may start with Revision 0 for the initial issue or Revision 1 with reason for the revision. The reason shall include a description of the change(s) (i.e., added Sheet 3a, revised Sheet 6 to address correspondence XYZ).

Revision No.	Reason for Revision

Calculation Number (####-#CAL-###): Click or tap here to enter text.	Calculation Title: Click or tap here to enter text.	Revision: Click or tap here to enter text.	Page: 2 of 3
--	---	--	------------------------

Attachments

When available, enter each Attachment Number (A, B, etc.), Title, and total number of pages for each Attachment. Add a cover page for each attachment and include in the total page count. Include the Calculation Number, Revision No. and Page numbers to every page of the attachments (including cover).

Attachment No.	Title	Total Pages
Total Calculation Page Count		

1.0 Introduction

This section shall state the reason for originating the calculation and may describe alternatives examined. Limits of applicability shall be included (i.e., 1.1 Purpose, 1.2 Scope)

1.1 Purpose

1.2 Scope

2.0 Basis

This section shall state supporting information used to develop the calculation. References and sources shall be cited for basis values (see Section 3.0, "References," for citation requirements). Subsections should cover Section 2.1, "Design Inputs," Section 2.2, "Criteria," and Section 2.3, "Assumptions." Additional subsections should be provided as appropriate. Sources for basis values shall be identified.

2.1 Design Inputs

This paragraph shall include published or validated data with referenceable sources.

2.2 Criteria

This paragraph shall provide the criteria that apply specifically to the calculation.

Calculation Number (####-#CAL-###): Click or tap here to enter text.	Calculation Title: Click or tap here to enter text.	Revision: Click or tap here to enter text.	Page: 3 of 3
--	---	--	------------------------

2.3 Assumptions

This subsection shall list suppositions necessary to perform the calculation, identifying those that must be verified as the design proceeds. If it becomes necessary to release the calculation before assumptions can be verified, the assumptions shall be discussed in Section 5.0, "Results and Conclusions." Explicitly state or reference assumptions used in the calculation along with supporting data. Clearly state assumptions resulting from engineering judgment with the basis for that engineering judgment.

3.0 References

This section should provide page numbers, sections, and paragraphs or table numbers, and revision and date of issue for the cited reference in text.

4.0 Methods

Non-safety related calculations shall describe the basic approach taken in the analysis. Safety-related calculations shall describe the basic approach taken in the analysis.

5.0 Results and Conclusions

This section shall briefly state the results of the calculation and condition under which they apply. This section should be reconciled with the calculation Section 1.1, "Purpose" and Section 1.2, "Scope."

6.0 Calculations and Analyses

This section can be presented as additional pages (i.e., MathCAD, handwritten notes) or scanned images into the Word document.

EP 3.3-1F

Instructions:

1. Refer to [EP 3.3 Engineering Calculations](#) for information on this process.
2. Completed logs are to be kept in the project UFI Folder.
3. Add rows as required.

Project Number:	
Project Manager:	
Project Title:	
Discipline:	

[illegible]

DCS

Calculation Review Checklist

Q2[DCS]-351-FM3

Instructions:

1. Review of calculations can be guided by the questions listed below but not limited to. Add additional requirements where necessary.
2. Independent Peer Review, where required, concurrences as recorded on the Technical Quality Review Record Q2[DCS]-351-FM1.
3. File completed form on the front of the calculation.

Details			
Project Name		Date	
Project No.		Discipline	
Client		Subject	
Calculation No.		Rev No.	
Software Name (if used)		Software Version (if used)	
Originator			
Electronic File Name (if applicable)			
File Location of Versions Checked			

