



**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:

Horner & Shifrin, Inc.

Firm Contact Name:

Bridgett Jacquot

Contact Email

Address:

bljacquot@hornershifrin.com

Firm's Mailing Address:

401 S. 18th St. Ste. 400 St. Louis, MO 63103

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**

Ashley Buechter | Local Program Administrator
lpaoncall@modot.mo.gov

December 12, 2025

Dear Ms. Buechter and Members of the Selection Committee,

Horner & Shifrin (H&S) has a wide range of capabilities to provide Missouri's Local Program with Environmental Services which includes preparing: Federally Approved Categorical Exclusions, Environmental Assessments, Environmental Impact Statements and associated required environmental documents such as Section 4(f)/106 reports, Biological Assessments, Conservation Plans, and socioeconomic, noise, farmland, and air analyses. Our work with throughout Missouri has allowed our team to establish relationships with the Missouri FHWA, U.S. Army Corps of Engineers, U.S. Fish & Wildlife Service, MDNR, Missouri State Historic Preservation Officer, Missouri Department of Conservation, and the State Emergency Management Agency. Our experience also includes applying for and obtaining all types of environmental regulatory permits including but not limited to: Section 401, 404 and 408 permits, floodplain permits, Incidental Take Authorizations, and completion of Section 106/4(f) Reports. H&S' environmental scientists are also certified to conduct wetland & waterbody delineations, threatened & endangered species surveys, and special waste assessments providing H&S with the technical background to analyze, understand, assess impacts, and document the results of all environmental surveys properly in the NEPA documents. A role also provided by the environmental staff is to participate in the public involvement and integrating the public involvement into the overall NEPA process. H&S is prequalified with IDOT to complete all NEPA documentation.



H&S is currently listed on MoDOT's Approved Consultant List

DIVERSITY STATEMENT

Diversity in our personnel is an important aspect of Horner & Shifrin's policy and operations. We value differences in culture and life experience throughout our community, and we continue to work towards harnessing the benefits of a diverse workforce through our recruitment procedures and practices to ensure that employment at Horner & Shifrin is open to all.

GENERAL EXPERIENCE OF FIRM:

Horner & Shifrin, Inc. (H&S): H&S is a multidisciplinary professional services firm founded in 1933 in St. Louis. We offer comprehensive services across all project phases, including feasibility planning, funding application assistance, land survey, 3D scanning, environmental planning, engineering design, construction administration, and GIS mapping. As a 100% employee-owned firm, we are personally invested in client satisfaction, making us the right choice for any project.

Our team's focus on developing viable concepts early in the project, coordinating with MoDOT throughout, and emphasizing quality at all stages of design and plan development gives our team the confidence to deliver a successful project. We will continually monitor projected construction costs for the project, recognizing the inflationary environment that currently exists. **Quality plans help reduce potential risk for the contractor resulting in competitive bids.** Key personnel are dedicated to each project, with availability reserved to meet proposed schedules. Cross-trained staff provide continuity and uninterrupted progress, even in the event of absences. We maintain on-call availability during critical phases, such as construction milestones or testing periods. For projects requiring flexible or accelerated schedules, H&S utilizes innovative digital collaboration tools and escalation protocols for time-sensitive matters. Ultimately, success comes from detailed planning and execution, and by leveraging this shared expertise, we can effectively coordinate efforts, streamline processes, and optimize project outcomes, leading to a successful end result that meets or exceeds client expectations.

H&S implements a robust quality control plan on all projects. **Our system assures that all deliverables are checked by at least two engineers and includes independent checks of key items, which could otherwise result in deficiencies during construction.** Our well-established process is a company standard, integrated into the critical path to ensure quality control reviews do not delay project delivery. We will continually monitor projected construction costs for the project, recognizing the inflationary environment that currently exists. Quality plans help reduce potential risk for the contractor resulting in competitive bids. Ultimately, success of the project comes from detailed planning and execution, and we are up to that challenge to deliver on this project.

