RESOLUTION NO. 2017-08E
SEVEN COUNTY INFRASTRUCTURE COALITION

August 4, 2017

RESOLUTION TO RATIFY THE SELECTION OF CIVCO ENGINEERING TO PERFORM THE FIRST PHASE OF THE STUDY TO EXTEND SR-88 TO I-70 TO APPROVE AN AGREEMENT WITH SAID ENGINEERING FIRM, AND RELATED MATTERS.

WHEREAS, the appointed selection committee for the first phase of the study to extend SR-88 to I-70 has selected CIVCO Engineering to conduct such study; and

WHEREAS, the Coalition Board desires to ratify said selection and approve an agreement with said engineering firm:

NOW THEREFORE, the Governing Board of the Seven County Infrastructure Coalition is hereby resolved as follows:

1. The Coalition hereby ratifies the selection of CIVCO Engineering to conduct the first phase of the study to extend SR-88 to I-70.

2. The Coalition hereby approves an agreement as presented to the Board in substantially final form and authorizes the Executive Director to sign and execute said agreement with such modifications as he deems desirable.

3. All parts of this Resolution are severable, and if any section, clause or provision of this Resolution shall, for any reason, be held to be invalid or unenforceable, the invalidity or unenforceability of any such section, clause or provision shall not affect the remaining sections, clauses or provisions of this Resolution.

4. All resolutions or parts thereof in conflict herewith are, to the extent of such conflict, hereby repealed and this Resolution shall be in full force and effect immediately upon its approval and adoption.

Motion to approve by Horrockes seconded by Burdick
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<th>County</th>
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ATTEST:

Co-Chair Jae Potter

Eric Johnson
ENGINEERING AGREEMENT

This agreement is made this 4th day of August, 2017 between the Seven County Infrastructure Coalition, an independent Utah political subdivision, and the Uintah Transportation Special Service District, a quasi-municipal Utah political subdivision, hereinafter collectively known as the COALITION, an independent Utah political subdivision with its primary business address located at 751 East 100 North, Price, Utah, 84501 and CIVCO Engineering, Inc., hereafter known as the ENGINEER, a Utah corporation located at 1256 West 400 South, Suite 1, PO Box 1758, Vernal, Utah.

WHEREAS, the COALITION is providing for the Federal Application and Supporting Analysis for the Connection from Uintah County to I-70 Transportation Corridor hereinafter the Project; and

WHEREAS, the ENGINEER is a Utah Corporation duly authorized and licensed to practice engineering in the State of Utah and represents that it has the necessary expertise, experience, and is properly qualified and licensed for this work; and

WHEREAS, the ENGINEER desires to provide the necessary engineering expertise to the COALITION; and

WHEREAS, the COALITION has determined that the ENGINEER is the appropriate firm to conduct the engineering for the Project and the COALITION has followed the requirements of State law and the COALITION’s administrative code.

IT IS NOW THEREFORE agreed that:

1. Engineering Services. The COALITION retains the ENGINEER to provide Engineering Services to assist the COALITION in achieving its purpose of the Federal Application and Supporting Analysis for the Connection to I-70 Transportation Corridor for the Project. The ENGINEER agrees to render these services upon the terms and conditions set out in this Agreement. The ENGINEER has the right to use subcontractors as necessary to complete the work. For the purposes of clarification and without intending to be all inclusive, subcontractors may be used to meet specialized expertise and requirements, such as environmental, geotechnical, surveying, data collection, and natural resource specialists, and to match work load needed to keep the project on schedule such as additional engineering technicians, etc.

2. Term of Agreement. ENGINEER’s services shall be available to the COALITION from the date of its execution until the work is completed, unless terminated as provided for in Paragraph 15.

3. Nature of Services. During the term of this Agreement, the ENGINEER will assist the COALITION in the preparation of the Federal Application and Supporting Analysis for the Project. For the purposes of clarification and without intending to be all inclusive; Exhibit B, Statement of Qualifications (SOQ), lists work needed to meet the stated goals and are set down to illustrate the nature of the engineering services to be covered by this Agreement.

4. Performance Standard. ENGINEER’s services hereunder shall be rendered consistent with and judged solely by the skill and care ordinarily exercised by members of the same profession performing like services in the State of Utah at the same time. ENGINEER’s work shall be in compliance with federal, state, or local laws, rules, regulations, ordinances, or design or building codes or standards.

5. Compensation. The COALITION will pay the ENGINEER a fee per the attached schedule (Exhibit A) for actual work performed under this Agreement. The cost of the engineering services shall not exceed Nine Hundred and Sixty-Five Thousand dollars and 00/100 ($965,000.00) for the contract. Monthly invoices will be issued by ENGINEER for the consulting fee and shall be payable within sixty (60) days of the date of the invoice. However, if the COALITION objects to all or any portion of any invoice, the COALITION shall notify the ENGINEER of the objection within fifteen (15) days from date of receipt of the invoice, give reasons for the objection, and pay that portion of the invoice not in dispute. No interest will accrue on any contested portion of the billing until mutually resolved by the parties.
The COALITION shall pay an additional charge of one percent (1%) of the amount of the invoice per month for any payment received by the ENGINEER more than sixty (60) days from the date of invoice, except for those amounts in dispute. Payment thereafter shall first be applied to accrued interest and then to the unpaid principal. Provided, however, the total amount to be paid for services under this Agreement, including professional services, subcontractors, and expense reimbursements, shall not exceed the amount budgeted for these services in the COALITION's budgets.

6. **Reimbursement of Direct Expenses.** Reimbursed cost for the ENGINEER for Direct Expenses, such as travel, meals, copying, etc., when required to perform the work related to this Agreement are chargeable according to Exhibit A. Subcontractors will be considered as a direct expense.

7. **Independent Contractor Status.** It is understood and agreed that ENGINEER enters this Agreement as, and intends to continue to be, an independent contractor. None of the provisions of this Agreement will be interpreted or deemed to create any relationship between such parties other than that of independent contractors. Nothing contained in the Agreement will be construed to create a relationship of employer and employee, master and servant, principal and agent, or partners or co-venturers between COALITION and ENGINEER, between COALITION and any employee of ENGINEER, or between ENGINEER and any employee of COALITION. Each party agrees that they do not have authority to sign contracts, notes, or obligations, or to make, purchase, acquire, or dispose of any property for or on behalf of the other party, and each party shall only have authority to perform those services specifically described herein.

8. **Items furnished by the COALITION.** In order to help the ENGINEER in the discharge of its duties.
   The COALITION shall:
   
   (a) Assist the ENGINEER by placing at its disposal all available information pertinent to the services requested by the COALITION. ENGINEER is not entitled to rely on any information supplied by, through or on behalf of COALITION. The ENGINEER shall have a duty to verify the accuracy of any such information and to establish its own information.

   (b) Designate a person to act as the COALITION's representative with respect to the work to be performed under this Agreement and the ENGINEER shall have the right to rely on instructions from said representative and they shall be authorized to receive reports for the COALITION from the ENGINEER.

   (c) COALITION warrants timely access for ENGINEER, et al. to all property reasonably necessary to the performance of their services.

   (d) Give prompt written notice to the ENGINEER whenever the COALITION observes or otherwise becomes aware of any defect in the services being performed under this Agreement. The purpose of the notice is to allow the ENGINEER an opportunity to correct the problem consistent with its desire to provide quality engineering services.

9. **Where Services are to be Performed.** The ENGINEER's services will be performed at the ENGINEER's office and such other places, including field locations, which are appropriate and are mutually agreed to by the COALITION and the ENGINEER.

10. **Proprietary Information.** The ENGINEER will treat as proprietary any information belonging to the COALITION or any third parties disclosed to the ENGINEER in course of ENGINEER’s services. The ENGINEER acknowledges that the COALITION is subject to transparency laws, which may require public disclosure of certain information.

11. **Ownership of Documents.** The "work product" created as a result of this agreement shall be property of the COALITION upon completion of the work and payment in full of all monies due to the ENGINEER. ENGINEER shall be entitled to keep a copy of it.
The work product will include reports, drawings, plans, applications, estimates and photographs related to the Project.

The COALITION acknowledges the ENGINEER’s documents as instruments of professional service. The COALITION shall not reuse or make any modification to the report without the prior written notice to the ENGINEER.

12. **Site Conditions.** ENGINEER shall have the duty to determine the site conditions for the Project and shall not be entitled to rely on information or representations made by the COALITION.

13. **Services.** The Engineer’s services are included in the SOQ attached as Exhibit B. In addition, the ENGINEER shall budget for and provide public outreach services to educate both the COALITION and the public in general regarding the opportunities and challenges related to the Project. This public outreach will include attending and reporting to the Coalition, as well as other public outreach and meetings in impacted counties, and reporting to other interested parties, as invited, such as UDOT.

14. **Record Documents.** The ENGINEER will warrant any record documents provided from surveys by the ENGINEER for accuracy.

15. **Termination of Agreement.** Either party may terminate this Agreement upon fifteen (15) days notice by registered or certified mail, return receipt requested, addressed to the other party at the address listed on this Agreement. The 15 days shall be measured from the date the notice is posted. If this Agreement is terminated by either party, the COALITION shall only be liable for payment of fees earned as a result of work actually performed prior to the effective date of the termination and any work required to organize and deliver to the COALITION any material developed during the course of the work.

16. **Force Majeure.** Any default in the performance of this agreement caused by any of the following events and without fault or negligence on the part of the defaulting party shall not constitute a breach of contract: act of God, government, or public enemy; strike; embargo; fire, flood, epidemic, unusually severe weather and/or other extraordinary natural event or disaster; and/or quarantine.

17. **Dispute Resolution.** Any dispute related to this agreement, either parties’ performance hereunder, and/or ENGINEER services shall be submitted to mediation before a mutually acceptable mediator prior to initiation of litigation or other formal adjudicative procedures.

18. **Limit of Liability.** In recognition of the relative risks and benefits to both the COALITION and the ENGINEER, the risks have been allocated such that the COALITION agrees, to the fullest extent permitted by law, to limit the liability of the ENGINEER and its subcontractors to the COALITION all claims, losses, costs, damages of any nature whatsoever or claims expenses from any cause or causes, so that the total aggregate liability of the ENGINEER and its subcontractors to the COALITION shall not exceed $965,000 or the ENGINEER’s total fee for services rendered for this work, whichever is greater. Such claims and causes include, but are not limited to negligence, professional errors or omission, strict liability, breach of contract or warranty. Statutory periods of limitation for COALITION Claims against ENGINEER, shall begin to run no later than the date of substantial completion, the date of occupancy of the project or the portion of the project as to which the Claim is made, or the date of abandonment of the project, whichever date is earliest.

19. **ENGINEER’s Insurance.** ENGINEER will maintain throughout this AGREEMENT the following insurance:

(a) Worker’s compensation and employer’s liability insurance as required by the state where the work is performed.

(b) Comprehensive automobile and vehicle liability insurance covering claims for injuries to members of the public and/or damages to property of others arising from use of motor vehicles, including onsite and offsite operations, and owned, non-owned, or hired vehicles, with $1,000,000 combined single limits. The OWNER shall be named as an additional insured on the policy.

(c) Commercial general liability insurance covering claims for injuries to members of the public or
damage to property of others arising out of any covered negligent act or omission of ENGINEER or of any of its employees, agents, or subcontractors, with $1,000,000 per occurrence, $2,000,000 in the aggregate and $5,000,000 with umbrella. The OWNER shall be named as an additional insured on the policy.

(d) Professional liability insurance of $2,000,000 per occurrence and in the aggregate.

(e) Valuable Papers and Electronic Media insurance of $250,000 per occurrence and in the aggregate.