Review	Yes	No	N/A
1. Is the calculation in accordance with a standard approach to preparing the design?	☐	☐	☐
2. Have input data and information been verified and accepted?	☐	☐	☐
3. Do the calculations adopt the latest/necessary data? Tick "No" if calculations need to be updated when additional data becomes available and/or when assumptions have been confirmed?	☐	☐	☐
4. Have assumptions requiring follow-up been reviewed and confirmed?	☐	☐	☐
5. Have calculations prepared using technical software or excel spreadsheets (with macros or equations) been confirmed through a secondary method (i.e., manual, alternate software)?	☐	☐	☐
6. Are results and conclusions consistent and reasonable considering the inputs and approach?	☐	☐	☐
7. Have the Originator and the Checker/Reviewer signed and dated the calculation?	☐	☐	☐
8. Are the calculations associated with a "professional service" requiring the Originator (or individual who provided direct supervision for these deliverables) to be a "Registered Professional"? (For Regions where it is required). If "Yes" complete "Professional Registration" section in Approvals.	☐	☐	☐
9. Have all previous internal review comments been addressed and closed out with the originator?	☐	☐	☐
10. Have all previous client review comments been addressed and closed out?	☐	☐	☐
11. Are there any other considerations which require listing as additional scope to this review? – List if 'Yes'	☐	☐	☐
12. Is software used validated in accordance with AECOM procedure?	☐	☐	☐
13. Has an independent review and check of calculation been completed (if required)?	☐	☐	☐
14. Calculation/model version is archived in the relevant project folder structure?	☐	☐	☐

For any 'No' responses, please explain:

Approvals

Reviewer Name		Signature		Date	

☐ **Professional Registration (where required)**
By completing the below, I confirm I am the Originator or have provided direct supervision for this deliverable.

Registration Scheme	Discipline / Area of Practice	Name of Registered Professional	Signature	Registration No.	Date

☐ **Independent Calculations (C-0 Projects ONLY)**
A separate, independent set of calculations has been prepared, validating the original calculations.

Independent Calculation Preparer		Signature		Date	

DCS - Americas

Drawing Review Checklist

Q3[DCS]AM-351-FM3

Instructions:

1. This form is optional to assist the review of drawings, which can be guided by the questions listed below but is not limited to them.
2. It should be attached to the [Technical Quality Review Record – DCS Q2\[DCS\]-351-FM1](#) to support this process.
3. Attach/add additional information when necessary.
4. File completed form with deliverable.

Details

Project Name				Date	Click or tap to enter a date.
Project No.				Discipline	
Client				Rev No.	
Drawing Nos.					
Review Level	☐ Final Submission	☐ Pre-Final Submission	☐ Other:		
Originator				Reviewer	
Lead Verifier				Project Manager	
Electronic File Name (if applicable)					
File Location of Versions Checked					

Discipline Review	Yes	No	N/A
1. Is the set of drawings consistent with the design intent and the calculation output?	☐	☐	☐
2. Do the drawings meet the percent (%) completion for this submission level?	☐	☐	☐
3. Is there consistent presentation within the discipline?	☐	☐	☐
4. Have drawings been initialed/signed?	☐	☐	☐
5. Are the materials properly coordinated with the specifications at this submission level?	☐	☐	☐
6. Are the items constructible as shown?	☐	☐	☐
7. Have the appropriate CADD/BIM standards been followed?	☐	☐	☐
8. Have duplications and redundancy of information, data and dimensions been eliminated?	☐	☐	☐
9. Are drawing titles and numbers consistent and do they agree with the cover sheet index of drawings?	☐	☐	☐
10. Have sheet cross references been verified?	☐	☐	☐
11. Have all previous internal review comments been addressed and closed out?	☐	☐	☐
12. Have all previous client review comments been addressed and closed out?	☐	☐	☐

For any 'No' responses, please explain:

Approvals

		Click or tap to enter a date.
Reviewer	Signature	Date

Inter- discipline Review

Compatibility, interfaces, and potential interferences/conflicts between the designated discipline and all other disciplines have been reviewed using a complete set of drawings by the following reviewers.

Discipline (please specify)		Signature	Date	OK	Comments Made	Comments Resolved
☐			Click or tap to enter a date.	☐	☐	☐
☐			Click or tap to enter a date.	☐	☐	☐
☐			Click or tap to enter a date.	☐	☐	☐
☐			Click or tap to enter a date.	☐	☐	☐
☐			Click or tap to enter a date.	☐	☐	☐
☐			Click or tap to enter a date.	☐	☐	☐
☐			Click or tap to enter a date.	☐	☐	☐
☐			Click or tap to enter a date.	☐	☐	☐
☐			Click or tap to enter a date.	☐	☐	☐

For any 'No' responses, please explain:

Specification Review Checklist

Q3[DCS]AM-351-FM4

Instructions:

1. This form is optional to assist the review of specifications, which can be guided by the questions listed below but is not limited to them.
2. It should be attached to the [Technical Quality Review Record – DCS Q2\[DCS\]-351-FM1](#) to support this process.
3. Attach/add additional information when necessary.
4. File completed form with deliverable.

