

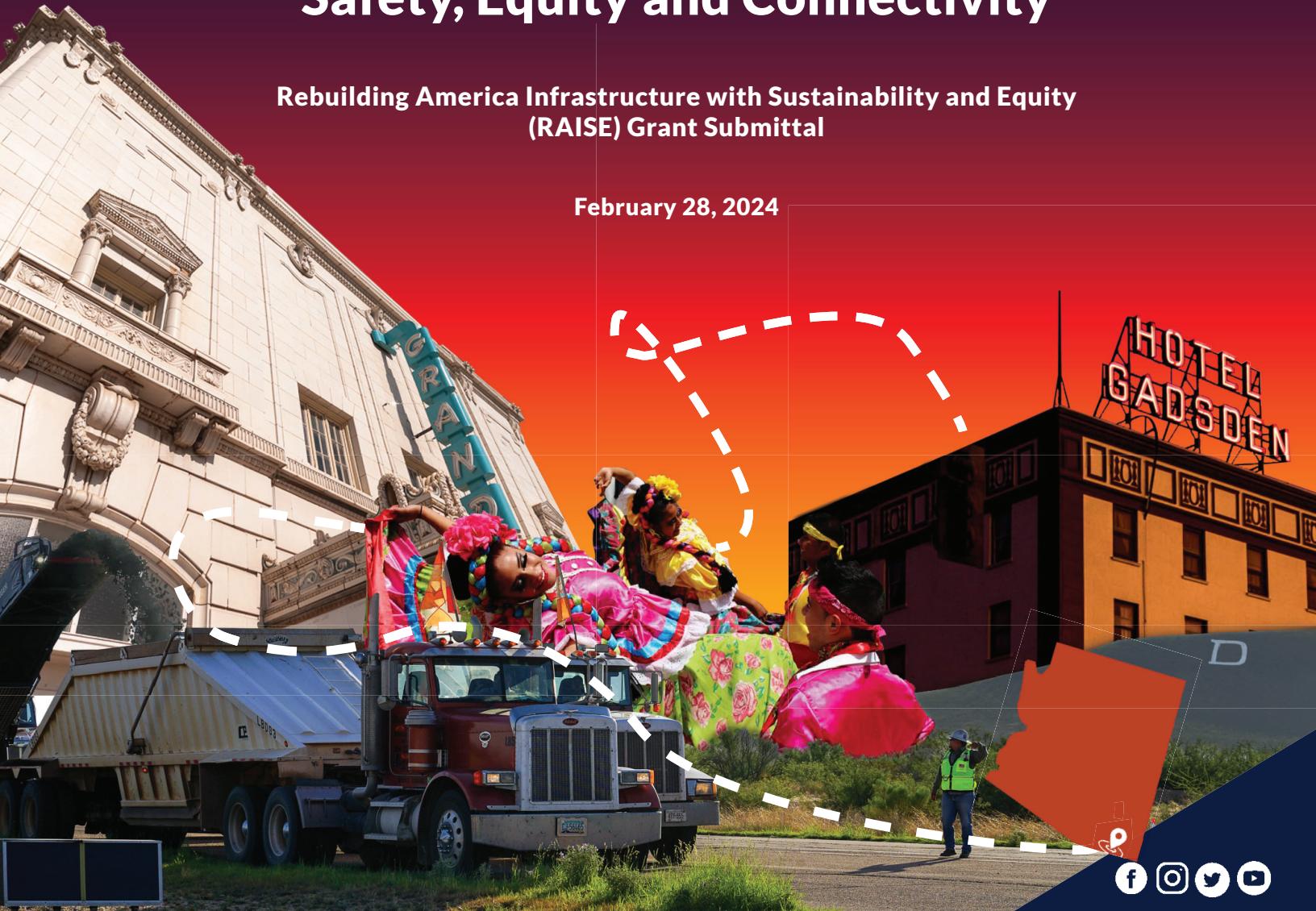


Embracing our Heritage, Advancing our Future

Douglas Commercial Transportation Infrastructure Enhancement Project: Addressing Safety, Equity and Connectivity

Rebuilding America Infrastructure with Sustainability and Equity
(RAISE) Grant Submittal