(f) OWNER will be named as an additional insured with respect to ENGINEER’s liabilities hereunder in insurance coverages identified in items (b) and (c) and ENGINEER waives subrogation against OWNER as to said policies.

(g) ENGINEER will supply to COALITION a statement from the insurance carrier certifying all outstanding claims against any of the above required policies.

20. Notices. All notices given under any of the provisions of this Agreement must be in writing and shall be deemed to have been given by either registered or certified mail, return receipt requested, postage prepaid, addressed to the party or person intended as follows:

ENGINEER:
CIVCO Engineering, Inc. (Name)
Troy D. Ostler (Principal)
PO Box 1758 (Address)
Vernal, Utah 84078 (Address)
TEL: (435)789-5448
FAX: (435)789-4485
CELL: (435)790-5448
EMAIL: troyostler@civcoengineering.com

COALITION:
SEVEN COUNTY INFRASTRUCTURE COALITION
MIKE MCKEE, EXECUTIVE DIRECTOR
751 East 100 North
Price, Utah 84501
TEL: (435)636-3228
CELL: (435)823-5010
EMAIL: mrmckee@7county.utah.gov

Any party may, by notice given at any time or from time to time, require subsequent notices to be given to another individual person, whether a party, officer, or representative, or to a different address, or both. Notices given before actual receipt of notice of change shall not be invalidated by the change.

Any party may, by notice given at any time or from time to time, require subsequent notices to be given to another individual person, whether a party, officer, or representative, or to a different address, or both. Notices given before actual receipt of notice of change shall not be invalidated by the change.

21. Attorney’s Fees. In the event of default hereunder, the defaulting party agrees to pay all costs incurred by the non-defaulting party as a result thereof, including reasonable attorney’s and expert’s fees, whether incurred through formal legal proceedings or otherwise.

22. Third Party Rights. No third party beneficiary rights are created by this agreement, nor does this agreement create any cause of action in favor of any third party against either party hereto.

23. Integration. This Agreement comprises the final and complete Agreement between the COALITION and ENGINEER. It supersedes all prior or contemporaneous communications, representatives, or agreements, whether oral or written, relating to the subject matter of this Agreement.
24. **Severability and Survival.** If any of the provisions contained in this Agreement are held illegal, invalid or unenforceable, the enforceability of the remaining provisions shall not be impaired thereby. Limitations of liability, indemnities and other express representations shall survive termination of this Agreement for any cause.

25. **Binding Agreement.** This agreement shall be binding on the parties, their distributees, legal representatives, successors, and assigns.

26. **Amendment.** This Agreement is amendable by mutual consent of both the COALITION and the ENGINEER to cover requests, future work, or other changes of this Agreement.

27. **Governing Law.** The laws of the State of Utah shall govern this agreement.

IN WITNESS THEREOF, the parties have caused this CONTRACT to be executed by their duly Authorized Representatives, as follows:

Attest: [Signature]

**SEVEN COUNTY INFRASTRUCTURE COALITION**

By: [Signature]

Jae Potter
Coalition Co-Chair

(Coalition Seal)

Attest: [Signature]

CIVCO Engineering, Inc.

By: [Signature]

Troy D. Ostler
President
EXHIBIT “A”

FEE SCHEDULE - The ENGINEER will be paid based on an hourly rate (see attached rate sheet) not to exceed a sum as follows for engineering services under this agreement.

Federal Application and Supporting Analysis for the Connection from Uintah County to I-70 Transportation Corridor

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EXHIBIT “B”

The general extent of the work to be performed is outlined in the attached SOQ as follows:
Statement of Qualifications

Federal Application and Supporting Analysis for the Connection to I-70 Transportation Corridor

July 13, 2017

Submitted to:

SEVEN COUNTY INFRASTRUCTURE COALITION

Submitted by:

CIVCO Engineering, Inc.

Formerly: WSP | PARSONS BRINCKERHOFF

WSP

epg

environmental planning group
July 11, 2017

Mike McKee, Coalition Designee
mmckee@7county.utah.gov

Re: Request for Qualifications (Federal Application and Supporting Analysis for the Connection to I-70 Transportation Corridor)

Dear Mr. McKee,

CIVCO Engineering, Inc. (CIVCO) is submitting this statement of qualification (SOQ) to express our interest in providing consulting services for the Federal Application and Supporting Analysis for the Connection to I-70 Transportation Corridor. When the Seven County Infrastructure Coalition (Coalition) and Uintah Transportation Special Service District (UTSSD) reviews this SOQ, we conclude that they will choose our Team to provide these services.

CIVCO has assembled a team that includes WSP USA (WSP) and Environmental Planning Group (EPG) to offer to the Coalition the most qualified and knowledgeable personnel to provide these services. With CIVCO's vast institutional knowledge of this corridor and management skills, WSP's large pool of technical support and management skills, and EPG's extensive knowledge and expertise in environmental services and BLM processes; we are proposing a team that will bring this project to a successful completion on time and within budget.

It is our personal commitment to the Coalition and UTSSD that when selected to provide these services, we will proceed in a diligent manner to complete this project according to NEPA/BLM requirements and in a timely manner. We are also committing to the Coalition and UTSSD that our Team and individuals providing these services on the project meet all the requirements for certification. We also meet all the requirements for providing the required insurance to the Coalition.

We have prepared this statement of qualification according to the "Request for Qualifications" which was provided by the Coalition. Should there be any questions arise during the review of this SOQ, we will provide any additional information needed. We look forward to providing these consulting services to the Coalition and UTSSD.

Sincerely,

[Signature]
Troy D. Ostler, PE, President
CIVCO Engineering, Inc.

Phone (435)789-5448 * Fax (435)789-4485
Email: civco@civcoengineering.com
Section 1:
Project Team/Qualifications
1. PROJECT TEAM/QUALIFICATIONS

1.1 GENERAL DESCRIPTION OF TEAM

CIVCO Engineering, Inc. (CIVCO) has brought together a solid team of CIVCO, WSP, and EPG to perform the Phase I Federal Application and Supporting Analysis and for the future Phase 2 Environmental Phase. CIVCO is located at 1256 West 400 South, Suite 1 in Vernal, Utah. CIVCO has been providing pre-construction engineering, environmental clearance, and construction engineering services since the firm’s inception in 2000. CIVCO currently has 27 employees consisting of 5 registered professional engineers, 1 engineering technician, 2 CADD technicians, 10 certified construction inspectors, 1 registered land surveyor, 4 survey crew members, and 4 technicians.

CIVCO has established a reputation as a premier firm for providing quality services for state agencies and local government clients. CIVCO has and is providing complete project management, environmental clearances, roadway, drainage, and structure design, survey, utility coordination, and right-of-way design for several agencies including the Bureau of Land Management (BLM), Federal Highway Administration (FHWA), Utah Department of Transportation (UDOT), and local government projects. CIVCO has provided environmental clearances on civil projects ranging from environmental assessments (EAs) to categorical exclusions (CatEx). CIVCO prepared the EA and design for Seep Ridge Road, the first phase of the connection between US-40 and I-70. CIVCO was recently involved in working closely with the Division of Water Resources (DWR) to locate, design, and construct six animal crossings on Seep Ridge Road. Our experience in environmental planning, design, and construction provides our clients a valuable benefit to take lessons learned from all sides and improve the quality of future projects.

1.2 MEET OUR TEAM LEADERSHIP

The abbreviated organization chart in the next page represents how our team will be managed by Troy Ostler and supported by Diego Carroll. An expanded organization chart of our team can be found in Section 2 and abbreviated resumes of all key personnel in the Attachments.

Our leadership team includes: Troy D. Ostler, PE, of CIVCO, will serve as project manager and design and engineering task lead. Troy will have ultimate responsibility for the project and ensure its successful completion.

Troy has been a professional engineer in the State of Utah since 1985. Since 1987 he has been the principal in various civil/structural engineering firms.
Project Management and Drive: Troy will bring the drive and intensity necessary by leading the project team, stakeholders, and interested parties to the completion of this project. The Book Cliffs Corridor, is more than just another project to Troy; it is a cause. The completion of this section of roadway will provide a link between the Uinta Basin and I-70 in eastern Utah. This link will also provide for economic and recreational development in this section of the state of Utah.

Technical Excellence: During his career, Troy has been involved with environmental assessments, geotechnical and geological investigations, pavement design, major and minor structural design, surveying and mapping services along with complete preconstruction and construction engineering. He has the understanding and knowledge required to provide the leadership to complete any size or complexity of project from start to finish.

Project History and Context: Troy has been involved with numerous projects on the Seep Ridge Road/Book Cliffs Corridor since the early 1990s. His vast knowledge and experience in this area is a great benefit to the project team and client. Troy also brings 40 years of management skills and leadership to this team.

Diego Carroll, PE, of WSP will serve as deputy project manager and planning and environmental task lead. Diego has 18 years of experience, including more than a decade as a successful project manager in Utah. He holds a Civil Engineering MS and MBA and currently leads the planning and environmental team for WSP in Utah. Diego has the technical expertise to catalyze innovation and synthesize work by planning, environmental, engineering, and public involvement disciplines. Diego offers the Coalition and UT SSD a deputy project manager who will effectively support Troy Ostler and direct planning and environmental efforts related to the I-70 Connection project.

Project Management and Drive: Diego offers a proven track record driving successful projects on time and within budget. His project experience includes leading the Book Cliffs Corridor Study, which considered conceptual level design and industry/tourism economic impacts for the I-70 Connection. Diego completed this study within a short six-month time frame.

Technical Excellence. Diego’s diverse mix of planning, environmental, and engineering experience, combined with his critical approach to problem solving, has resulted in successful innovation for a broad range of projects. Diego’s technical expertise is demonstrated through over 100 studies, including his contributions to the UDOT Mountain View Corridor EIS reevaluation. Diego’s breadth of technical expertise will allow him to successfully direct planning and environmental analysis elements of the project.

Project History and Context: Diego’s recent experience leading the analysis efforts for the Book Cliffs study gives our team added history and context to guide technical efforts. As part of that project, Diego presented study results to Grand County residents. His ability to effectively field questions by Grand County residents demonstrates his understanding of the complex context for this project. In addition to guiding technical efforts, this project history and context will benefit stakeholder coordination and public involvement efforts.

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<tr>
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<th>Diego Carroll, PE (W)</th>
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<tr>
<td>Troy Ostler, PE (C)</td>
<td>Deputy Project Manager</td>
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<tr>
<td>Project Manager</td>
<td>Planning/Environmental Lead</td>
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<td>Design/Engineering Lead</td>
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<td>Reed Soper (W)</td>
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<td>BLM NEPA Advisor</td>
<td>FHWA NEPA Advisor</td>
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<tr>
<td>LaVarr Webb (We)</td>
<td>Communications Advisor</td>
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<tr>
<td>Bret Reynolds, PE (C)</td>
<td>Roadway Lead</td>
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Legend
(C) CIVCO  (W) WSP  (E) EPG  (We) Webb Consulting

Note: See organizational chart in Section 2 for a full list of key personnel and % availability.
Cindy Smith of EPG will serve as NEPA Advisor for the BLM process. Cindy has more than 35 years of experience in environmental consulting for environmental assessments, environmental impact statements, (EAs, EISs) notably, for the I-70 improvement project from Denver to Grand Junction, Colorado. She has been involved in the preparation of more than 25 major National Environmental Protection Act (NEPA) documents, working with most federal agencies, tribal governments, and state and local agencies. Cindy is supported by Amanda O'Connor who has 20 years of experience in NEPA compliance and documentation, focusing on projects requiring access to federal public lands. Amanda is well-versed in the BLM’s agency responsibilities, missions, and instructional memorandum, and is knowledgeable of recent federal and Utah policies and guidance for the management or conservation of key resources.