Details

Project Name				Date	
Project No.				Discipline	
Client				Rev No.	
Specification Sections					
Review Level	☐ Final Submission	☐ Pre-Final Submission	☐ Other:	% Submission	
Originator				Specification Coordinator	
Discipline Reviewer				Lead Verifier	
Electronic File Name (if applicable)					
File Location of Versions Checked					

Discipline Review	Yes	No	N/A
1. Has the correct specification format been used?	☐	☐	☐
2. Is the specification section coordinated with applicable general and special provisions?	☐	☐	☐
3. Have duplications or variances between drawings and specifications been eliminated?	☐	☐	☐
4. Are nomenclature and item numbering used in specifications exactly as used on drawings and other contract documents?	☐	☐	☐
5. Are requirements for shop drawings specified, both as to content and timely submission?	☐	☐	☐
6. Have cited products and equipment been checked for updates and availability?	☐	☐	☐
7. Have all previous internal review comments been addressed and closed out?	☐	☐	☐
8. Have all of the client's review comments to previous drafts been closed out?	☐	☐	☐
Additional questions for non-standard specifications (only those which have not been created and maintained as a company or client standard):			
9. Are material / equipment identification requirements properly identified?	☐	☐	☐
10. Are appropriate codes, standards, processes etc referenced and dated?	☐	☐	☐
11. Are measurement units and basis of payment properly specified?	☐	☐	☐
12. Are shipping, cleaning, storage and handling requirements properly specified?	☐	☐	☐
13. Are provisions made for the qualification and approval of special construction processes?	☐	☐	☐
14. Are the acceptance criteria tests (tolerances, etc) specified and are they adequate, realistic and in line with industry practice?	☐	☐	☐
15. Is test and inspection documentation properly specified?	☐	☐	☐
16. Have client's sole-source requirements been followed?	☐	☐	☐

Discipline Review

	Yes	No	N/A
17. Are manufacturers' installation requirements referenced?	☐	☐	☐

For any 'No' responses, please explain:

Approvals

Discipline Reviewer	Signature	Date

Inter- discipline Review

Compatibility, interfaces, and potential interferences/conflicts between the designated discipline and all other disciplines have been reviewed using the specification(s) and supporting data by the following reviewers.

	Discipline (please specify)	Signature	Date	OK	Comments Made	Comments Resolved
☐				☐	☐	☐
☐				☐	☐	☐
☐				☐	☐	☐
☐				☐	☐	☐
☐				☐	☐	☐
☐				☐	☐	☐
☐				☐	☐	☐
☐				☐	☐	☐
☐				☐	☐	☐

For any 'No' responses, please explain:

Specifications Coordinator or Project Manager Review (to be completed on Lead Discipline Checklist ONLY)

	Yes	No	N/A
1. Are the specification format, type, nomenclature, item numbering, and level of detail consistent for all specification sections?	☐	☐	☐
2. Have required discipline reviews been completed and documented for all specification sections?	☐	☐	☐
3. Have all specification sections been reviewed for inter-discipline conflicts?	☐	☐	☐
4. Have methods and measurements of payment been checked for consistency and conflicts?	☐	☐	☐

For any 'No' responses, please explain:

Approvals

Specifications or Project Manager Coordinator	Signature	Date

DCS - Americas

Study/Report Review Checklist

Q3[DCS]AM-351-FM5

Instructions:

1. This form is optional to assist the review of study/reports, which can be guided by the questions listed below but is not limited to them.
2. It should be attached to the [Technical Quality Review Record – DCS Q2\[DCS\]-351-FM1](#) to support this process.
3. Attach/add additional information when necessary.
4. File completed form with deliverable.