PAST PERFORMANCE:

Boones Lick Storm Sewers | City of St. Charles, Missouri

Horner & Shifrin provided environmental services for stormwater improvements along Boones Lick Road in St. Charles, with extensive focus on endangered species and wetland protection throughout the project. The project required detailed environmental coordination due to work within creek and delineated wetlands, necessitating extensive permitting through the USACE and the MDNR. The detention basin design within Boones Lick Park required careful consideration of impacts to delineated wetlands and potential habitat for threatened and endangered species. Our team performed threatened and endangered species assessments, including Missouri Department of Conservation Natural Heritage Reviews and coordination with the U.S. Fish & Wildlife Service to identify potential species impacts and develop appropriate mitigation strategies. The project's environmental permitting process included obtaining Individual Section 404 permits from the USACE for work within the creek and wetland areas, as well as coordinating with MDNR for water quality certifications and state land disturbance permit. Our team developed mitigation measures to minimize impacts to wetland resources and implemented construction restrictions to protect sensitive environmental areas during project implementation. Environmental monitoring and compliance oversight continued throughout construction to maintain regulatory compliance and protect natural resources within the project area.

Contact: Jonathan Swagman, City of St. Charles, Missouri, Project Manager, (636) 949-3200, jonathan.swagman@stcharlescitemo.gov

Riverview Drive | I-270 Interchange | MoDOT, St. Louis District

H&S served as the Environmental and Public Involvement Lead for the NEPA study and design for the Riverview Dr. interchange modification. The project limits of the MoDOT Riverview Dr. interchange and the IDOT I-270 bridge replacement project overlap due to the close proximity of the Riverview interchange with the I-270 bridge. Therefore, H&S worked with IDOT and MoDOT to plan and design these projects to ensure the configurations worked together and that the projects were let at the same time. H&S conducted the re-evaluation of MoDOT's I-270 North EA to ensure these project limits and environmental studies included the Riverview Dr interchange. H&S worked with MoDOT on the required Section 404, 10, and 408 permitting in addition to holding stakeholder and public meetings prior to construction. Other environmental studies H&S conducted for the project included wetland delineations, bat habitat assessments, and tree surveys.

Contact: Lisa Kuntz, MoDOT, St. Louis District, Project Manager, (314) 453-1879, lisa.kuntz@modot.mo.gov

David Hoekel Parkway - Phase 1B | St. Charles County Highway Department

H&S served as the Environmental Lead for the Environmental Assessment as part of the DHP/I-70 Interchange EA. The project necessitated close coordination with the USACE due to wetland impacts and the required Individual 404 permit. Coordination included a project site visit and detailed discussions of mitigation measures involving the coordination of the purchase of wetland mitigation credits from an approved in-basin wetland mitigation bank. Coordination of tree felling restrictions due to endangered bat habitat and also a field survey for the listed Decurrent False Aster and Running Buffalo Clover. H&S prepared, submitted, coordinated, and obtained the Individual 404 permit, Individual 401 Water Quality permit in addition to the State and Local Land Disturbance permits.

Contact: Amanda Brauer, St. Charles County Highway Department, Roads and Traffic Manager, (636) 949-7490, abrauer@sccmo.org

Route 370 and Salt River Road - Phase 1 | City of St. Peters, Missouri

H&S is the prime consultant for the City of St. Peters on the roadway and bridge design for the Route 370 and Salt River Road interchange Ramps 1, 2 & 3 project. H&S also conducted a wetland delineation within the boundary of the proposed new ramp to identify, delineate, and classify any Waters of the U.S. (WOUS) including wetlands, streams, and other water bodies located within the proposed boundary.

Contact: Burt Benesek, City of St. Peters, Missouri, Group Manager, Staff Support Services, (636) 477-6600, bbenesek@stpetersmo.net

Lake St. Louis Boulevard Extension | City of O'Fallon, Missouri & St. Charles County, Missouri

H&S conducted the wetland & waterbody delineation and completed the associated report, Phase I Habitat Assessment for the Indiana Bat (IBAT) and Biological Assessment for the proposed Lake St. Louis (LSL) Boulevard Extension. The LSL Boulevard Extension is a joint project with St. Charles County, Missouri and the City of O'Fallon, Missouri. The wetland & waterbody delineation report will be utilized to assess project impacts and to prepare and submit the Individual Section 401/404 permit application, and determination of mitigation measures. The Phase I Habitat Assessment and Biological Assessment was required by the U.S. Fish & Wildlife Service (USFWS) and the U.S. Army Corp of Engineers (USACE) due to the known habitat in the project area for multiple listed bat species, including the newly proposed candidate, the Tricolored Bat.