Reed Soper of WSP will serve as NEPA advisor for the FHWA/UDOT process. Reed has over 25 years of environmental experience, including 15 years as a UDOT employee. He co-developed the initial UDOT Environmental Process Manual and has worked on dozens of EAs and EISs throughout the State. He was the Environmental Manager tasked with preparing the MVC EIS project in Salt Lake and Utah Counties and has been assisting with project permitting through construction. Reed will provide guidance and document reviews and ensure consistency with UDOT/FHWA processes. He will be supported by Kristi Shinall whose environmental planning includes NEPA documentation, agency coordination, and ecological and human health risk assessments.

Bret Reynolds, PE, of Civco, will serve as the roadway lead. Bret served as the assistant project manager for the Seep Ridge Road environmental assessment, design and construction management project. He has been involved in all aspects of projects, environmental assessments, project funding, management, planning, traffic analysis, geometric design, hydraulic design, structural design, traffic engineering, public involvement and agency coordination. Bret has been a licensed professional engineer in the State of Utah since 1985. He has dealt with state and federal government agencies, cities, and counties throughout the State of Utah. Bret has a proactive approach in documenting the development of a project and keeping the client and project team constantly informed regarding project status, issues, scope development, schedule and budget.

LaVarr Webb of Webb Consulting will serve as a communications advisor. LaVarr was part of the WSP team that completed the Book Cliffs Economic Study. His communications expertise enhanced stakeholder engagement efforts and helped the team communicate effectively. LaVarr spent 20 years in journalism, working as political editor, city editor, and managing editor of the Deseret News in Salt Lake City. He managed former Utah Governor Mike Leavitt’s first campaign for governor and served with Governor Leavitt for six years as policy deputy. He enjoys excellent relationships with business leaders, opinion leaders, and political leaders at local, state, and federal levels of government.

1.3 CURRENT NEPA WORK COMMITMENTS

Our team has the resources, availability, and the commitment to provide for this project. Civco currently does not have any NEPA commitments. WSP’s Utah office is currently working on the SR-73 State Environmental Study and the Mountain View Corridor re-evaluation of the EIS. EPG is working on the Enfit American Oil Utility Corridor Project EIS and the Denbury Riley Ridge to Natrona CO2 Pipeline Project EIS. EPG is the third-party NEPA contractor on these projects, which are both at the EIS stage.

1.4 STRENGTH OF OUR TEAM

Organizational Skills: Troy Ostler, our proposed project manager, has the organizational skills to bring the team, stakeholders, and clients together to successfully deliver the I-70 Connection project. He has demonstrated this on the Seep Ridge Road delivering the EA through to completion in five years compared to the seven years anticipated just for NEPA.

Experience working with the BLM: Our team members have a solid background of delivering EAs and EISs for the BLM. Our team members have managed several projects including Seep Ridge Road,
PREVIOUS PROJECT HISTORY

Troy Ostler, CIVCO, and other Team members have a long history on the overall alignment from US-40 to I-70.

**In 1998,** Green River Bridge to Tribal Boundary; CIVCO provided design and construction management for Uintah County to pave the existing road crossing the Ute Indian Reservation (9 miles in length)

**In 2009,** Seep Ridge Road, Tribal Boundary to Uintah/Grand County line (45 miles); CIVCO cleared EA through the BLM, completed design, and construction management. (EA started in 2009: construction completed in 2014)

**In 2013,** SR-88. CIVCO provided surveying (for UDOT) and staking (for contractor) for SR-88 from US-40 and to the Green River Bridge

**In 2014,** CIVCO provided design and cost estimate support for the Grand County to Uintah County Connection Feasibility Study (a spinoff of UBETS)

**In 2015,** WSP (with CIVCO) completed the Book Cliffs Transportation Corridor Study. The WSP/CIVCO team provided economic research and analysis, cost estimating, and coordination with SITLA, UDOT, and Duchesne, Uintah, and Grand counties

**In 2016,** CIVCO provided mapping and proposed East Canyon alignments to Congressman Rob Bishop on behalf of Uintah County. The information was used by Congressman Bishop in preparation for the Public Lands Initiative (PLI)

**In 2017,** CIVCO provided mapping and a proposed East Canyon alignment to UTSSD and the Coalition along with property ownerships for the basis of a land exchange between SITLA and the BLM. In conjunction with this work, Troy Ostler met with Governor Herbert, State Legislators, the SITLA Executive Director D. Ure, and UDOT Director C. Braceras

1.5 WHY SELECT OUR TEAM

Our team has the drive, technical capabilities, and project context to see this project through to successful completion.

**Driven Project Management:** This project is not just another project for our team. Our management team, Troy Ostler and Diego Carroll, are driven to see this project through to successful completion. With an understanding of the detailed project history and the future vision, and knowledge and experience of the project partners and corridor, our team can succeed in meeting the goals of this project and continuing to support into Phase 2.

**Technical Excellence:** We have brought together a solid team (CIVCO/WSP/EPG) that is the best qualified to provide design, engineering, environmental, and permitting because of our staffing manpower, previous experience on the alignment being selected, experience working together, and experience working with the project stakeholders (i.e., Coalition and its member counties, UTSSD, BLM, UDOT, State Legislature, and SITLA).

**Project History:** No other team has the long history and successful track-record of working on the US-40 to I-70 corridor. A few highlights of our overall history include completing the Seep Ridge Road 45-mile segment in 2014 and the Book Cliffs Transportation Corridor Study in 2015.
Section 2:
Project Experience
2. PROJECT EXPERIENCE

2.1 PROJECTS RELEVANT TO I-70 CONNECTION

The following projects represent our team's experience with BLM directed environmental projects, other linear infrastructure projects, and environmental projects for other federal agencies.

SEEP RIDGE ROAD EA AND DESIGN (BLM)

Location
Uintah County, UT

Client
UTSSD

Total Contract
$11,500,000

Schedule
Original: 7 years
Actual: 5 years

CIVCO obtained Title 5 Right of Way from the BLM, oversaw acquisition of right of ways from SITLA and private property owners, and drafted a BLM environmental document for this 45-mile long roadway in southern Uintah County consisting of reconstruction of an existing roadway along with construction of new alignments of various areas.

Relevance to Proposed Project: BLM directed environmental project, linear infrastructure | Key Staff: Troy Ostler, PIC/PM; Bret Reynolds; Danny Peatross; Vance King; Matt Bryant | References: Adam Massey; UTSSD Executive Director; 435.789.4636; Mike McKee; Uintah County Commissioner; 435.823.5010

ASHLEY VALLEY ENERGY ROUTE (AVER) EA (BLM)

Location
Vernal, UT

Client
UTSSD

Total Contract
$4,500,000

Schedule
Original: 3 years
Actual: 3 years

CIVCO assisted in obtaining an EA for the BLM in order to grant a Title 5 Right of Way to Uintah County for this 13-mile roadway near Vernal, consisting of the environmental clearance and design of a new alignment crossing BLM, SITLA, and private properties.

Relevance to Proposed Project: BLM directed environmental project, linear infrastructure | Key Staff: Troy Ostler, PIC/PM; Bret Reynolds; Danny Peatross; Vance King; Matt Bryant | Reference: Adam Massey; UTSSD Executive Director; 435.789.4636

RED WASH ROAD EA (BLM)

Location
Uintah County, UT

Client
UTSSD

Total Contract
$2,500,000

Schedule
Original: 5 years
Actual: 4 years

CIVCO assisted in preparing the BLM application for a Title 5 Right of Way and EA for a 6-mile roadway segment of Red Wash Road. Additionally, the firm prepared a CatEx document for and approved by UDOT with FHWA oversight for reconstruction of a 6.5-mile segment of existing roadway. The total road was 12.5-miles near Jensen, Utah, crossing BLM properties.

Relevance to Proposed Project: BLM directed, linear infrastructure | Key Staff: Troy Ostler; Bret Reynolds; Danny Peatross; John Barrus; Matt Bryant | Reference: Adam Massey; UTSSD Executive Director; 435.789.4636
ENERGY GATEWAY SOUTH EIS (BLM)

Location
UT and WY
Client
PaciﬁCorp
Total Contract
$17,300,000
Schedule
Original: 62 months
Actual: 72 months

EPG served as the third-party NEPA contractor to PaciﬁCorp in the preparation of an EIS for the proposed construction operation, and maintenance of an extra-high-voltage (500-kilovolt [kV]) alternating-current transmission line from south-central Wyoming to central Utah, a distance of approximately 425 miles.

Relevance to Proposed Project: BLM directed, linear infrastructure, environmental | Key Staff: Cindy Smith, PIC/PM; Amanda O’Connor; Heather Weymouth; Adrien Elseroad | References: Nancy Smith; PaciﬁCorp PM; 801.220.4509; Jan Denney; BLM Moab Field Office Project Contact; 435.259.2100

ENEFIT AMERICAN OIL UTILITY CORRIDOR EIS (BLM)

Location
Uintah County, UT
Client
Enefit
Total Contract
$874,000
Schedule
Original: 30 months
Actual: 46 months

EPG served as the third-party NEPA contractor to Enefit in the preparation of an EIS for the proposed construction of various pipelines for water, natural gas, oil, and 5 miles of road upgrades and pavement with dual right-of-way on the relevant sections of Dragon Road across BLM-managed lands in Uintah County. This effort included coordination with the BLM Vernal Field Office.

Relevance to Proposed Project: BLM directed, linear infrastructure for non-BLM, environmental for other federal agencies | Key Staff: Mike Doyle, PIC/PM; Amanda O’Connor; Adrien Elseroad; Heather Weymouth | References: Ryan Clerico; Enefit; 801.363.0206; Stephanie Howard; BLM NEPA Coordinator Vernal Field Office; 435.781.4469

BOOK CLIFFS CORRIDOR ECONOMIC STUDY

Location
Grand County, UT
Client
UTSSD
Total Contract
$619,000
Schedule
Original: 12 months
Actual: 6 months

WSP/CIVCO studied the Book Cliffs corridor to investigate economic desirability and impacts of constructing a transportation connection linking Seep Ridge Road in southern Uintah County to I-70 in Grand County. Study partners included SITLA and representation from Duchesne, Uintah, and Grand counties. The study considered two separate routes through the Book Cliffs mountain range (East Canyon and Hay Canyon). The study estimated economic impacts to Grand, Duchesne, and Uintah Counties, as well as general impacts to the state of Utah and provided a benefit-cost analysis for roadway improvements. The study evaluated corridor-related economic impacts to tourism and energy industries. Study results were presented to project partners and to the public, including presentations to Grand County.

Relevance to Proposed Project: Linear infrastructure for non-BLM | Key Staff: Dana Meier, PIC; Diego Carroll, PM; Troy Ostler, Jeff Fredine; John Barnhill | Reference: Adam Massey; UTSSD Executive Director; 435.789.4636
UINTA BASIN ENERGY AND TRANSPORTATION STUDY (UBETS)

Location
Duchesne, Uintah
and Grand Co, UT

Owner
UDOT

Total Contract
$1,500,000

Schedule
Original: 15 months
Actual: 15 months

CIVCO served as a subconsultant on this project providing institutional knowledge of the area and transportation systems within each of the counties, especially along the Seep Ridge Road corridor. CIVCO also provided cost estimating services, attended public meetings, and provided QC/QA on this project.

Relevance to Proposed Project: Linear infrastructure for non-BLM | Key staff: Troy Ostler, PIC/PM; Bret Reynolds; Vance King | Reference: Craig Hancock; UDOT PM; 801.928.9158

MOUNTAIN VIEW CORRIDOR EIS (FHWA/UDOT)

Location
Salt Lake and Utah Counties, UT

Client
UDOT

Total Contract
$10,800,000

Schedule
Original: 5 years
Actual: 5 years

WSP provided program management services for this new 40-mile north-south multi-modal corridor in the metropolitan area of Salt Lake and Utah Counties; connecting I-80 to I-15. Extensive coordination was required with 13 separate municipalities, agencies, and other stakeholders. The EIS won ACEC’s Grand Award in Utah. The first two phases of the project (2100 N and Porter Rockwell Road to 5400 South) have been built, and phase three (5400 South to 4100 South) is currently under construction. WSP is preparing re-evaluations for the EIS on future segments.