Details

Project Name				Date	
Project No.				Discipline	
Client				Rev No.	
Study/Report Title/Chapter					
Review Level	☐ Final Submission	☐ Pre-Final Submission	☐ Other:	% Submission	
Originator				Project Manager	
Discipline Reviewer				Lead Verifier	
Electronic File Name (if applicable)					
File Location of Versions Checked					

Discipline Review

	Yes	No	N/A
1. Has the discipline portion of the study/report meet or support the stated objectives of the project?	☐	☐	☐
2. Are assumptions, criteria, or basis for evaluation of alternatives clearly described?	☐	☐	☐
3. Is supporting material identified appropriate and accessible?	☐	☐	☐
4. Have backup calculations been checked, reviewed and documented?	☐	☐	☐
5. Have embedded drawings, sketches, figures, and other graphics been checked and reviewed?	☐	☐	☐
6. Are results logical and reasonable and are they stated accurately?	☐	☐	☐
7. Have embedded tables been checked and reviewed?	☐	☐	☐

For any 'No' responses, please explain:

Approvals

Discipline Reviewer	Signature	Date

Inter- discipline Review

Compatibility, interfaces, and potential interferences/conflicts between the designated discipline and all other disciplines have been reviewed using the study/report(s) and supporting data by the following reviewers.

Discipline (please specify)	Signature	Date	OK	Comments Made	Comments Resolved
☐			☐	☐	☐
☐			☐	☐	☐
☐			☐	☐	☐
☐			☐	☐	☐
☐			☐	☐	☐
☐			☐	☐	☐
☐			☐	☐	☐
☐			☐	☐	☐
☐			☐	☐	☐

For any 'No' responses, please explain:

Project Manager (to be completed on Lead Discipline Checklist ONLY)

	Yes	No	N/A
1. Is the study or report format consistent with the client's requirements?	☐	☐	☐
2. Are all conclusions and recommendations fully supported and explained in the text?	☐	☐	☐
3. Has the report been completed in accordance with the scope of work?	☐	☐	☐
4. Is the index or table of contents complete and accurate?	☐	☐	☐
5. Is tense consistent and has the text been spell/grammar checked?	☐	☐	☐
6. Has the report been properly titled and dated?	☐	☐	☐
7. Have all contractually specified alternatives been addressed?	☐	☐	☐
8. Have all previous internal review comments been addressed and closed out?	☐	☐	☐
9. Have all previous client review comments been addressed and closed out?	☐	☐	☐

For any 'No' responses, please explain:

Approvals

Project Manager	Signature	Date

APPENDIX C – INDEPENDENT PEER REVIEW BRIDGE QC FORMS

- *LADOTD Peer Review Resolution Agreement Form*
- *AECOM QMS Independent Peer Review Bridge QC Form – Technical Quality Review Record*

APPENDIX E—PEER REVIEW RESOLUTION AGREEMENT

Project No.:

Project Name:

We, the undersigned Peer Reviewer, Supervisor or Team Leader of the design team, and LADOTD Representative for this project, have reviewed and accepted the attached peer review resolutions. We certify that the peer review has been performed in accordance with the LADOTD Bridge Design Section policy on QC/QA.

Team Members	Name	Signature
Peer Reviewer		
Supervisor or Team Leader		
LADOTD Representative		

DCS

Technical Quality Review Record (TQRR)

Q2[DCS]-351-FM1

Instructions

- For information on the Technical Review process, refer to the [Technical Quality Review Procedure – DCS Q2\[DCS\]-351-PR1](#) and the [Technical Quality Review Job Aid – DCS Q2\[DCS\]-351-WI2](#).
- Reminder - Checking Table: Depending on volume, teams can attach a table with the minimum required details noted below OR if using the MS Word version, insert additional rows OR if using the fillable PDF version, the Technical Quality Review – Supplementary Checkers' Table – DCS Q2[DCS]-351-FM8 can be used ([Fillable PDF](#) / [Word](#)).

Project Details		TQRR No. (Optional)	
Project No.		Delivery Date	
Project Name		PM Name	
C- Category		Comments Due By	
Client/Client POC		Technical Lead	
Title of Work Product		TQR Team Assigned	