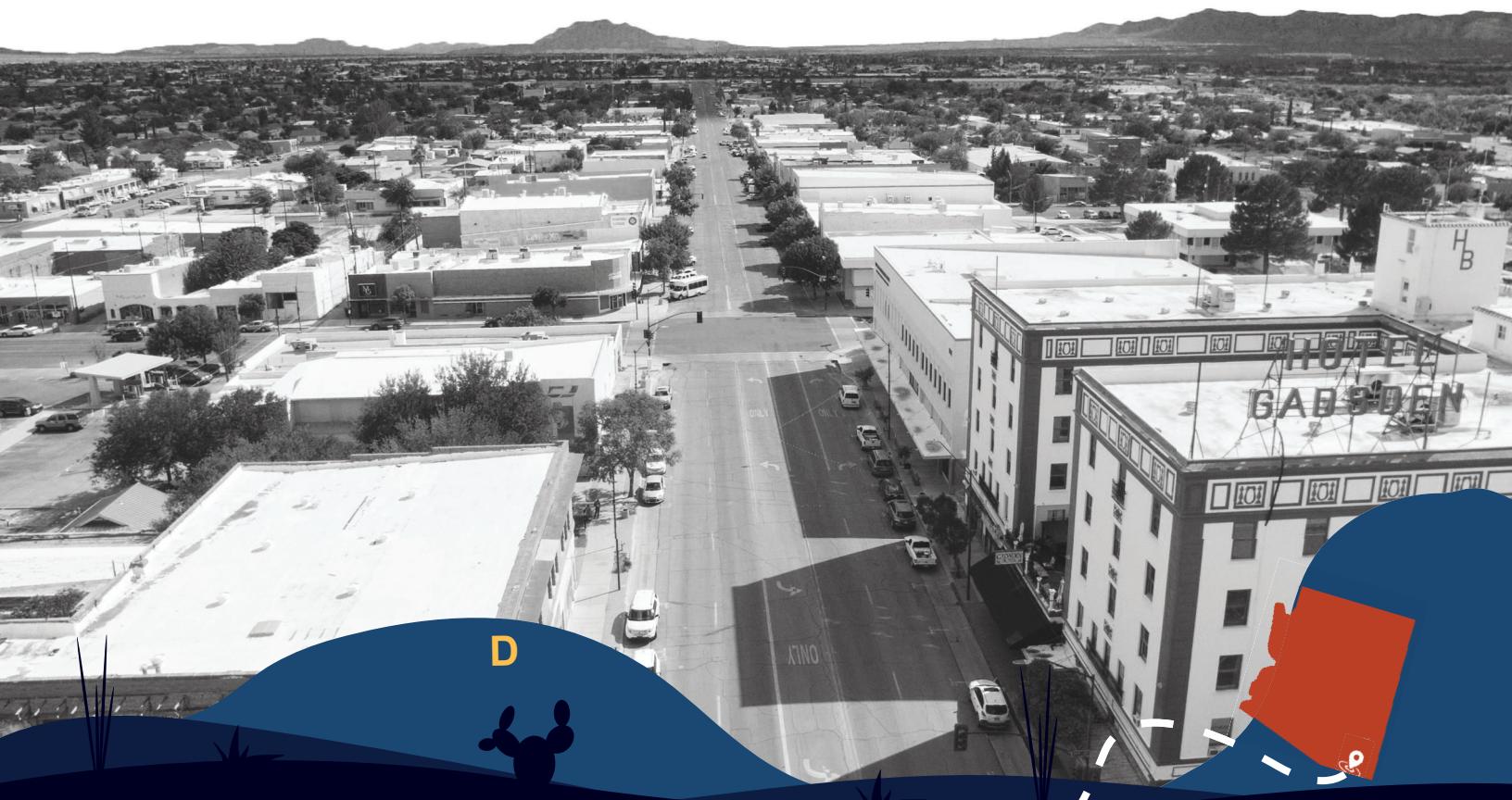
February 28, 2024



Preparing the City of Douglas for Growth with the onset of the new Commercial Port of Entry

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Preparing the City of Douglas for Growth with the onset of the new Commercial Port of Entry

General Information

Project Name	Douglas Commercial Transportation Infrastructure Enhancement
Project Sponsor(s)	Project: Addressing Safety, Equity and Connectivity City of Douglas, AZ
Project Lead Applicant	City of Douglas, AZ
Congressional District	AZ-002
RAISE Request Amount	\$23,518,381
Local Match Amount	\$0
Total Project Cost	\$23,518,381
Is Lead Applicant listed in an Area of Persistent Poverty?	Yes
Is the project located in a Historically Disadvantaged Community	Yes
Rural or Urban Project?	Rural
General Budget Information	FY23-24 Operating Budget: \$70,291,143

Project Description

The City of Douglas, Arizona, is at a pivotal moment of transformation, leveraging the commitment from the federal government's construction of a new commercial Port of Entry (POE) and expansion of the existing Raul H. Castro Port (RHCP) to catalyze urban renewal and enhance its transportation infrastructure. Situated on the border with Agua Prieta, Mexico, Douglas is a small community with a population of 16,534, serving as an important point in the \$2.55 billion annual trade corridor between the United States and Mexico. The Douglas Commercial Transportation Infrastructure Enhancement Project: Addressing Safety, Equity, and Connectivity (the Project) aims to revitalize the City's downtown through strategic roadway improvements and comprehensive planning measures, laying the groundwork for a sustainable, economically vibrant future.