Relevance to Proposed Project: Linear infrastructure for non-BLM, environmental for other federal agencies | Key staff: Ed Rock, PIC/PM; Reed Soper; Diego Carroll, John Barnhill | Reference: Teri Newell; UDOT PM; 801.227.8001

SR-73 STATE ENVIRONMENTAL STUDY (FHWA/UDOT)

Location
Saratoga Springs, UT

Client
UDOT

Total Contract
$1,200,000

Schedule
Original: 12 months
Actual: Ongoing

WSP provided a corridor planning study for SR-73 to identify a recommended concept to improve transportation from Eagle Mountain Blvd to the future Mountain View Corridor in Utah County. WSP is now moving to the next phase by preparing a State Environmental Study (SES) that will refine the work of the corridor study, engage the project stakeholders, and document the process.

Relevance to Proposed Project: Linear infrastructure for non-BLM, environmental for other federal agencies | Key Staff: Dana Meier, PIC; Ed Rock, PM; Kristi Shinall; Diego Carroll; Jennifer Hall; Lindsay Mabry | Reference: Matt Parker; UDOT PM; 801.227.8034
MOUNTAIN ACCORD COTTONWOOD CANYONS

Location
Salt Lake County,
UT
Client
Mountain Accord
Total Contract
$1,000,000
Schedule
Original: 12 months
Actual: 12 months

WSP studied multi-modal transportation options for Big and Little Cottonwood Canyons and the connection between the two. The firm prepared an evaluation framework, developed short-term transportation solutions for the 2016/17 winter and 2017 summer seasons, and developed longer-range plans for 5 and 10 years. EPG provided services for the Mountain Accord, which is a comprehensive planning process for the Central Wasatch Mountains facilitated through coordination with local governments, the USFS, non-governmental organizations, and other interested stakeholders. The input and coordination with the system stakeholders was invaluable in planning for such an intensely used and valued recreation area.

Relevance to Proposed Project: Linear infrastructure for non-BLM | Key Staff: Dana Meier, PIC/PM (WSP); Diego Carroll, Mary Lupa; Scott Peters, PIC/PM (EPG); Adrien Elseroad | Reference: Laynee Jones; Mountain Accord PM; 801.231.1160

UINTA BASIN RAILROAD EIS (UDOT)

Location
Uinta Basin, UT
Client
UDOT
Total Contract
$3,000,000
Schedule
Original: 24 months
Actual: 24 months

CIVCO served as a subconsultant on this project providing local knowledge of the area, stakeholders, and transportation corridors within each of the counties. CIVCO also provided cost estimating services, attended public meetings, and provided QC/QA on the project.

Relevance to Proposed Project: environmental for other federal agencies | Key Staff: Troy Ostler, PIC/PM; Bret Reynolds; Vance King | Reference: John Thomas; UDOT PM; 801.550.2248

UTA FIRST MILE/LAST MILE NEPA SUPPORT (FTA)

Location
Weber, Salt Lake, and Utah Counties, UT
Client
Utah Transit Authority (UTA)
Total Contract
$767,000
Schedule
Original: 12 months
Actual: ongoing

WSP, as program manager for UTA, is assisting the agency with its First Mile/Last Mile strategy implementation plan to improve community access to transit. Our team is coordinating with the local agencies to clarify the scope of work for each of their projects and sending the information to UTA’s environmental department who will prepare the CatEx documents.

Relevance to Proposed Project: environmental for other federal agencies (supporting NEPA) | Key Staff: Dana Meier, PIC; Kristi Shinall, PM | Reference: Richard Miller; UTA PM; 801.231.6515
2.2 CAPABILITY TO PERFORM THE WORK

Capabilities Needed: The first phase of the I-70 Connection project is to assist the Coalition in preparing an application for a transportation corridor across BLM, SITTLA, and private property in Grand County, Utah. Phase 2 involves the preparation and processing of a NEPA document. This effort will require a team with expertise spanning multiple disciplines. The needed skills include: 1) roadway, drainage, structural, and right-of-way expertise to conceptualize and assess the roadway alignment; 2) environmental and cultural resource specialists to identify and assess potential impacts to the natural, cultural, and human environment; 3) experienced individuals to fulfill agency coordination requirements with the BLM and other state and federal agencies with a potential interest in the project; 4) public outreach specialists to ensure the engagement of all non-governmental groups (NGOs) and the public. In addition, the team requires an experienced and effective management team to guide the overall team to achieve the objectives for Phase 1 and Phase 2.

Our team includes individuals and firms with all the expertise needed to assist the Coalition in achieving a successful outcome. CIVCO, with leadership provided by Troy Ostler, has demonstrated they can provide the required services to the Coalition. Troy has shown that he can bring the necessary staff and subconsultants together to provide the team necessary to complete the project in an expedited time frame. Troy will be heavily supported by Diego Carroll, Deputy Project Manager; Bret Reynolds, Roadway Lead; Cindy Smith, BLM NEPA Advisor; Reed Soper, FHWA NEPA Advisor, and LaVarr Webb for Communications Advisor. This team can call on internal staffing with the necessary technical expertise to complete this project.

Internal Policies and Procedures: The internal policies and procedures used by CIVCO to keep the project on schedule include bi-weekly updates to the Executive Directors from the Coalition and UTSSD and internal weekly project management meetings and monthly team staff meetings to review the progress of the project. The meetings may be held in a single location or via conference call depending on the location and necessity of individual team members. Minutes of these meetings will be kept and distributed to the team members describing the work accomplished to date and task assignments. The discipline leads for each of the member consultants will provide written updates via email on a weekly basis. Troy will be the central point of contact of this data and will verify that the work is proceeding on schedule. (See “3.6 Quality Assurance/Control” for more information on our QA/QC controls, policies, and procedures.)

Regarding cost control, Troy will personally verify all subconsultant invoices to assure they are in accordance with the work product being provided. These invoices will be reviewed and approved before billing to the Coalition. Individual man hours for the project will be reviewed weekly by Troy to verify the time charges are for the work performed. He will provide the Coalition a monthly update and narrative of work performed and spreadsheet showing the status of the contract regarding cost, time, and task completion.

DELIVERING SUCCESS
Examples of past successes of our team:
Seep Ridge Road went from an EA through to design and construction completion in 5 years. The NEPA process alone was anticipated to take 7 years.
Book Cliffs Corridor Transportation Study was completed in an aggressive 6-month project schedule.

2.3 MAJOR RESPONSIBILITIES AND AREAS OF EXPERTISE

Prime Consultant: Our team is led by prime consultant, CIVCO, to provide context and drive to meet the needs of the project partners. CIVCO will serve as overall project manager and lead the design and engineering task.

Subconsultants: CIVCO will be supported by WSP and EPG to provide added planning, engineering, and NEPA expertise. This will provide the Coalition and UTSSD, a mix of eastern Utah and state-wide resources, combined with national resources that can be tapped as needed.

WSP will take a deputy project management role, lead the planning and environmental task, and provide support for design, public involvement, and agency coordination. EPG will support the NEPA
process with their experience with BLM and the local field offices.

**Project Management:** Troy Ostler will be the single point of contact for the Coalition and UTSSD. He will maintain responsibility for the project through completion of the application. He is fully committed to see this project through the EA/EIS.

All CIVCO’s personnel are located in Vernal, Utah. Nearly all of WSP’s team is in Salt Lake City except for Jeff Fredine (NM) and Mary Lupa (IL). EPG staff are in Salt Lake City. Additional national resources are available to support the Coalition but may not be anticipated for this project. The following chart represents our key personnel resources for this project, including Phase 1 and 2 support for the Coalition.

**Organization Chart**

In addition to summarizing our organizational structure, the chart below presents percent availability for our Team’s key personnel. Although we are confident this availability is more than adequate to deliver this project, we are committed to allocate additional resources needed to meet the needs of the Coalition and its partners.

CIVCO, WSP, and EPG have worked together for over a year to identify and assign the most qualified people to this project. Both CIVCO and WSP worked together to complete the Book Cliffs Corridor Study that precedes this next proposed project.
Section 3:
Project Understanding & Approach
3. PROJECT APPROACH OVERVIEW

To facilitate reviews by the Coalition and UTSSD selection committee, we have provided below, a very brief overview of our understanding of the project and our approach to successfully complete it. Details for each of these topics are provided in the pages that follow (see pages 12-20). As with the other sections of this SOQ, we have organized the summary below and the pages that follow, to reflect the specific requirements of the RFQ requirements defined for Section 3.

3.1 Project Understanding

Our Team provides the best available understanding of the context for the I-70 Connection. Our understanding is informed through recent successful delivery of the Book Cliffs (Economic) Transportation Corridor Study as well as preceding studies and follow-on support for Coalition member counties, UTSSD, Congressman Rob Bishop, and SITLA. This experience informs the objectives of the I-70 Connection, including improvements to access, safety, and a diversified economy. It also assures the Coalition that we understand project stakeholders, including Grand County. Our Team’s experience in the project corridor, combined with our EA/EIS experience for the BLM and UDOT/FHWA projects, offers the Coalition the best potential to successfully advance the I-70 Connection through NEPA and implementation.

3.2 Project Approach

We propose an approach to guide the Coalition through the BLM Application process in a way that focuses beyond the study itself and sets the Coalition on a path for actual construction of the connection to I-70. To do this, we will build on our past work, apply state-of-the-practice methods and tools, and clearly document our findings. We will engage the BLM and other agencies early through pre-application meetings. We will also provide value-added services (i.e., draft MOUs, EA/EIS plans) that will encourage BLM/agency approvals. Although we will engage agencies and other stakeholders, our approach will keep the Coalition and UTSSD in charge and fully informed.

3.3 Team Responsibilities

Our Team will be led by CIVCO to provide engineering expertise, context, and drive to meet the needs of project partners. CIVCO will be supported by WSP and EPG to provide added engineering and NEPA expertise. Troy Ostler will serve as PM and Diego Carroll as DPM.

3.4 Stakeholder Coordination

In addition to our management team (Troy and Diego), we will engage LaVarr Webb and NEPA public involvement specialists to effectively engage stakeholders and the general public. We will bring Grand County to the table and engage the BLM, SITLA, and UDOT through workshops.

3.5 Unique Issues and Risks

Key risks include (1) steep terrain and water crossings, (2) potential loss of control during the EA/EIS, and (3) opposition by non-governmental organizations (NGO). Our recent experience with the BLM and the Book Cliffs study, including NGOs, will help our Team mitigate these risks.

3.6 Quality Assurance

Our quality process extends from initial work efforts through to completion of the project. This quality process provides tools and controls that will help meet project objectives while meeting schedule and budget constraints.

3.7 Project Schedule

We will complete Phase 1 work within a twelve-month period. We will complete a draft application by Spring 2018 and final application by August 2018. We will also provide supporting documents for the Coalition to use to obtain study funds from the legislature/state.
3.1 PROJECT UNDERSTANDING

Our project understanding is unique to other consultants because it benefits from successful project work for (1) the BLM (and other agencies) and (2) the specific transportation corridor being considered. We have assembled a team of qualified engineering and NEPA professionals who understand the BLM EA/EIS process and are experienced preparing NEPA documents for the BLM field offices which will likely lead NEPA efforts (i.e., Moab, Vernal). Our Team also understands the NEPA and permitting processes for other agencies which will influence the NEPA process, including FHWA/UDOT and SITLAs. Our corridor-specific experience provides insights to the engineering challenges for the corridor and stakeholder context for eastern Utah communities, including members of the Coalition and Grand County. Our corridor-specific experience, combined with EA/EIS expertise for the BLM and UDOT/FHWA, gives our Team the most complete and thorough level of understanding for this project. Our understanding of the EA/EIS process is described in more detail below.

