



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

## COVER SHEET

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

Firm's Full Legal  
Name:

Bacon Farmer Workman Engineering & Testing, Inc.

Firm Contact Name:

Barry Horst, PE

Contact Email  
Address:

bhorst@bfwengineers.com

Firm's Mailing Address:

3437 William Street

Cape Girardeau, MO 63701

Work Category:

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



LPA Environmental Services

Ashley Buechter, PE  
Local Programs Administrator  
Missouri Department of Transportation  
Jefferson City, MO 65102



**Bacon Farmer Workman Engineering & Testing, Inc.** (BFW) is pleased to submit this statement of interest and qualifications to provide Environmental services under a three-year master agreement for on-call environmental services for Missouri's Local Program

for Community Development. BFW's team brings extensive experience working for various cities, counties, and transportation agencies, including the Missouri Department of Transportation (MoDOT), Cape Special Road District, City of Cape Girardeau, City of Jackson, City of Perryville, City of Sikeston, and the Southeast Missouri Regional Port Authority.

Our staff combines technical expertise, regulatory knowledge, and proven project delivery capabilities to ensure compliance with federal, state, and local environmental requirements. With our available capacity and commitment to quality, BFW will help Local Public Agencies (LPAs) deliver timely, cost-effective solutions by ensuring that projects are properly reviewed for environmental resources, determining applicable environmental laws/regulations, and preparing or assisting with permit application documents.

We have a strong understanding of the role consultants play in supporting MoDOT's Threatened & Endangered (T&E) species and water/wetland reviews by acting as environmental specialists on behalf of LPA sponsors. We are well-versed in the environmental requirements contained in Section 136.6 of MoDOT's Engineering Policy Guide (EPG). Our role on all projects is to ensure compliance with appropriate local, state, and federal environmental laws by conducting early desktop and field evaluations to prepare detailed T&E and water/wetland assessments per MoDOT's checklists. These assessments are submitted through the RER process, triggering formal reviews by MoDOT's environmental specialist.

## General Experience of Firm

BFW's Environmental Team brings unmatched expertise to every project. Our specialists collectively offer over 75 years of experience in environmental compliance and resource management. With a comprehensive understanding of Endangered Species Act (ESA) requirements, Clean Water Act (CWA) permitting, and NEPA compliance, BFW personnel deliver thorough, defensible, and efficient solutions tailored to meet project and agency requirements. Our team combines technical expertise with advanced field technology such as GPS mapping, GIS analysis, and digital data collection to ensure accuracy, efficiency, and regulatory adherence. We have experience with RER submittals as well as performing field surveys, habitat assessments, and follow-up reporting. We are well-versed in utilizing the USFWS IPAC tool and the Missouri Department of Conservation (MDC) online Natural Heritage Review website to obtain pertinent information related to transportation projects.

## Familiarity & Capability

BFW has extensive experience supporting environmental reviews to comply with applicable laws, processes, and standards. The BFW Team is highly qualified to act as environmental specialists on MoDOT's behalf, with capabilities for conducting

early desktop and field evaluations, such as identifying waters, wetlands, potential T&E species habitats, and current or historical recognized environmental conditions (RECs) related to potential contamination within the project area. BFW is experienced in conducting water and wetland delineations according to U.S. Army Corps of Engineers (USACE) methodologies and standards. BFW is also highly capable of analyzing potential impacts to these resources as well as farmland, socio-economic, and floodplain issues to prepare detailed assessments per MoDOT's checklists. BFW works to clearly document habitat and resource impacts, propose conservation commitments, and ensure that these commitments are reflected in design and construction documents, thereby ensuring compliance with federal and state requirements and keeping the project on schedule. Beyond initial evaluations, BFW coordinates closely with MoDOT's environmental specialists during consultations with the Missouri Department of Natural Resources (MDNR), MDC, USACE, and U.S. Fish and Wildlife Service (USFWS), providing technical data, responding to information requests, and updating effect determinations as needed. This collaboration ensures timely regulatory compliance, accurate documentation, and smooth progression through NEPA, ESA, and CWA requirements.

## Qualified Professional Staff

BFW's environmental specialists include ecologists, wetland scientists, and environmental regulatory specialists who meet professional standards and have extensive experience in environmental compliance and resource management. Their proficiency spans habitat evaluations, T&E species surveys, biological assessments, wetland delineations, stream assessments, wetland and stream functional evaluations, and preparation of Section 401/404 permit applications, Section 408 permits, Section 10 compliance, and other regulatory reviews.