Douglas' existing RHCP, overwhelmed by the combination of commercial trucks, regular vehicular traffic, bicyclists, and pedestrians, is inadequate for safe and efficient processing of cross-border movements. The RHCP location in the downtown area exacerbates traffic congestion, deteriorates road conditions, and limits economic development opportunities by occupying space that could be utilized for retail and service industries. A street study (see attachment labeled 2020StreetStudy) conducted in 2020 highlighted the dire condition of the city's truck routes, with an average Pavement Condition Index (PCI) of 46 out of 100, underscoring the urgent need for infrastructure renewal.

The Project encompasses the resurfacing of critical commercial corridors and completing a Complete Streets Study that includes Chino Road, Pan American Avenue, 1st Street, Customs Avenue, 3rd Street, G Avenue, F Avenue, 16th Street, 10th Street, and Washington Ave, totaling approximately 7.8 miles of roadway at a cost of \$23,518,381, including a 15% contingency. The Project adopts a strategic prioritization approach, targeting first the streets among those listed above that show the most significant need and potential impact from repairs, thus ensuring technical adjustments are made as required (refer to Streets Prioritization List in Figure 1). This method guarantees the efficient allocation of resources. The City will engage a contractor via a public solicitation process to perform a comprehensive assessment, including geotechnical testing, surveying, and design, as well as construction, leveraging any existing engineering to eliminate unnecessary spending.

Street Priorities
1. G Avenue
2. Chino Road
3. F Avenue
4. Pan American/16 th Street
5. 3 rd Street
6. 10 th Street
7. Washington Ave
8. Customs
9. 1 st Street

Figure 1

The improvements will involve milling, moderate to thick overlay, slurry seal and seal coat applications, and pedestrian safety enhancements, alongside drainage improvements to address the existing underground culverts' deficiencies. This initiative will enhance the roadways' structural integrity, improve safety, and facilitate smoother traffic flow, supporting the City's transition to a more pedestrian-friendly downtown area.

Douglas' transportation infrastructure faces significant challenges, including deteriorating road conditions, inadequate pedestrian and bicyclist safety, and congestion due to commercial truck traffic. By redirecting truck traffic to the new commercial POE and rehabilitating downtown roadways, the project addresses these challenges head-on. It aims to create a safer, more accessible downtown area, reducing environmental and safety hazards while promoting economic revitalization.

Project Location

The Project is situated within a designated rural area. Consistent with the Justice40 Initiative, the Project is positioned within census tracts that are doubly classified as Areas of Persistent Poverty (AoPP) and Historically Disadvantaged Communities (HDC), as identified by the Climate & Economic Justice Screening Tool (CEJST). The project, spanning entirely within areas identified for their vulnerability, is pivotal in fostering inclusivity and accessibility by connecting underserved neighborhoods with the City's economic and social centers, thereby playing a significant role in the community's enhancement. The project location is pictured in Figure 2.