UNDERSTANDING OF PROJECT OBJECTIVES

The purpose of this project is to advance the development of a connection between SR-88 (Seep Ridge Road) and I-70. Understanding the underlying objectives is important because they will drive the EA/EIS Purpose and Need statement which, in turn, will form the foundation for the EA/EIS process. Our Team’s involvement in the most recent efforts for the study corridor provide unmatched insights to why the I-70 connection is important to the Coalition. Some of the driving objectives for the I-70 connection are summarized in the adjacent box.

Our Team recognizes these objectives are not all-inclusive and may change based on many variables, including the varying objectives of the Coalition members. As such, our approach to understanding project objectives will kick off the project with a Client Workshop that explores and seeks consensus for project objectives. To focus on actual project implementation, we will help the Coalition define objectives that look beyond the NEPA study itself and focus on actual implementation of the preferred alternative.

UNDERSTANDING OF BLM EA/EIS PROCESS

Because the proposed connection to I-70 crosses federal lands administered by the BLM, the Coalition must submit to the BLM a right-of-way application for construction, operation, and maintenance of the proposed project. The Consultant hired for this project will prepare this application for the Coalition (Phase 1 as defined in the RFQ). Because this project would require federal action, the BLM will require an EA/EIS to be prepared in compliance with NEPA requirements. The BLM will use the NEPA EA/EIS process to analyze the potential environmental impacts of approving the Coalition’s plan and to support their decision to grant, grant with modifications, or deny the Coalition’s right-of-way application. The Consultant hired for this project may be retained by the Coalition to support it through the NEPA EA/EIS process (Phase 2 as defined in the RFQ).

The level of effort for Phase 1 will focus on preliminary engineering and environmental investigations needed to define a Plan of Development (POD) and BLM right-of-way application. The POD/Application defines for the BLM and other overseeing agencies, key project components that informs the level of NEPA needed (EA versus EIS). If selected, our Team can take key Phase 1 steps toward the successful completion of Phase 2 (value-added work described in “3.2 Project Approach”).

Our understanding of the BLM EA/EIS process is demonstrated through our experience working with the BLM (particularly with the Moab and Vernal field offices) and through our approach to preparing a BLM Application/POD and completing the NEPA process (see “Project Approach” discussion below). Our understanding of the EA/EIS process is also enhanced through our NEPA experience for FHWA/UDOT. Although...
BLM will likely lead EA/EIS efforts, our FHWA/UDOT experience is relevant because of the project’s connection to I-70, which will likely require FHWA/UDOT involvement.

**UNDERSTANDING OF CORRIDOR CONTEXT**

Our understanding of the study corridor is informed by experience working on the corridor, including leading technical work for the most recent studies (summarized in the adjacent box). Corridor-specific insights include engineering and environmental conditions specific to the East Canyon, Hay Canyon, and Sego Canyon alignments, as well as, Seep Ridge Road to the north of the study corridor.

Our Team’s grasp of the context for the corridor will allow our technical experts to cater efforts, anticipate and support needs of the lead federal agency, and successfully meet the objectives of the project. This context will also allow us to build on recently completed efforts to maximize efficiencies and expedite completion of technical analysis.

**UNDERSTANDING OF STAKEHOLDER CONTEXT**

Understanding the project stakeholders is essential to planning and executing the defined objectives for the study. Our relevant experience working in the study corridor provides insights to the stakeholder context for eastern Utah communities, including members of the Coalition and Grand County. As the sponsors of the project, all study partners, including the Coalition, its member counties, and UTSSD, must be fully engaged throughout the BLM Application and NEPA processes.

Other local and state agency stakeholders must also be engaged as the NEPA process advances. Although Grand County is not currently a member of the Coalition, our Team believes that their participation is important to the successful implementation of a preferred project alternative.

The state (particularly UDOT) will also need to be engaged if state funds are programmed to advance the EA/EIS. UDOT’s stakeholder role also includes state/federal agency with delegated authority for FHWA NEPA reviews and as a potential future owner/operator of the roadway element of the corridor. The BLM and other federal agencies also need to be engaged as they will likely fill lead or cooperating agency roles for the EA/EIS.

Another key stakeholder is SITLA. SITLA owns portions of the right-of-way for the East Canyon alignment, owns significant lands adjacent to the corridor, and could potentially obtain from BLM, all right-of-way parcels for the East Canyon alignment. Other stakeholders include the public and NGOs who must be fully engaged as part of the NEPA process. See “3.4 Stakeholder Coordination” discussion below for a description of our approach to engage project stakeholders.

### 3.2 PROJECT APPROACH

The time period before an application is submitted to the federal Lead Agency, anticipated to be the BLM, provides an opportunity for the Coalition and project partners to demonstrate knowledge and strong intent to begin on a solid footing with the BLM. This period also provides an opportunity for the Coalition to anticipate and facilitate steps of the NEPA process and increase the likelihood of success. Once the NEPA process commences, the Coalition’s role and involvement in the BLM-driven NEPA process may be limited or restricted (more on this in the “3.5 Unique Risks and Issues” discussion below). As such, it is critical for the selected consultant to use the BLM Application process to set the stage for success and leverage pre-NEPA work to impact and streamline the EA/EIS process.
Following is an overview of our proposed analysis methodologies and process for the application and public scoping and hearings. To avoid repeating information, the schedule is presented in "3.7 Project Schedule".

**STUDY METHODOLOGY**

Our approach to analyze and resolve environmental issues starts by building on past work and then applying environmental analysis that is focused on the BLM-specific process and the Purpose and Need for the project. To ensure successful completion of the Application, EA/EIS, and project implementation, our targeted approach will apply technically sound methods that are defensible and document findings clearly and succinctly.

**BUILD ON PAST WORK.** Our Team has been an integral partner in developing conceptual designs, evaluating costs, reviewing environmental issues, and analyzing economic impacts for the study corridor. CIVC0 and WSP worked together on the 2015 Book Cliffs Economic/Transportation Corridor Study. This study used the information generated by the 2014 Uinta Basin Energy Transportation Study (UBETS) and the 1992 "Ouray to Interstate 70 Highway" Draft EIS. CIVC0's experience with the corridor also includes the UBETS project itself as well as follow up work performed for Congressman Rob Bishop's Public Lands Initiative Bill and the SITLA land exchange proposal. To move the NEPA process forward effectively and efficiently, our Team will use past work as the starting point to evaluate preferred and alternative alignments for the proposed action to connect Seep Ridge Road to I-70. Our Team's institutional knowledge for the corridor will allow us to build on past work. This knowledge gives us a distinct advantage over competing firms and therefore offers the Coalition a decided head start moving this project through to completion.

**APPLY ANALYSIS METHODS AND TOOLS.** Our Team will apply state-of-the-practice methods and tools to provide the preliminary engineering, right-of-way, and environmental investigations needed to define the POD. The first steps to build on past work will be to validate available data, identify information gaps, and obtain supplementary information. Analysis methods for Phase 1 will include field mapping and secondary environmental data collection, some limited field reviews, preliminary designs and environmental analysis, and stakeholder coordination. Available aerial photography and topography data will be supplemented with targeted mapping data to assess right-of-way and physical geometric constraints for preliminary roadway and corridor design concepts. This information will be used to assess compliance with the BLM Resource Management Plan (RMP), complete a resource inventory, and consider geometric adjustments. Some of the tools we anticipate applying include GIS, CADD, environmental resource databases, and travel demand forecast models, to name a few. The purpose of these efforts is to identify resource issues and identify avoidance measures that mitigate the issues before submitting the BLM Application.

**DOCUMENT STUDY RESULTS.** Effective communication of project objectives and environmental analysis will be essential to the successful implementation of the project. Our Team values the positive impact of presenting technical analysis and results in well organized, clearly written, graphic-rich, and public-friendly deliverables. As demonstrated by the recently completed Book Cliffs Economic Study, our Team has the proven ability to draft documents that are technically defensible while communicating with technical and non-technical audiences. Our approach will focus on the technical requirements of the BLM and other agencies, but also provide summaries and communicate clearly and effectively with non-technical audiences, such as the public.

**POD/APPLICATION PROCESS**
The process to develop a POD and BLM right-of-way Application (Application for Transportation and Utility Systems and Facilities on Federal Lands) can vary depending on the agency field office preferences and the
features of the project itself. For example, the Application process could vary significantly if the proposed action includes land exchange between the BLM and SITLA. Our overall approach to the POD and Application will enhance likelihood of success by supporting the BLM and their processes. Our approach will provide the information needed for the BLM to approve the Coalition’s Application.

**PRE-APPLICATION MEETING/WORK.** After completion of the engineering investigation, we will schedule a BLM Pre-Application meeting to discuss the proposed project and the BLM’s right-of-way processing requirements. This meeting will provide the Coalition and the consultant team an opportunity to vet out details of the application, inform the application process, and minimize surprises after the POD/Application are submitted. As part of the Application process, our Team will define a high-level POD which can be introduced at the pre-application meeting and refined as the project advances to the NEPA EA/EIS process. As part of this effort, we will provide a robust project description and complete work which is “optional”, but could pay dividends after the Application is submitted. We will also advise the Coalition about ancillary actions, such as the potential SITLA land exchange, which could significantly impact the Application and the follow-on EA/EIS process.

**POD/APPLICATION PROJECT DESCRIPTION.** The project description, which is required as part of the BLM Application, can have significant impacts on subsequent EA/EIS work for the project. For example, by defining standard design mitigations, such as culvert improvements for water crossings, the proponent could affect the level of NEPA required (i.e., EA versus EIS). As such, our approach will provide a carefully drafted and robust description that considers critical environmental resources and planned mitigations.

As part of the Application, we will build on past work and collect additional cultural and biological resource data for the corridor. We will use this data, along with conceptual designs, to identify significant resource issues. We will also work closely with the Coalition and its partners to address these issues through design features or proposed mitigation measures. By including design features and mitigation measures as part of the Application description, the Coalition could take credit for mitigations it is already planning to meet design and construction standards. Also, by including these features and measures in the Application, the EA/EIS would consider their implementation and thereby avoid or minimize effects on environmental resources. The project description is also critical because any changes to the description after the Application (during the NEPA process) may require revisions to the analysis and document. Such revisions could result in delays and increased costs. To avoid these negative impacts, our project design and development will be thorough and robust so that changes to the project description after submission of the Application can be avoided.

**VALUE-ADDED WORK.** Because the Coalition’s role could change dramatically after the completion and submittal of the BLM Application (see “3.5 Unique Risks and Issues” discussion below), the BLM Application period provides the opportunity for the Coalition and its consultant to go beyond the minimum requirements of the BLM. During this period, the Coalition could prepare optional materials that are not required of the proponent, but could expedite steps of the NEPA EA/EIS process when the Coalition’s influence may be restricted. Examples are presented in the adjacent box as potential value-added work that could be completed as part of the Application effort. To help BLM approve the Coalition’s application and advance the NEPA process, the materials listed below should be comprehensive and as detailed as possible.