**Susannah Campbell, PMP**  
Environmental Manager

Susannah has 21 years of experience working in the environmental field. She currently serves as the Environmental Manager for BFW. She has been involved with multiple types of projects, including transportation, government, federal, and private sector projects. She has managed numerous environmental projects involving NEPA Environmental Assessments and Categorical Exclusions, Wetland Delineations and Stream Assessments, 401/404 Permitting, Section 10 Permitting, Section 7 Consultations, Archaeological and Cultural Historic Oversight, KPDES Permits, Air Permitting, Lead Risk Assessments, Asbestos Inspections, and Remedial Investigations. She possesses a strong background in leadership over a variety of projects, with strong communication skills and proven client relationships.



**Laura Darnell, PWS**  
Wetland Scientist / Ecologist

Laura has 21 years of experience in the wetland and ecological fields, including 18 years at Resource Environmental Solutions and Redwing Ecological Services in Louisville, Kentucky. She has ecological experience in several ecoregions and states, including Kentucky, Indiana, Missouri, Tennessee, Illinois, and Ohio. Laura has managed projects for a variety of public and private sector clients that have included Section 404 and Section 401 permit applications, water and wetland delineations, habitat assessments, T&E species presence/absence surveys, USFWS consultation, plant identification, sampling, project impact analysis, biological assessments, environmental assessments, mitigation plans, and mitigation monitoring reports. Laura's experience also includes design, permitting, monitoring, and adaptive management of wetland and stream mitigation projects.



**Christian Slone, WPIT**  
Environmental Scientist

Christian has six years of experience working in the environmental field. He currently serves as a Junior/Mid-Level Writer and Field Technician for BFW and has been involved in multiple project types, including transportation, government, and private sector projects. He has handled numerous environmental projects involving NEPA Environmental Assessments and Categorical Exclusions, Wetland Delineations and Stream Assessments, 401/404 Permitting, Section 10 Permitting, Section 7 Consultations, Phase I Archaeological Surveys, and KPDES Permits. He possesses effective communication, collaboration, and leadership skills. He excels at fieldwork and following up with reporting to document his findings. His experience includes wetland delineation/mitigation, NEPA EA/Categorical Exclusions, KPDES Permitting/DMR Oversight, Stormwater Sampling, Section 401/404 Compliance, Phase I Archaeological Survey Field Work, and Phase I ESA Site Investigations.



**Leigh Ann Liddell, REM, PWS**  
Environmental Project Manager

Leigh Ann is an Environmental Project Manager for BFW. Her background includes over 28 years of diverse experience in environmental consulting/project management, managing environmental programs in industrial settings, and ownership of a small environmental consulting business. Her expertise includes Wetland and Stream Assessment, CWA Section 404/401 permitting and mitigation, Industrial and Stormwater NPDES permitting, NEPA assessments (EAs and CEs), Phase I Environmental Site Assessments, environmental auditing, and solid/hazardous waste management, and preparing technical documents such as SPCC Plans and SWPPPs. Leigh Ann has completed diverse environmental compliance projects for governmental, state, municipal, industrial, and commercial entities; private citizens; and non-profit organizations.





## Past Performance

BFW has provided environmental services for transportation and infrastructure projects across Missouri and surrounding states. Our proven history demonstrates both our familiarity with Missouri's regulatory environment and our capability to deliver thorough, compliant, and timely environmental services. Most recently, we provided support for wetland and T&E species issues for the Environmental Assessment of the US 412 Corridor, spanning from Kennett to the Arkansas state line. Environmental services included water/wetland delineation and report preparation, bridge assessments for bird and bat use, T&E species habitat assessment and report preparation, as well as NEPA analysis and reporting for environmental resource issues.

The following abbreviated list provides recent projects that were completed by BFW as they relate to T&E species and wetland compliance.

- MoDOT; East Main Street Sidewalk Project, Jackson, MO; T&E Review and Reporting
- MoDOT; Sikeston Sidewalk Project, Sikeston, MO; T&E Review and Reporting
- MoDOT; Cape Girardeau Sidewalk Project; Phases I and II, Jackson, MO; T&E Review and Reporting
- City of Paducah Riverfront Infrastructure Project; 401/404, Section 10 Permitting, T&E Review
- Evansville Western Railway, Inc.; Wabash River Bridge Approach Replacement Project; NEPA; BUILD Grant
- Kentucky Transportation Cabinet (KYTC); Murray Business Loop; Water/Wetland Delineation, Habitat Assessment, Biological Assessment, 401/404 Permitting
- Kentucky Transportation Cabinet (KYTC); Oldham County; Old LaGrange Road; NEPA; Categorical Exclusion
- Kentucky Transportation Cabinet (KYTC); 16th Street Sidewalks, Murray, KY; Stream assessment, NEPA; Categorical Exclusion
- Kentucky Transportation Cabinet (KYTC); Rebuild Mayfield, Mayfield, KY; NEPA; Categorical Exclusion
- Paducah & Louisville Railway, Inc.; Two Historic Bridge Replacements; Environmental Assessment; FONSI
- Barkley Regional Airport; Federal Aviation Administration; NEPA Environmental Assessment for Sewer Line Installation; FONSI