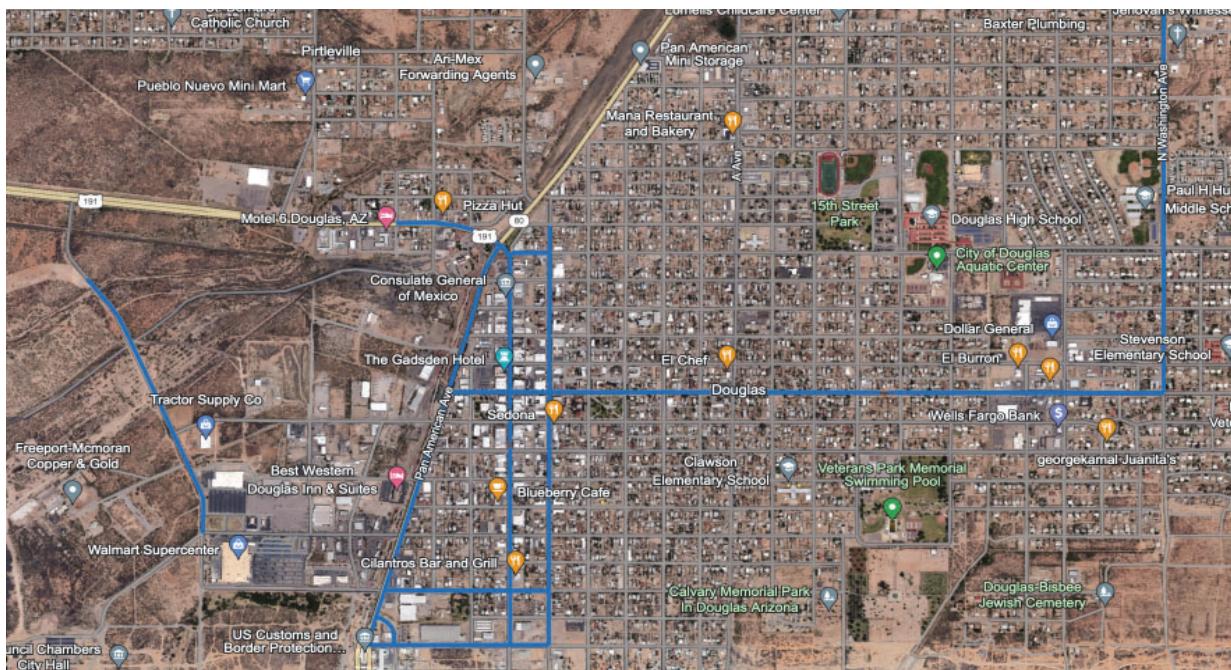


Figure 2

Geographically, the Project is located in Douglas, AZ at coordinates 31.3445° N, 109.5453° W. and encompasses four census tracts: CT 6, CT 8, CT 9.01, and CT 9.02. Each of these tracts is recognized as Historically Disadvantaged, with Tracts 8, 9.01, and 9.02 also designated as Areas of Persistent Poverty. This dual classification (illustrated in Figure 3) underscores the significant overlap between economic hardship and historical disadvantage, reinforcing the project's critical importance in fostering connectivity and resilience within these communities.

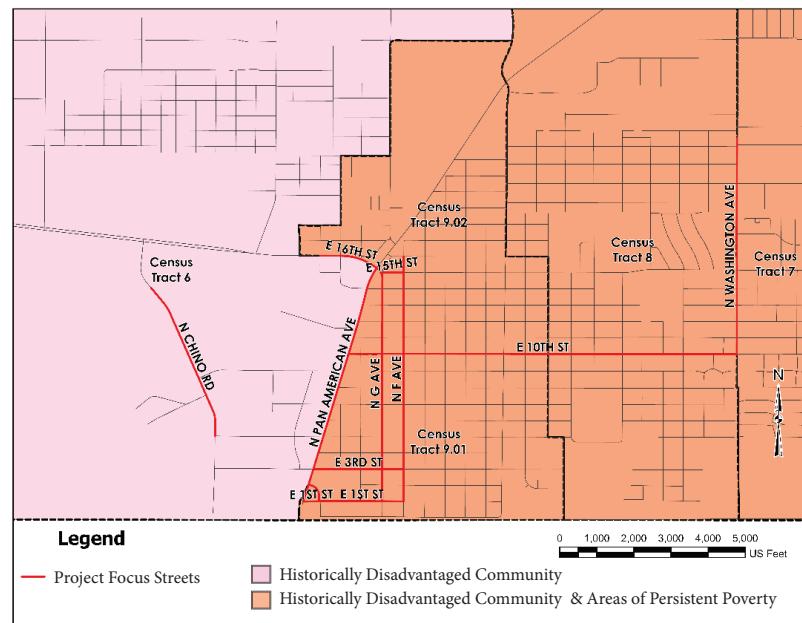


Figure 3

The project targets key areas within the City, notably the downtown district along with most traveled streets: 10th Street and Pan American Avenue. Pan American Avenue and 1st Street are designated primarily for commercial activities. G Avenue, F Avenue, 16th Street, 15th Street, and 3rd Street host a blend of commercial and residential properties. The segment of 10th Street running between F Avenue and Pan American Avenue is predominantly commercial, evolving into a mixed-use area with both residential and commercial properties from F Avenue eastward to Washington Ave. Washington Ave, within the project's scope, is in a residential neighborhood and intersects a school zone, highlighting the project's integrated approach to improving access and connectivity for a variety of community sectors.