Type	Review Scope	Other (e.g. Construction Services documentation)
☐ Calculation Check (complete Calculation Review Checklist - DCS - required). ☐ Independent Peer Review (IPR). ☐ Biddability / Contract Documents Review. ☐ Subconsultant, Client, or Third-Party Information Review.	☐ Constructability Review. ☐ Interdisciplinary Review. ☐ Discipline Review. ☐ Technical Approach and solution review. ☐ Specification Package Review. ☐ Contract Document Review.	☐ Other (e.g. Construction Services documentation) Specify
☐ Appropriate budget, schedule and resources. ☐ Soundness of approach/design. ☐ Technical risk and mitigation. ☐ Validation of assumptions. ☐ Conformance with standards and regulatory requirements. ☐ Check of calculations. ☐ Client input review.	☐ Review of client, sub and third-party information. ☐ Edit for elements such as grammar, punctuation, formatting and graphics. ☐ Adequacy of Statements of Limitations. ☐ Verify technical solution. ☐ Basis and validity of conclusion / recommendation.	☐ Check of drawings and graphics. ☐ Compliance with scope. ☐ Organization, clarity and completeness. ☐ Specification Review. ☐ Contract Document Review. ☐ Other:

Checking (Required for ALL Projects)

Discipline	Description (Calc/Rpt/Dwg/Specs)	*Format / Network Link	Originator Initials	Reviewer/Checker Signature	Date
Technical Quality Review – Supplementary Checkers' Table (or equivalent)		☐ N/A ☐ Linked			

*Format Legend = N (None), HC (Hard Copy), EF (Electronic File – add network link), or RCF (Review Comment Form).

- Originator initials indicate self-check is complete and the document is ready for checking.
- Reviewer/Checker signature indicates verification of the accuracy and completeness of the work product and Reviewer/ Checker comments have been incorporated, including subsequent or new comments; further, Reviewer is not an Originator of the work product.

Verification (Required for C-3, C-2, C-1 and C-0 Projects)

Lead Verifier signature indicates confirmation the work product is complete and in accordance with the technical approach/ solution.

Lead Verifier Select One:

☐ Lead Verifier has verified that review(s) have been adequately completed and documented. There are no outstanding issues.

or

☐ Lead Verifier has verified that review(s) have been adequately completed and documented, except for unresolved items (items not impacting adequacy of submittal). Any unresolved items have been submitted to the Project Manager or Designee for final resolution.

Lead Verifier Name and Discipline	Lead Verifier Signature	Date
Lead Verifier Name and Discipline	Lead Verifier Signature	Date
Lead Verifier Name and Discipline	Lead Verifier Signature	Date
Lead Verifier Name and Discipline	Lead Verifier Signature	Date
Lead Verifier Name and Discipline	Lead Verifier Signature	Date

Professional Registration (Where Necessary)

By completing the below, I confirm I am the Originator or have provided direct supervision for this deliverable.

Registration Scheme	Discipline / Area of Practice	Name of Registered Professional	Signature	Registration No.	Date

Approval (Required for All Projects)

☐ Confirmation the deliverable has been reviewed for overall completeness, compatibility and conformance with scope and other contract requirements; all applicable reviews have been completed, and deliverable is ready for submission to the client.

Project Manager (or Delegate) Signature	Date
Project Quality Manager Name (If not performed by LV or PM)	Project Quality Manager Signature (If not performed by LV or PM)
	Date

Independent Peer Review (C-0 Projects)			
Comments have been provided on:		☐ Directly on work product (electronic or on hard copy) ☐ Comment and Disposition Form	
		☐ Other (paste link to network file):	
Independent Peer Reviewer Name (as applicable)		Independent Peer Reviewer Signature (as applicable)	
		Date	
DISTRIBUTION	Project Central File – Quality File Folder	Other – Specify:	

APPENDIX D – QUALITY ASSURANCE & DELIVERABLE RELEASE RECORD FORMS

- *LADOTD QA Information Package Checklist*
- *LADOTD QC/QA Certification*
- *LADOTD Consultant Submittal QC/QA Certification*
- *AECOM QMS Document Transmittal*

APPENDIX C—QA INFORMATION PACKAGE CHECKLIST

Project No.:

Project Description:

_____	Calculation Book
_____	Plans
_____	Special Provisions
_____	Cost Estimate
_____	Other Documents _____

APPENDIX D—QC/QA CERTIFICATION

Project No.:

Project Name:

We, the undersigned designers, detailers, checkers and reviewers for this project, have reviewed and accepted the calculations, plans, quantities, special provisions, and cost estimate prepared for the project. We certify that the work for which we are responsible has been completed in accordance with the LADOTD Bridge Design Section policy on QC/QA.