- Paducah & Louisville Railway, Inc.; Multiple Locations from Mayfield, KY to Louisville, KY; Permitting,
- Wetland/Stream Assessments, 401/404 Compliance, NEPA Coordination
- Evansville Western Railway, Inc.; Multiple Locations from Okawville, IL to Evansville, IN; Permitting,
- Wetland/Stream Assessments, 401/404 Compliance, NEPA Coordination
- Buckner Lane Bridge Replacement; Paducah, McCracken County, KY; 401/404 Permitting, T&E species review
- Graves County Economic Development; Hickory Road Widening; Water/Wetland Delineation, Habitat Assessment, NEPA Environmental Assessment, USFWS Consultation

## Accessibility

BFW offers a team that has proven experience in environmental species issues. We have office locations in Jefferson City, St Louis, and Cape Girardeau in Missouri. We also have an office location in Belleville, Illinois, supporting our Missouri operations, and our office headquarters in Paducah is well situated for providing services to southeastern Missouri and the remainder of the state. Our field operations are supplemented by GIS and remote sensing capabilities. Our team brings maximum accessibility and capacity to move the project forward and complete the task quickly and efficiently.

## Commitment to Public Service

The BFW Team has a strong desire to continue our successful working relationship with Local Public Agencies. Our team members are eager and willing to begin work on these projects. Should you have any questions regarding our letter of interest, please feel free to contact me at [mworkman@bfwengineers.com](mailto:mworkman@bfwengineers.com). Thank you for reviewing our qualifications.

Bacon Farmer Workman Engineering & Testing, Inc.

Mark Workman  
Chief Executive Officer



LPA On-Call

# Engineering Services





Bacon Farmer Workman Engineering & Testing (BFW) is a multi-disciplinary engineering firm with office locations throughout MoDOT's geographic footprint. We provide a comprehensive suite of engineering services, addressing every project need with precision and expertise. At BFW, we are committed to delivering exceptional solutions. By leveraging the expertise of our highly skilled and knowledgeable team, we uphold a standard of excellence and a dedication to outstanding service on every project. Our client-centered approach is rooted in utilizing the latest technologies, building strong relationships with clients and communities, and ensuring full accessibility for both customers and end users.

Capabilities

- Asset & Infrastructure Management
Aviation
Civil Engineering & Site Development
Cultural Resources
Electrical Engineering
Environmental
Geospatial Technologies
Geophysical

- Geotechnical Engineering
Grant Coordination
Industrial
Landscape Architecture & Urban Planning
Maritime
Mechanical Engineering
Parks & Recreation
Renewable Energy
Strategic Energy

- Structural Engineering
Surveying
Technology
Testing & Inspections
Transportation Engineering
Stormwater & Wastewater Resources

Professionals

- Archaeologist
Aviation Engineers
Aviation Planner
Civil/Site Engineers
Ecologists
Electrical Engineers
Environmental Managers
Geologists
Geophysicists
Geotechnical Engineers

- Grants Administrator Specialist
Historic Preservation
Land Surveyors
Landscape Architect/Arborist
LEED Accredited
Legal Counsel/ Attorney at Law
Mechanical Engineers
OSHA Authorized Construction Trainer

- Park Specialist
Professional Wetland Scientist (PWS)
Project Management Professionals (PMP)
Professional Transportation Operations Engineer (PTOE)
Safety Professional (CSP)
Structural Engineers
Transportation Engineers
Water Distribution Operator

Support Professionals

- Accounting Staff
Administrative Staff
Construction Administrators

- Construction Inspectors
Geotechnical Drilling Staff
Mobile LiDAR Operators
Survey Field Staff

- Technical Writers
Technical Staff



Certificate of Commendation for Excellent Safety Record 2023 & 2024, National Award

MO Chapter Safety Award 2023 & 2024

W-KY Chapter Safety Award 2023



Locations

- Paducah, KY
BFW / 270-443-1995
Marcum / 270-444-9274
Lexington, KY
859-537-0112
Murray, KY
270-753-7307
Paragould, AR
573-625-1776
Belleville, IL
618-771-5774
Champaign, IL
217-530-4283
Marion, IL
618-997-9190

- Springfield, IL
217-679-6254
Evansville, IN
812-470-0273
Cape Girardeau, MO
573-222-5632
Jefferson City, MO
573-680-6160
St. Louis, MO
636-779-9420
Brentwood, TN
615-693-2744
Knoxville, TN
865-806-1539

# Transportation Engineering

**Bacon Farmer Workman Engineering & Testing, Inc. (BFW)** has built a solid reputation as a “go-to” firm in the transportation engineering field. BFW emphasizes attention to details, project milestones, and budgets, as reflected by our current ratings from our transportation clients.