Contact: TJ Kelley, City of O'Fallon, Missouri, Project Manager, (636) 240-2000, tjkelly@ofallonmo.gov

James Hardie Biological Assessment | James Hardie Industries

Horner & Shifrin Environmental Scientists conducted a Biological Assessment (BA) for the federally and state endangered Indiana Bat (IBAT) due to the proposed amount of tree clearing on the proposed development in Crystal City, Missouri in addition to nearby records of IBAT presence. The purpose of the BA was to document the potential effects of the project on the threatened/endangered (T&E) species and/or its habitat and the conservation measures to be taken to avoid/minimize the effect on the species. Previous coordination with the USACE determined that suitable habitat for the IBAT is present within and nearby the project area; thereby, requiring a BA be prepared. The BA was coordinated with the USFWS and concluded in a No-Adverse Effect Determination.

Contact: Ben Birkel, James Hardie Industries, Project Manager, (949) 367-4694, Ben.Birkel@Jameshardie.com

Pollock Road Bridge | City of Mexico, Missouri

Horner & Shifrin conducted a wetland and waterbody delineation for the city of Mexico, Missouri. The delineation was completed on an approximate 3-acre site for the proposed Pollock Road Bridge Replacement project in Mexico, Audrain County, Missouri. The proposed project area consisted of Pollock Road, which runs east to west. South Fork Salt River, a perennial stream, runs from the north to the south through the project area. Densely forested land surrounds South Fork Salt River. State maintained grassland abut Pollock Road. The project impacts were greater than 0.5 mile acre; therefor, H&S Environmental Scientists prepared the application for and obtained the Individual Section 404 and 401 permits and identified and assisted the City with obtaining wetland mitigation credits from Land Learning Foundation .

Contact: Drew Williford, City of Mexico, Missouri, Public Works Director/City Engineer, (573) 581-2100, awilliford@mexicomissouri.org

QUALIFICATIONS OF PERSONNEL:**Bridgett Jacquot | Regional Manager-Environment - Horner & Shifrin**

Bridgett Jacquot has 28 years of environmental, public involvement, and project management experience. Preceding her private sector employment, she spent nine years with IDOT, Region 5, District 8 as the Environmental Studies Manager. Her experience includes overseeing, coordinating, and writing environmental documentation (EAs, EISs) for large-scale infrastructure projects in accordance with all aspects of NEPA. She has extensive experience with Federal and State environmental regulatory agencies including but not limited to: the U.S. Army Corps of Engineers, U.S. Fish & Wildlife Service, Departments of Natural Resources, State Historic Preservation Officers, and Environmental Protection Agencies. Her experience also includes applying for obtaining all types

of environmental regulatory permits including but not limited to: Section 404, 10, and 408 permits, Incidental Take Authorizations, State Land Disturbance permits, and completion of Section 106/4(f) Report. In addition, Bridgett has served as the Public Involvement Lead for NEPA-related transportation projects. Bridgett is prequalified with IDOT to conduct EISs.



Jane Farrington | Senior Environmental Scientist - Horner & Shifrin

Jane Farrington is an environmental scientist with 29 years of experience performing a wide range of environmental and National Environmental Policy Act (NEPA) services, including the preparation of Environmental Impact Statements and Environmental Assessments for transportation-related projects. Jane’s experience includes four years as an Environmental Scientist for IDOT District’s 1 and 8. She has also conduct various types of environmental studies, such as wetland delineations, threatened & endangered species surveys, biological assessments, Section 4(f)/106 reports, and stormwater pollution prevention plan (SWPPP) inspections. Her work has included field inspections, historic research, site recommendations, analytical analysis, and report preparation. Both while at IDOT and in the private sector, she has participated in numerous public meetings and other public involvement activities.