**VALUE-ADDED APPLICATION WORK**

Examples of optional Application work that could benefit the project through the follow-on NEPA process include:

- An EA/EIS Preparation Plan and Public Involvement Plan, which the BLM is required to prepare
- A project rationale statement which could be easily converted by the BLM into their own statement of Purpose and Need in response to the Coalition’s proposal
- An assessment of consistency of the Coalition’s proposal with the BLM Moab Resource Management Plan which could be easily converted by the BLM into their own assessment
- Draft MOUs between the BLM and the Coalition and the BLM and cooperating agencies
- Resource reports for cultural and biological resources and potentially other resources (e.g., visual resources) to facilitate NEPA process
- A preliminary EA/EIS schedule
possible. By allowing the BLM to review and finalize these documents efficiently, the Coalition and its consultant can help expedite the EA/EIS schedule.

SITLA LAND EXCHANGE. As mentioned earlier, our Team provides unique insights to the land exchange proposal being considered by SITLA. Exchanging federal lands with another agency is a federal action that would trigger NEPA. Based on our experience, we anticipate that the BLM would likely consider a SITLA land exchange proposal as a connected action for analysis in the same NEPA document as the Coalition’s proposed project. Adding NEPA for the land exchange to that needed for the Coalition’s proposal would add complexity to the NEPA analysis, which could in turn impact schedule, budget, and public engagement efforts. Because, as discussed above, changing the Application to include or exclude a land exchange would result in delays to the NEPA process, it is critical for the Coalition (and SITLA) to determine a path forward with or without the land exchange, prior to submitting the BLM Application. As such, we recommend facilitating a “Client Workshop” with the Coalition and UTSSD (and possibly SITLA) to explore how a land exchange would impact the NEPA process.

PUBLIC SCOping AND HEARings PROCESS
Public scoping and public hearings are an essential part of the NEPA process. Scoping serves to identify issues and concerns of importance to stakeholders including participating agencies and the general public. The hearing process is the culmination of the Draft EIS phase and is part of the official record for decision making. Because Phase 1 of this project is pre-NEPA and ends with the submittal of the BLM application, formal scoping and a hearing are not required for Phase 1. However, informal scoping and public meetings can serve to gather critical information that will help focus the investigations, both for Phase 1 and Phase 2, and to prepare stronger and more defensible documentation.

Our approach to public scoping and public meetings is to develop a public involvement plan that builds on the stakeholder engagement and public outreach efforts completed for recent studies. Previous participants and their comments will be reviewed and a draft public involvement plan prepared. The plan will identify anticipated stakeholders and interest groups, define the methods and approach we will use to conduct agency and public outreach and gather additional input, and define the types and venues for coordination and public meetings. We recommend discussing the public involvement approach with the BLM during pre-application meetings to ensure our approach will meet their expectations and requirements for the POD/Application process. We will also meet with the Coalition and their partners to confirm and refine our proposed approach. The scoping and public meeting plan will be executed after consensus is reached with the project partners. Our public involvement approach for Phase 1 will focus on large representation of public stakeholders including the public and NGOs, and the media. The public involvement plan will foster community understanding, identify critical issues and possible issue resolutions, and result in a selected alternative that meets the purpose and need of the project. For additional details, please see the “3.4 Stakeholder Coordination” discussion below.

PURPOSE AND NEED
Defining the purpose and need for the project will be a critical task that will serve as the foundation for the overall project. The need for the proposed project has been discussed in the prior documents prepared for this undertaking dating back to the first studies prepared in the 1990’s and is generally based on safety, accessibility, and economic development factors. However, because the project is now moving from the feasibility study phase into the NEPA phase (including the pre-NEPA work required for the BLM Application), it will be critically important that the need is clearly described and documented consistent with the requirements of federal law. A poorly defined and documented Purpose and Need statement can be a weak link targeted by project opponents and is typically the first thing challenged in legal actions raised to stop projects.

Our Team has substantial experience with this element and will ensure the Purpose and Need statement is defensible, supported by data, and can withstand the scrutiny that this project will face by both the BLM and general public. Our experience includes several instances where we helped agencies successfully defend projects in court. Because of its importance, we will coordinate the purpose and need development with the Coalition and will discuss it with the BLM during the pre-application meeting.
3.3 TEAM RESPONSIBILITIES

Our Team (described in detail in Sections 1), is made up of highly qualified professionals with experience specific to the study corridor and the NEPA process. Yet, the brilliance of our Team is how we complement each other. We have assembled a mix of planning, engineering, and environmental science expertise needed to address all aspects of the project, including future phases of work. We have also assembled a mix of eastern Utah and state-wide resources, combined with national experts. Our Team compliments each other to understand the context for the project and to meet its objectives. Our Team is led by CIVCO to provide context and drive to meet the needs of project partners. CIVCO will be supported by WSP and EPG to provide added engineering and NEPA expertise (see Section 1 for additional team member responsibility details).

CIVCO, WSP, and EPG have worked together for over a year to identify and assign the most qualified people to this project. However, we recognize that even the smartest team can be ineffective if mismatched or mismanaged. To ensure that our Team is complimentary and synergistic, we propose a leadership team made up of Troy Ostler as the Project Manager and Diego Carroll as the Deputy Project Manager. Troy will carry ultimate responsibility for the project, but will share management responsibilities with Diego. For the technical work, Troy will be responsible for engineering and design work and Diego will be responsible for planning and environmental work.

Having Troy and Diego at the helm of both management and technical work will ensure consultant resources are focused and driven to meet project objectives. Together, Troy and Diego will promote an environment of Creative Collaboration which will foster innovative solutions and long term success of the project. Perhaps most importantly, Troy and Diego will drive the rest of the team to uphold technical quality that is relevant to project objectives, fully engage project partners and stakeholders, and meet or exceed project schedule commitments.

The specific responsibility of each team member and their time availability is summarized in the Organizational Chart presented earlier (see Sections 1 and 2). Our people are available and willing to commit the necessary time to meet the success of the project. For the initial 12-month efforts of Phase 1, we anticipate this project will require, on average, one quarter to one half of Troy and Diego’s time. Both have demonstrated their commitment through recent work on the corridor and are available to commit this and more time as needed. By proposing a manager and deputy manager team, Troy and Diego can meet project demands which are much greater than those of any one project manager. Furthermore, CIVCO, WSP, and EPG have additional resources available to support unanticipated project needs and expedited work requests.

3.4 STAKEHOLDER COORDINATION

An effective stakeholder coordination plan is essential to successfully complete the NEPA process and advance the Coalition’s preferred alternative through to implementation. To achieve this, we will start by developing a public involvement plan that builds on the stakeholder engagement and public outreach efforts that we completed for recent studies. As with the Book Cliffs Economic Study, we propose to engage LaVarr Webb and NEPA public involvement specialists to effectively engage stakeholders and the general public. As part of this effort, we will carefully vet the plan and execute it only after we achieve consensus by the Coalition and its partners. We will give special consideration to the timing of stakeholder coordination efforts so that they achieve the objectives of the Coalition while meeting requirements of NEPA and provide a transparent public process. For example, initial efforts will focus on defining project objectives and consensus from the Coalition and its partners, then advance to other agencies and local governments and then to NGOs and the public. While remaining transparent, this process will allow the proponent to clearly define its objectives before seeking approvals from agencies and input from NGOs, etc. Following is a brief discussion of some of the key stakeholder groups and how we propose to engage them.

PROJECT PARTNERS/PROPO NENT

Our Team provides a proven working relationship with the project partners. This relationship has been developed through many years of successful work completed for member counties of the Coalition, UTSSD, and
SITLA. Through this past work, our Team has demonstrated an ability to clearly understand the needs of project partners and successfully represent their needs. We are committed to pursue a stakeholder engagement approach that keeps the Coalition and its partners (including UTSSD) as the drivers of the project. As part of our Application preparation and follow-on support services, we will provide a full range of services, including key talking points and a vetted communications plan that is clear and avoids common pitfalls.

OTHER GOVERNMENT AGENCIES
Engaging other agencies early in the process is essential to successful completion of the NEPA process. We therefore propose to engage state and federal agencies that will guide the proposed NEPA action (BLM, UDOT/FHWA, and SITLA) as well as other government agencies who are affected by the project. We propose a process that will seek to proactively engage agencies. Our Team, including Troy Ostler and Diego Carroll, offer extensive UDOT/FHWA experience needed to effectively engage them. Cindy Smith provides extensive BLM experience, including the Moab field office, which will help our Team understand and address needs of this federal agency. By understanding and addressing agency needs and by helping them work through their own processes, we can improve the likelihood of success.

Our experience working on the study corridor, including coordination with Grand County and public meetings in Moab, give our Team critical understanding of the Grand County context for the project. Based on that experience, we recommend that bringing Grand County to the table is essential to successfully advancing the Coalition’s proposed action. We have the project understanding and the capabilities to effectively engage Grand County. We propose to engage each of these agencies by utilizing collaborative workshops that explore key issues and focus on workable solutions that meet the Coalition’s objectives and agency processes. We will continue to hold stakeholder workshops to understand the needs of the community and proactively disseminate information about the project. Involving key influencers for each of these agencies, including Grand County, is a critical part of our approach to effectively managing and communicating with the public.

PUBLIC AND NON-GOVERNMENTAL ORGANIZATIONS
Our stakeholder coordination efforts will also consider and seek to understand the concerns and expectations of the public. Our public involvement approach will be careful not to over represent the views of special interests as the views of the general public. As such, we will focus on large representation of public stakeholders including both public and NGOs. We propose this effort include public meetings in Moab/Grand County. Our public involvement plan will foster community understanding and result in a selected alternative that meets the purpose and need of the project.

3.5 UNIQUE ISSUES AND RISKS

Our experience working in the study corridor, provides key insights to the unique issues for the study corridor and risks that must be mitigated to successfully advance the project through NEPA and implementation. To be concise, we have highlighted below what we believe to be the most impactful issues and risks for the project, including (1) technical design and construction challenges for mountainous corridor terrain, (2) risks related to the BLM-controlled NEPA EA/EIS process, and (3) risks related to NGOs who may oppose improvements to the study corridor.

DESIGN CHALLENGES
The unique design challenges related to this project include the following areas: Brasher Canyon, East Canyon Creek, and the connection to the Cisco Junction (I-70). Following is a description of each of these challenges.

BRASHER CANYON GRADES. The Brasher Canyon alignment would reduce the overall alignment length of the East Canyon route by approximately five miles. The challenge for this alignment is a steep grade of approximately 13% (average). Our Team has developed conceptual level designs that reduce this grade to approximately 8% for a length of 1.5 miles. As part of the Application process, we propose to collect additional mapping/survey data to help refine the roadway design through the steep terrain of Brasher Canyon.
EAST CANYON CREEK CROSSINGS. Between the rim of the Book Cliffs and the intersection of East Canyon road and Hay Canyon road, the East Canyon Creek would be crossed by the improved roadway more than 50 times. The complexity of these crossings is magnified by the risk associated with the hydraulic design of the runoff during thunder storms. Our Team will provide adequate hydraulic design by utilizing the most up-to-date rainfall information, drainage basins, runoff coefficients, and computer modeling. The sizing of the concrete box culverts for these crossings will benefit from hydraulic modeling expertise proven for similar corridors.

CONNECTION TO I-70. The connection to I-70 refers to a portion of the study corridor which extends due north/south between the convergence of the existing East Canyon and Hay Canyon roads and the Cisco junction (I-70 Exit 214). The challenge for this portion of the East Canyon alignment is that it does not follow a current road alignment. Also, the approaches to the I-70 interchange will need to be modified to accommodate potential traffic volumes generated by the new roadway. The traffic volumes will be projected using the most current statewide traffic data, traffic volume projections based on previous studies, and travel demand models. Our recent conceptual design and travel demand modeling experience for the East Canyon alignment, as well as alternate alignments, means fewer surprises and better design work product for this project.