Team Members	Name	PE Registration No.	Responsible Plan Sheets	Responsible Special Provisions	Construction Cost Estimate	Signature
Designers						
Design Checkers						
Detailers						
Detail Checkers						
Reviewers						
Peer Reviewer						
Geotechnical Engineer						
Hydraulic Engineer						
EOR						

APPENDIX I—CONSULTANT SUBMITTAL QC/QA CERTIFICATION

Project No.:

Project Name:

I, the undersigned Supervisor or Team Leader for this project, certify that the information included in this submittal has been prepared in accordance with the QC/QA plan documents and LADOTD Bridge Design Section policy on QC/QA and the information presented is accurate and meets the requirements of this submittal. All CAD drawings meet LADOTD CAD standards.

Submittal Description

Supervisor or Team Leader Name

Signature

Date

DCS - Americas

Document Transmittal

AP 6.1-1F

Instructions:

1. Refer to [AP 6.1 Document Control](#) for information on this process.
2. Completed forms are to be kept in the project UFI Folder.

Sign and return this section via e-mail to:			
Technical Document ID No:		Date	Click or tap to enter a date.
To:		Return Responses To:	
cc:		Return By:	Click or tap to enter a date.
Project:		Number of Copies:	
Description:			

Client Action Items	AECOM Action Items
☐ For Approval	☐ Not Applicable
☐ For Review	☐ UCNI Controlled Document
☐ For Reference	☐ Records UFI No:
☐ QA Original Records	☐ Non-Permanent ☐ Lifetime
☐ Change Request	☐ Scanned
☐ Document Control Submittal for Records Filing	☐ CD to Client Dual Storage CD Made? ☐ Yes ☐ No
☐ Other:	☐ For QA Files
	☐ Other:

Instructions/Remarks:

Action: (A=Approval; R=Review; I=Information; and N/A=Not Applicable)				
Action	Disciple	Name	Signature	Date
	Project Mgr			Click or tap to enter a date.
	Engineering Mgr/Technical Lead			Click or tap to enter a date.
	Business Line Lead			Click or tap to enter a date.
	Quality Assurance			Click or tap to enter a date.
	Program Director			Click or tap to enter a date.
	ES&H Mgr			Click or tap to enter a date.

Action: (A=Approval; R=Review; I=Information; and N/A=Not Applicable)

Action	Disciple	Name	Signature	Date
	Contract/Project Supt Mgr			Click or tap to enter a date.
	Process Technology Mgr			Click or tap to enter a date.
	Other:			Click or tap to enter a date.
	Other:			Click or tap to enter a date.

Client Receipt (Sign and Return)			Click or tap to enter a date.
	Printed Name	Signature	Date
AECOM QA Record Receipt/Authentication ☐ Authentication documented in DCRMS			Click or tap to enter a date.
	Printed Name	Signature	Date

Documents Transmitted				
Number	Revision	Title	No. of Pages	Dated
				Click or tap to enter a date.
				Click or tap to enter a date.
				Click or tap to enter a date.
				Click or tap to enter a date.
				Click or tap to enter a date.

22. SUB-CONSULTANT INFORMATION

Firm Name <i>(as registered with Louisiana's Secretary of State)</i>	Address	Point of Contact and Email Address	Phone Number
ELOS Environmental, LLC	607 W Morris Avenue Hammond, LA 70403	Lucas Watkins lwatkins@elosenv.com	985-662-5501
Eustis Engineering L.L.C.	3011 28th Street, Metairie LA 70002	Gwendolyn P. Sanders, P.E. gsanders@eustiseng.com	504-834-0157
Forte and Tablada, Inc.	9107 Interline Avenue Baton Rouge, LA 70809	Russell J. "Joey" Coco, Jr. jcoco@forteandtablada.com	225-927-9321
T. Baker Smith, LLC	180 Greenbriar Boulevard Covington, LA 70433	TJ Stokes, PE tj.stokes@tbsmith.com	985-302-0728
Terracon Consultants, Inc.	2822 O'Neal Lane, Building B Baton Rouge, LA 70816	Lynne Roussel, P.E. lynne.roussel@terracon.com	225-239-2632
Vectura Consulting Services, LLC	PO Box 14269 Baton Rouge, LA 70898	Brin Ferlito, bferlito@vecturacs.com	225-223-6685

Section left intentionally blank.