Xavier Diggs, CPESC, PWS | Project Environmental Scientist - Horner & Shifrin

Xavier Diggs has 7 years of experience in environmental support, and GIS for a wide variety of projects including bridges, highways, substations, roadway improvements, pipelines, and conservation areas. As an Environmental Scientist, Xavier is responsible for the completion of threatened & endangered species consultation, SHPO coordination, collection of survey data, and manipulation of geospatial data. Xavier is certified to conduct Phase I Environmental Site Assessments and wetland delineations. Xavier is a Certified Professional in Erosion & Sediment Control and a Professional Wetland Scientist.

FAMILIARITY & CAPABILITY:

H&S’s environmental group along with our project managers and project engineers have aided in the development of purpose & need statements, range of alternatives, and designing ways to avoid and minimize impacts to environmental resources. The NEPA process can be cumbersome; therefore, communication is key to completing a successful NEPA document. With this in mind, upon initiation of a task order, we will meet with the LPA, and when necessary, MoDOT’s Environmental & Historic Preservation Division and when necessary other MoDOT staff and FHWA to discuss project scope, project limits, and develop a schedule of project milestones, establish the environmental review process, identify the level of project public involvement, and submit the RER for the LPA project. Each project requiring a NEPA document will be carried out in accordance with Section 1304 of FAST Act to streamline the NEPA process. Our primary objective when developing alternatives is to identify the challenges and critical issues, and then develop possible solutions and alternatives for consideration by the LPA. H&S has many years of professional experience, and we will be creative, open-minded, responsive and cost-conscious. We will explore design alternatives and present the LPA and MoDOT with viable alternates resulting in construction cost savings along with the avoidance of controversial areas. The development of alternatives will begin with the establishment of criteria for which to compare the alternatives, including a No-Build Alternative. The alternative development process will be detailed in the NEPA document. If an EA/FONSI or an EIS/ROD is required for a project, our team has an established timeframe for reviews and revisions used successfully on previous projects. This allows for everyone involved to be prepared for upcoming submittals and reviews, adhere to the schedule, and save time and money. Our team is aware of all the timing requirements for the EA/FONSI and EIS/ROD public notices and comment periods. If the project requires a public hearing, our team will identify an ADA compliant facility within or near the project area. Our team has vast experience in facilitating public hearings and preparing all necessary materials for these meetings and subsequently preparing responses to comments and preparing a Title VI report and meeting summary. Lastly, as part of the QC/QA work plan, each environmental team member will be required to document the results of research, analysis, methodologies and coordination efforts. Ultimately, the results of the various studies will be incorporated into the NEPA document, which will be reviewed for consistency, coherence, readability, and overall quality prior to submittal to the LPA.

HORNER & SHIFRIN 202 EMPLOYEE OWNERS	
25	Building Services MEP/FP
13	Civil/Site
17	Construction Services
3	Environmental Science
24	Geomatics (GIS/Survey)
17	Structural
42	Transportation
31	Water/Wastewater/Stormwater
30	Administrative Staff

SUMMARY:

As demonstrated by the projects outlined above, H&S is well suited to support this effort through our experience, technical expertise, and longstanding commitment to quality. We understand our clients expect consulting partners to go beyond simply meeting project goals, and we share that standard. We appreciate your consideration and look forward to continuing our successful partnership. Please contact me at bljacquot@hornershifrin.com or (618) 726-0311 if you have any questions.