BLM CONTROL OF NEPA (EA/EIS)
The BLM must conduct it’s NEPA process impartially. To ensure to other agencies and the public that the proponent (the Coalition) will have no influence over the NEPA process, the BLM may restrict the Coalition’s involvement during the NEPA process. As such, after the BLM Application is submitted and the EA/EIS is initiated, the Coalition’s influence over the NEPA process may be limited or restricted. During the NEPA EA/EIS stage, the Coalition’s influence will be governed by stipulations defined in a Memorandum of Understanding (MOU) between the Coalition and the BLM. Often, the proponent’s influence is limited to monitoring schedule and budget and providing supplemental technical information, as needed. As a result, the Coalition and its partners will likely have little or no control over the activities of the BLM and cooperating agencies during the NEPA process.

The potential loss of control poses two key risks which our Team is prepared to help mitigate. First, the agency’s preferred alternative could differ from the Coalition’s proposed action. This is especially problematic if the agency’s preferred alternative does not meet the needs and objectives of the proponent. To ensure the needs and objectives of the Coalition and its partners are met, the consultant team will need to provide a clear Purpose and Need statement. As presented above (see “3.2 Project Approach”), our Team will focus on defining a robust Purpose and Need that will help ensure the functionality of the agency’s analysis and ultimate decision.

The second key risk relates to the quality and speed of the technical analysis completed by the BLM. Although the BLM may choose to hire a separate (“third party”) consultant to prepare the EA/EIS document, the work allocated to the proponent’s consultant and the BLM’s third party consultant differs on a case by case basis. For example, for the Seep Ridge Road project, the CIVCO team was able to provide all technical support to both Uintah County and the BLM by establishing a fire wall which allowed impartiality by the BLM. With this approach, CIVCO was able to help BLM complete the Seep Ridge Road EA in a very fast-paced two-year period (compared to the anticipated seven years). By including EPG in our proposed I-70 Connection Team, we offer professionals who are further experienced and qualified to provide third party consultant services for the BLM Moab field office. In addition to streamlining our application-related efforts, the inclusion of EPG on our Team will maximize the amount of technical work that could be completed by the Coalition’s consultant. Thus, ensuring the quality and timeliness of the EA/EIS technical work.

NONGOVERNMENTAL ORGANIZATION OPPOSITION
Nongovernmental organizations (NGOs), such as SUWA and Sierra Club, pose a potential hurdle to obtaining BLM issued Finding of No Significant Impacts (FONSI) for an EA) or Record of Decision (ROD for an EIS). As a case in point, the Seep Ridge Road EA experienced opposition by SUWA, which filed lawsuits against the BLM for its Finding of No Significant Impacts for the EA. As with all other project stakeholders, these NGOs will be invited to participate in the NEPA process and allowed to provide comments. Providing a transparent public process will allow us to understand the needs and objections, if any, of these advocacy groups and allow the process to
service litigation. Preparing robust NEPA analysis documentation (including a robust project description and purpose and need statement) will also help make the EA/EIS litigation proof.

### 3.6 QUALITY ASSURANCE/CONTROL

Our Team is committed to delivering quality professional services. Our quality driven-goals, include: 1) doing work correctly the first time through teamwork and technical excellence; 2) striving for continual improvement in our work processes; and 3) seeking ways to meet or exceed our client’s needs and increase client satisfaction.

A quality project is achieved when all team members are committed to providing superior professional services. Our Quality Assurance/Quality Control (QA/QC) process focuses on quality, design, environmental documentation, constructability, budget, and schedule. QA/QC controls for this project will include a system of quality control checks where all project documents are reviewed for accuracy by independent team members who were not engaged in the analysis and design work. Task leads for the project will be responsible for the quality assurance of the project by verifying that the quality control checks were performed properly and documented accordingly.

Our quality process extends from initial work efforts through to completion of the project. This quality process provides tools and controls that will help our project meet objectives while meeting schedule and budget constraints. Our Team will use Microsoft Project Software to manage the project schedule and provide project schedule updates to the Coalition and its partners. We will also use industry standard and in-house accounting software to track costs for the project. Our project management team will track the design and environmental team’s progress based on the approved project schedule and budget. CIVCO will provide bi-weekly updates to the Coalition’s Executive Director and monthly updates to UTSSD and other project partners. We will also conduct internal weekly project management meetings and monthly team staff meetings to verify the status of each project to adjust staff assignments as needed.

### 3.7 PROJECT SCHEDULE

As requested by the RFQ, our Team will complete Phase 1 work, including the BLM Application work, within a 12-month period. Our proposed project schedule, including major milestones is summarized in the chart below. This schedule assumes project work will initiate August or September 2017. As shown, our efforts will complete field work by Fall 2017 and the draft Application by late Spring 2018. We will also complete the application by August 2018. As shown, we also propose to support Coalition efforts to obtain additional study funding from the State Legislature and/or the UDOT and the State Transportation Commission. Although not included within the twelve-month period defined for the Application, our Team is also qualified, available, and committed to support the NEPA EA/EIS phases of the project (Phase 2). Our Team, including management from CIVCO, WSP, and EPG, is fully committed to meet the schedule needs of the Coalition and its partners.
Attachments:
Abbreviated Resumes
ABBREVIATED RESUMES FOR KEY PERSONNEL

TROY D. OSTLER | PROJECT MANAGER & DESIGN/ENGINEERING TASK LEAD

Troy has been a professional engineer in the State of Utah since 1985. Since 1987, he has been the principal in various civil/structural engineering firms. CIVCO Engineering, Inc. was founded by Troy in Vernal, Utah in 2000.

His career has involved environmental assessments, geotechnical and geological investigations, pavement design, major and minor structural design, surveying, and mapping services along with complete preconstruction and construction engineering. He has the understanding and knowledge required to complete any size or complexity of project from start to finish. He has assisted several clients in developing projects and submitting and obtaining federal monies for the projects.

He has been the Engineer of Record for more than a 1,000 civil/structural design projects during his career as a professional engineer. His experience includes more than 70 highway design and construction projects (UDOT administered) valued at more than $120,000,000. He is intimately familiar with roadway design and construction. As the principal of CIVCO Engineering, Inc., he strives to ensure that each project meets the needs of the client(s) and that quality, schedule, and budget commitments are met.

DIEGO H. CARROLL | DEPUTY PM AND PLANNING/ENVIRONMENTAL LEAD

Diego has 18 years of experience, including more than a decade as a successful project manager in Utah. He holds a Master of Science in Civil Engineering and a Masters of Business Administration from Brigham Young University. He currently leads the planning and environmental team for WSP in Utah. Diego is a driven and proven results-focused project manager who has technical expertise to catalyze innovation and synthesize work by planning, environmental, engineering, and public involvement disciplines. Diego has successfully completed well over 100 infrastructure studies and offers a unique mix of technical expertise necessary to lead complex infrastructure studies. His proven record of understanding client needs and delivering relevant and timely results has led to consistently satisfied clients. Recent project management roles include the following:

- Book Cliffs Economic Feasibility Study for a new 42-mile long corridor to enhance access and economic development opportunities for tourism and freight movement for multiple counties in eastern Utah.

- Point of the Mountain Transportation Analysis Study (new/ongoing project) for UDOT, UTA, WFRC, and MAG (transportation agencies) to build on the work by Envision Utah and define multi-modal transportation solutions for northern Utah County and southern Salt Lake County.

- Integrated Corridor Management (ICM) implementation plan for operational technologies that UDOT and UTA can implement to optimize efficiencies for freeways, arterials, commuter rail, transit rail, and bus transit along the I-15 corridor in Salt Lake County and Northern Utah County.

- I-15 Managed Motorways Study completed for UDOT to consider the feasibility of applying—to I-15 from Utah County to Davis County—new state of the art technologies that could add capacity by one freeway lane and cut delays by 30 to 40 percent without widening the freeway.
CINDY SMITH | BLM NEPA ADVISOR

Cindy is a principal and senior project manager, and has more than 35 years of experience in environmental consulting, primarily in interdisciplin ary environmental project management; resource inventory, impact assessment, and mitigation planning; NEPA and other document preparation; quality assurance; agency coordination; and public participation. She has managed projects ranging in size, complexity, and controversy—from regional, multi-state, multi-resource feasibility studies to area- or site-specific interdisciplinary analyses. Cindy also has a strong understanding of federal land planning and associated laws, regulations, and policies. Her experience in transportation includes urban and rural projects requiring EAs, EISs, and/or intensive public participation; most notable was preparation of the detailed EIS preparation plan for the Interstate 70 improvement project from Denver to Grand Junction, Colorado. Cindy has been involved in the preparation of more than 25 major NEPA documents, many of which were under her management. She has worked in most western states. She has designed and conducted numerous collaborative public participation programs tailored to the objectives and issues of each project. She has also worked with most federal agencies; tribal governments; state and local agencies; special interest groups; and technical advisory and work groups.

REED SOPER | FHWA NEPA ADVISOR

Reed has 20 years of experience where his primary specialty is the environmental management of highway projects to ensure compliance with the National Environmental Policy Act (NEPA) and other federal, state, and local legislation/processes. In addition to supervising and coordinating multidisciplinary project teams, his project responsibilities include quality control, document review, project scheduling, progress reporting, feasibility studies, client presentations, and the preparation of subcontractor agreements and budgets, final contract documents, and environmental cost estimates. Reed joined WSP in 2010 after a 15-year tenure with the Utah Department of Transportation, where he co-developed an environmental manual of instruction.

BRET REYNOLDS | ROADWAY AND UTILITIES DESIGN

Bret’s career has focused on the design, construction oversight, and project management of small to complex projects. He has been involved in all aspects of projects, including funding, management, planning, traffic analysis, geometric design, hydraulic design, structural design, traffic engineering, public involvement, inspection, and testing and agency coordination.

Bret has worked with state and federal government agencies, cities, and counties throughout the state of Utah. His experience in several other states and on various projects, brings valuable knowledge to completing projects.

Bret has a proactive approach in documenting the development of a project and keeping the client and project team constantly informed regarding project status, issues, scope development, schedule, and budget.

His focus is to provide a quality project that meets the project schedule, budget, and standards.
LAVARR WEBB | PUBLIC/MEDIA COMMUNICATIONS

LaVarr is a communications, public relations, and public affairs consultant specializing in education and outreach, coalition-building, transportation ballot initiatives, media relations, survey research, and public policy communications. He has conducted many community outreach and public involvement campaigns in addition to managing transportation ballot initiative campaigns and other political campaigns. He has assisted transportation agencies, coalitions and engineering, architecture, and construction firms with their communications needs. LaVarr helps clients accomplish their objectives by identifying the right audiences, developing the right messages, and delivering the messages to those audiences through the right channels. He has written thousands of news stories, newsletters, speeches, press releases, white papers, position briefs, direct mail pieces, columns, op-ed essays, and other communications materials on complex public policy issues. LaVarr draws upon relationships and skills developed over a 40-year career in communications, journalism, government, and politics. He spent 20 years in journalism, working as political editor, city editor, and managing editor of the Deseret News in Salt Lake City. He co-writes a popular weekly political column for the Deseret News and owns his own communications channels targeted at Utah opinion leaders, including a daily political e-mail newsletter, Utah Policy Daily (utahpolicy.com) and a daily business e-newsletter, Utah Pulse (utahpulse.com).

VANCE V. KING | STRUCTURAL ANALYSIS AND DESIGN

The primary focus of Vance's career has been structural design. He is constantly updating his knowledge of structural codes and technology. Over the years, he has designed numerous structures including collegiate indoor athletic facilities, municipal fire stations, commercial assisted living homes, restaurants, retail buildings, industrial buildings, hotels, and residences. In addition to structural design, Vance also has experience with other aspects of project development including environmental assessments, geotechnical/geological investigations, pavement design, and surveying/mapping services. Through the course of his career, he has been the Engineer in Charge of more than 20 projects valued at more than $10,000,000.