Our broad background and expertise enable us to provide all required design services encompassing rural, urban, and limited access highway facilities. Our Transportation Division utilizes the latest state-of-the-art advancements in design and equipment technology to accomplish project requirements and client satisfaction.

## Our Transportation Capabilities

### Roadway Engineering

- Interstate, rural, and urban roadway design
- Phase I, II, III engineering
- Sidewalks, ADA upgrades, and multi-use trail design
- Corridor studies & safety improvements
- Complete Streets / multimodal design
- Drainage & stormwater analysis

### Bridge & Structural Engineering

- New bridge design & replacement
- Rehabilitation, widening, & preservation
- Culverts, walls, foundations, hydraulic structures
- Load ratings & NBIS inspections
- Design-build alternative delivery

### Traffic & Safety

- Traffic operations & modeling
- Signal design & ITS
- MOT/maintenance of traffic plans
- Speed, crash, and safety studies
- Access management & intersection improvements

## Service Details

As a full-service firm, BFW can handle every phase of highway projects from route / corridor studies including environmental coordination / approvals through the final design and on to the contract bid letting and award process. We can also provide contract administration, inspection, and testing for any size or complexity of project.

### Environmental & Geotechnical

- NEPA documentation
- ESA, cultural resources, ecological reviews
- 401/404 permitting & floodplain compliance
- Geotechnical drilling & lab testing
- Pavement/embankment/foundation recommendations

### Survey, Lidar & Mapping

- Boundary & topo surveying
- UAV/drone mapping
- Mobile & Terrestrial LIDAR
- SUE coordination
- ROW plan development

### Construction Inspection & Support

- CEI & materials testing
- QA/QC oversight
- Utility coordination
- As-built documentation
- Contractor support & field reviews

### Specialized Transportation Facilities

- Port & riverport access roads and circulation
- Bulk yard, conveyor, and loading infrastructure support
- Runway, taxiway, and apron design
- Airfield grading, drainage & lighting systems
- Airport access roads and parking improvements
- Pavement evaluation and airfield improvements
- Site development for industrial and logistics users





Cape Special Road District County Road Bridge over Juden Creek



Rte 61 Cape Girardeau Kingshighway

**Jackson East Main Street Pedestrian Facilities**

Jackson, MO

City of Jackson & MoDOT TAP

- Surveying
- Roadway Design incl. ADA compliance
- Environmental, NEPA
- Construction Admin. and Inspection

**Sikeston North West Street Pedestrian Facilities**

Sikeston, MO

City of Sikeston & MoDOT

- Surveying
- Roadway Design incl. ADA compliance
- Utility Coordination
- Environmental, NEPA
- Construction Admin. and Inspection

**Route 61 Signals & Geometric Improvements**

Sikeston, MO

City of Sikeston & MoDOT

- Cost Share**
- Roadway Design
  - Traffic Safety & Operations
  - Surveying
  - Utility Coordination
  - Construction Materials Testing & Inspection

ACEC  
2026

**Cape Special Road District County Road Bridge over Juden Creek**

Cape Girardeau, MO

- Bridge Design
- Roadway Design
- Geotechnical
- Utility Coordination
- Environmental, Hydrology/Floodplain
- Construction Admin. and Inspection

**US 412 Corridor Study**

Kennett, MO / Arkansas State Line

Dunklin County Commission and MoDOT Cost Share

- Environmental, NEPA
- Environmental, Threatened & Endangered
- Traffic Safety & Operations
- Surveying
- Roadway Design (Planning/ Alternatives)

ACEC  
2026

**Rte 61 Kingshighway Cape Rock Drive Intersection Improvements**

Cape Girardeau County, MO

City of Cape Girardeau & MoDOT Cost Share

- Roadway Design
- Traffic Safety & Operations
- ADA/Pedestrian Facilities
- Environmental, NEPA
- Utility Coordination

**Dexter Safe Streets for All (SS4A) Intersection Study**

Dexter, MO

City of Dexter & MoDOT

- Traffic Safety and Operations
- Surveying
- Roadway Design (Alternatives)
- Public Involvement

**Route 51 Traffic Study**

Perryville, MO

City of Perryville & MoDOT Cost Share

- Traffic Safety & Operations
- Roadway Design (Alternatives)
- Surveying / Data Collection
- Environmental – NEPA considerations

**US 67 Upgrades / Future I-57 Corridor Projects**

Butler County, MO

City of Poplar Bluff & MoDOT Cost Share

- Roadway Design
- Geotechnical
- Bridge Design