Sincerely,



Bridgett Jacquot | Regional Manager

HORNER SHIFRIN

An Employee-Owned Company



Innovative Solutions & Trusted Partners for Local Public Agencies

Who We Are

Horner & Shifrin, Inc. is a multidisciplinary professional services firm founded in 1933 in St. Louis, Missouri. We offer comprehensive services across all project phases, including feasibility planning, funding application assistance, land survey, 3D scanning, environmental planning, engineering design, construction administration, and GIS mapping. Our senior-level staff ensures thorough project reviews, and our innovative designs have earned professional awards and repeat assignments from 80% of our clients. As a 100% employee-owned firm, we are personally invested in client satisfaction, making us the *right choice for any project.*



Why Choose Us

94%

Client Satisfaction

92

Years In Business

100%

Employee-Owned



Markets

- Education
- Emergency
- Government
- Healthcare
- Private
- Utilities

Services

- Airport
- Building Services
- Construction Services*
- Drinking Water
- Environmental Planning & Permitting*
- Geospatial (GIS)
- Public Involvement
- Site Development
- Structural*
- Surveying
- Roadway*
- Traffic*
- Wastewater
- Water Resources

Office Locations

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OUR LPA SERVICES

Horner & Shifrin, Inc. has extensive experience with Local Public Agency (LPA) federally-funded projects and has completed over 50 federally-funded LPA projects within the past 10 years. The firm has specific and relevant experience related to on-call assignments for municipalities and transportation departments throughout the St. Louis region, including on-call services for the cities of Manchester, Des Peres, Clayton, and Wentzville, along with Jefferson County and the Missouri & Arkansas Departments of Transportation.

Roadway

Horner & Shifrin uses forward-thinking design techniques and practical measures including a strong Quality Control program to decrease project costs and provide the highest quality while maintaining the integrity of roadway projects. Our engineers have provided management and design of roadway engineering projects for state and interstate highways as well as county highways and local roadways. Expertise includes project management, budget control, cost estimating, scheduling and public involvement activities, design and construction phase services. Services include ADA/PROWAG Curb Ramps & Sidewalks, Complete Streets, Highway Planning and Design, Local Road and Street Design, Traffic Calming Design, and Signal Design.

Construction Services

Horner & Shifrin provides comprehensive project monitoring, value engineering, scheduling, cost control, and construction administration. We have extensive certifications through USACE, MoDOT, IDOT, ACI, and OSHA to ensure we provide clients with continuity in construction observation practices and help achieve projects completed on time and within budget. Construction services specialists have experience in concrete bridge deck replacement, asphalt and concrete roadway construction, pavement repairs, field/laboratory materials testing, bridge paint inspection, sign inspection, full and partial depth roadway repairs, roadway signal and lighting, and structural steel inspection.

Structural

Horner & Shifrin provides a complete array of structural engineering services for both bridges and buildings. Our expertise encompasses research, planning, design, construction, inspection, and rehabilitation of permanent and temporary structures, considering technical, economic, environmental, and aesthetic aspects. Structural services include bridge design, bridge safety inspections, load ratings, retaining walls, culverts, foundations, superstructures, and value engineering.

Environmental

Horner & Shifrin provides services related to planning and permitting for projects ranging from permitting for local entities to complex environmental impact statements and assessments for clients seeking approval for infrastructure projects. We use state-of-the-art GIS technology to identify existing environmental conditions and provide solutions to address engineering, environmental, and development concerns. Services include NEPA documentation, environmental impact assessments, permitting coordination with federal and state agencies, threatened and endangered species surveys, wetland delineations, and environmental compliance.

Trails & Sidewalks

Horner & Shifrin creates transportation systems and networks that focus on the needs of people and the communities they live in. The firm creates connected communities for walking, bicycling, rolling and using public transit through thoughtful design that promotes individual choice, accessibility, and healthy lifestyles. Active transportation services include Complete Streets/Great Streets Design, Trail/Greenway/Bikeway Design, Pedestrian and Bicycle Infrastructure Design and Layout, ADA/PROWAG Design, Sidewalks and Curb Ramps, Traffic Calming Design, and Recreational and Sport Facility Design.

Traffic Engineering & TEAP

Horner & Shifrin possesses expertise that spans the range of traffic engineering needs, including traffic impact studies, signal optimizations, traffic modeling, safety studies, and road safety assessments. Our team has provided traffic engineering support to several local agencies, including local municipalities, county governments, and DOT's. Our traffic engineers are well-versed in finding solutions that strike the proper balance between improved traffic operations, the safety of the community, and other factors unique to a project location.

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CORPORATE HEADQUARTERS

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