DANNY PEATROSS | SURVEY AND RIGHT-OF-WAY MAPPING

Danny received his Professional Land Surveyor's License from the State of Utah in 1998. His experience has primarily focused on road and bridge construction and right of way surveys for UDOT and FHWA. He is also experienced with land boundary surveys and dispute resolution, land development, easements, cell tower leases, reclamation, proof of beneficial use, and oil and gas well surveys. In his work, he has established survey control for a variety of projects using both conventional and GPS surveying methods. He has determined horizontal alignments in the field and office for both new road projects and existing road reconstruction. He has performed both cross-sectioning and data collection surveys, and all calculations necessary for volume reports and layout work. His right of way work has included land records and title research, field surveys, data assembly and analysis, plotting and drafting of maps and plats, the preparation of professional opinions and reports for clients and attorneys, and document preparation for conveyance of title and other interests in land.
MICHELLE CLINE | GEOTECHNICAL ANALYSIS

Michelle is a senior geotechnical engineer and pavement designer with nearly 18 years of experience in geotechnical investigations and related services for highways, industrial facilities, and commercial buildings, with extensive knowledge of subsurface exploration, geotechnical field and laboratory testing, and design. As a pavement design engineer, Michelle has performed numerous pavement investigations, including existing condition evaluation and structural analysis for new and rehabilitated pavements. Additionally, she has comprehensive experience with construction materials engineering and quality control for all types of infrastructure projects. Within WSP, Michelle is a certified project manager and a Pavement Practice Area Network (PAN) leader/site administrator. She also serves as the local Business Management Systems coordinator and a certified internal auditor. She has helped to implement quality assurance/quality control (QA/QC) procedures for various projects and pursuits.

JENNIFER HALL | DRAINAGE ANALYSIS AND DESIGN

Jennifer is a senior supervising engineer with 14 years of experience focusing on drainage design involving design and construction of storm drain, irrigation, and utility relocations for roadway, light rail, commuter rail, freight, and high speed rail projects. Jennifer has facilitated coordination between disciplines and with utility owners to provide complete and cohesive plan sets for the completion of successful projects. She has developed and reviewed models, calculations, and design plan checks. Additional responsibilities include completing feasibility analysis and conceptual planning. Jennifer has fulfilled roles as a drainage design segment lead for the LA Metro Goldline Light Rail Extension in Pasadena, California, and the FrontRunner South Commuter Rail Transit in Utah. She served as a design team member developing sewer design for Mid-Jordan Light Rail project and Geneva Road Design-Build also in Utah. She has developed InRoads storm drain databases for use with clash detection and full project 3D models. She used the models to mitigate design and construction costs between disciplines and utility owners prior to construction. She has also built and checked 1D models for stream studies for both new and existing culverts and bridges.

JOHN BARRUS | DRAINAGE ANALYSIS AND DESIGN

John has been a professional engineer in the State of Utah since 2007. He has been involved with numerous site civil projects involving roadway design, hydraulic design, hydrologic analysis, stormwater management, site planning, natural gas pipeline route development and environmental permitting, geotechnical investigation and design, survey and mapping, and agency coordination, as well as, experience in soils and materials testing.

John has been responsible for coordinating with federal, state and local agencies to gain approvals and permits for projects in Utah and several other states. His experience in regions in the intermountain west and Atlantic states regions gives him a diverse perspective on solving complex engineering problems.
MATT BRYANT | GIS MAPPING

Matt is a GIS specialist and Survey Crew Chief for CIVCO Engineering. Matt coordinated the development of GIS mapping for the I-70 Connection Environmental Clearance project. Matt has been actively working with GIS for the last five (5) years and has developed an exceptional proficiency in this mapping. Currently, Matt is providing the GIS mapping for the Uintah County/Vernal City Trails Master Plan project. He has also provided the mapping on numerous additional projects for UDOT and CIVCO’s local Government clients.

JEFF FREDINE | AIR QUALITY AND NOISE

Jeff is an Environmental Planner with 20 years of experience in all local, state, and federal environmental and cultural resource laws including the National Environmental Policy Act, the National Historic Preservation Act, the Clean Water Act, and the Endangered Species Act. Prior to joining WSP, Jeff worked for the New Mexico Department of Transportation (NMDOT) for 10 years, and was instrumental in merging the NMDOT public involvement and context sensitive solutions procedures, updating the NMDOT traffic noise policy, and developing procedures for a streamlined Clean Water Act consultation with the U.S. Army Corps of Engineers (USACE).

KRISI SHINALL | BIOLOGICAL RESOURCES

Kristi is a well-rounded engineer with 15 years of experience specializing in transportation-related civil and environmental engineering. Her environmental planning includes NEPA documentation, agency coordination, and ecological and human health risk assessments. Her civil design experience encompasses storm drain design, flood irrigation design, scour analysis, HEC-RAS bridge modeling, utility design, utility 3D modeling, clash detection, and agency coordination. Kristi has worked as a project engineer on small and large projects that have been delivered through traditional methodologies, CM/GC, and design-build. Kristi’s areas of technical expertise include urban and rural highway/roadway; public transportation (bike paths, trails, transit); and rail (transit, commuter, high speed, and light rail).

ADRIEN ELSEROAD | BIOLOGICAL RESOURCES

Adrien is an ecologist with 17 years of experience in all aspects of natural resource planning and management on projects in the western U.S. She has been responsible for preparing biological resources sections of NEPA documents, USFWS specialist reports, and biological evaluations; developing special status species mitigation and conservation plans; and assisting federal agencies and project developers in achieving compliance with environmental regulations, including the ESA, Migratory Bird Treaty Act, Bald and Golden Eagle Protection Act, NEPA, and the Clean Water Act.
AMANDA O’CONNOR | BLM NEPA PROCESS

Amanda has 20 years of experience in NEPA compliance and documentation for public lands management and federal rights-of-way. Amanda is well-versed in the BLM’s agency responsibilities, missions, and instructional memorandum, and is knowledgeable of recent federal and Utah policies and guidance for the management or conservation of key resources (e.g., sage-grouse, migratory birds, national and historic trails). She is also experienced in coordinating and managing large interdisciplinary EIS teams, and has extensive experience in facilitating interagency and stakeholder outreach and coordination.

HEATHER WEYMOUTH, RPA | CULTURAL RESOURCES

Heather is a Registered Professional Archaeologist with more than 25 years of experience in cultural resource project management, site documentation, evaluation, and report preparation. She has served as principal investigator and project manager for cultural resource projects throughout the western U.S. She has conducted more than 300 cultural resource projects for the National Historic Preservation Act Section 106 and NEPA compliance. She has worked with a broad range of State and Federal Agencies, Native American Tribes, private interests, and engineering and environmental firms. Her experience in Utah transportation projects includes establishment of the Bangerter Highway (S.R. 154) network, the U.S. 191 expansion, the U.S. Highway 89 expansion, U.S. 40 Silver Creek Junction, U.S. 189 Interchange, excavations for the I-15/2800 South project, and the Echo Canyon Port-of-Entry. Heather is the Cultural Resource Program Manager in the EPG Salt Lake City Office and holds a State of Utah Principal Investigator Permit (#199).

CRAIG JOHNSON | VISUAL RESOURCES

Craig manages the visual resources group at EPG—providing visual resource and cultural landscape expertise with regard to environmental impact assessment and planning initiatives.

Craig has been responsible for project management, project coordination, and task management on a variety of visual and cultural resource projects, including transportation planning and large-scale transmission lines and pipelines. He is experienced in developing detailed technical reports, as well as resource sections for EISs and EAs. He has a comprehensive knowledge of the methodologies and techniques employed by BLM, FHWA, the U.S. Forest Service (USFS), and the National Park Service (NPS).

Craig is also specifically experienced within the landscapes surrounding the Book Cliffs, having acted as deputy project manager and field lead for visual resource inventories of the BLM Moab, Price, and Vernal field offices. These inventories covered nearly all lands within the field offices, including private, state, and federal lands.
CHRIS THOMSEN | WATER RESOURCES

Chris has over 16 years of water resource engineering experience. He has managed, envisioned and designed a wide variety of engineering projects, including pipelines, diversion structures, pump stations, valve vaults, tanks, ponds, reservoirs, water hydraulic and hydrology modeling, pressurized irrigation systems, canals, and other water related projects.

Chris brings a practical approach to projects and is able to understand the needs of the client beyond construction and into the operation and maintenance aspect of their facilities. His experience as a design engineer in water resources helps to address and resolve issues throughout a project. Chris is a confident and reliable engineer who helps make projects a success.

Chris has also worked on projects for Roosevelt City, Fire Mountain, Huntington, Cleveland, Santequin City, Pleasant Grove, Escalante, Green River East Side Canal Company, Moon Lake Water Users Association, Dry Gulch Irrigation Company, and the Ute Indian Tribe.

LINDSAY MABRY | PUBLIC INVOLVEMENT

Lindsay is a public involvement specialist experienced in communications, project coordination and management, developing informational materials and event coordination. Her work responsibilities include developing and implementing public involvement plans; assessing public interaction needed on projects; creating and distributing information materials; coordination with agencies, municipalities, construction companies and residents; and translating technical information into reader friendly documents. She has experience developing public involvement strategies, information packets, managing comprehensive databases, hosting public events, and interacting with the community. Lindsay also specializes in photography and writing and editing for print and website content. Lindsay shines in grassroots approach for public involvement. She enjoys going out into the field and interacting with the public who will be directly involved or affected by the project. For six years, while working with Hill Air Force Base, Lindsay handled crisis management pertaining to the Air Sampling Program that included residents in seven cities.

JOHN BARNHILL | MAPPING & REPORT GRAPHICS

John has 25 years of experience in transportation planning, public involvement, and graphic design. He contributes vital components to the process of developing, screening, improving, and refining project ideas, alternatives, and solutions. His graphics provide high value to designers, engineers, planners, project managers, clients, high-level decision makers, and the public. John’s services are used extensively on transportation engineering projects, planning studies, traffic and transit studies, environmental studies, engineering concept development, and public involvement programs. John develops original and innovative ideas that aid in problem solving. These are refined and visualized through graphic representations. His ingenuity, innovation, and skills make him invaluable to a wide range of projects.
MARY LUPA | TRAVEL DEMAND MODELING

Mary is a traffic demand modeler and supervising planner in WSP's Systems Analysis Group. She specializes in MPO, statewide, and freight models. Her most recent work is the Chicago O'Hare express rail link, a model update for Long Range Planning for the Pikes Peak Area Council of Governments in Colorado Springs, and a fast track model design and update for the MPO of Pueblo, Colorado. Mary is skilled in TransCAD, emme, VISUM and Cube software. Her Chicago-based team includes MPO and truck freight modelers with a wide array of capability in software, data processing, model development, application and training.

Education
MS, Urban Planning & Policy (MUP); BA, English Literature
2017 CIVCO Engineering, Inc. Rate Sheet

Professional Engineer - Principal ........................................... $165.00
Professional Engineer ............................................................ $150.00
Engineer (EIT) ................................................................. $115.00
Engineering Technician ....................................................... $95.00
CADD Drafter ................................................................. $90.00
One Man Survey ............................................................... $90.00
Two Man Survey .............................................................. $165.00
Three Man Survey ............................................................ $240.00
Registered Land Surveyor .................................................. $130.00
Senior Inspector ............................................................... $110.00
Inspector ........................................................................ $83.00
Office Technician .............................................................. $56.00
Materials Technician ......................................................... $105.00
Geologist ........................................................................ $125.00
Per Diem ........................................................................... Varies based on location and project terms
Direct Expense ................................................................... Cost plus 10%

All rates are hourly rates and inclusive of overhead and standard expenses such as mileage, equipment and survey stakes.