Transportation Challenges

Safety

The streets of Douglas were not originally designed to handle the current volume of commercial truck traffic and lack modern safety features, in particular for the most vulnerable road users, pedestrians and cyclists. In response, we are seeking funds to resurface the commercial corridor streets and to conduct a comprehensive study aimed at creating Complete Streets. This study will focus on enhancing safety and connectivity for users, with a particular emphasis on supporting low-income and disadvantaged community members who rely on pedestrian and bicycle access.



State of Good Repair

The challenge Douglas faces stems from the overwhelming number of commercial trucks crossing the RHCP which exceeds its processing capabilities. As the city developed around the RHCP, with trucking facilities embedded within the downtown area, roads were designated as truck routes to facilitate efficient traffic flow. This situation has led to the rapid deterioration of the downtown and residential streets within the project area, which were not designed to withstand such intensive traffic loads.

Quality of Life and Connectivity

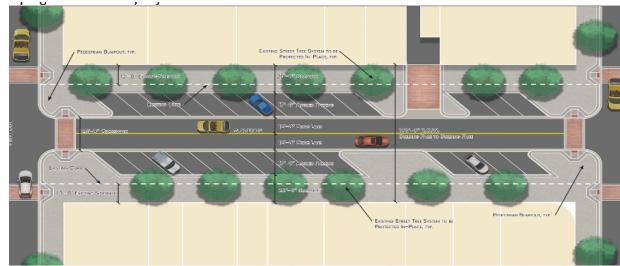
The upcoming construction of a new commercial Port of Entry, situated 4.5 miles west of Douglas, offers a transformative opportunity to divert truck traffic away from the downtown area. This shift will mitigate congestion and pollution, enhance safety, and pave the way for the revitalization of Downtown Douglas into a vibrant, people-centric community. Through this grant application, the goal extends beyond merely repairing the damage inflicted by years of heavy truck traffic; we aim to reimagine Downtown Douglas as a vibrant network of Complete Streets that will allow residents and businesses to thrive.



Project History and Current Design Status

In addressing the enhancements of the City's commercial streets, the Project spans 272,350 square yards of pavement, equivalent to 7.8 miles of roadway. This project targets several critical streets with tailored surface treatments to enhance their functionality and safety. These improvements are not just cosmetic but are designed with a deep understanding of the unique needs of the community, including the significant number of Mexican tourists crossing the border daily. The approach includes the implementation of universal signage, restriping, and the introduction of pedestrian and bike-friendly features where applicable, ensuring a welcoming and accessible environment for all.

G Avenue, the City's historic downtown's main street, is undergoing a 30% design towards a streetscape concept and design. The City plans on immediately moving for 100% upon completion of the 30% design. This design promises wider sidewalks, safety-enhancing bump-outs, and green infrastructure for natural drainage, alongside essential upgrades to electrical, irrigation, and telecommunications infrastructure. This vision is supported by a \$1.3 million allocation from the City's General Fund, reflecting confidence in the project's capacity to rejuvenate the area. Furthermore, the City is diligently pursuing additional grant funding for the enhancement of G Avenue. Currently, there is a \$2.9 million grant earmarked in the proposed federal budget through a congressionally directed spending request. Plans for G Avenue include meticulous coordination to ensure the streetscape redesign precedes the resurfacing, avoiding unnecessary disturbance and maximizing the Project's impact.



The 3rd Street section, spanning nearly half a mile, faces significant challenges due to a failing drainage system that intersects with City-leased commercial warehousing and trucking operations. The intense flow of heavy truck traffic, combined with stormwater runoff, exacerbates the roadway's deterioration, necessitating frequent maintenance. City crews are tasked with repairing this drainage area at least bi-annually, though the need for attention arises more frequently.



In 2021, the City conducted a comprehensive drainage study and developed a designed solution for both the drainage channel and the affected street section (see attachment: 3rdStDrainageReport & 3rdStDrainageDesign). However, funding constraints prevented the project's execution. The proposed solution includes the construction of a reinforced concrete drainage channel and a corresponding reinforced concrete pavement section for the specified area, with the remainder of 3rd Street slated for milling and asphalt overlay. Notably, the project extends into a section of City-owned property. Should the grant exclude improvements on City-owned parcels, the City is prepared to cover the associated costs within that area, ensuring the project's full implementation.

Chino Road, a key connector from the highway to the RHCP and the city's main business district, features a challenging 900-foot stretch over a 60-year-old landfill, previously operated by Phelps Dodge (now Freeport McMoran). This section's ongoing shifts, due to underlying waste decomposition, have led to hazardous road conditions, prompting a speed limit reduction from 30 MPH to 15 MPH after several accidents and continuous complaints. Despite temporary asphalt patching by the City, the road's instability persists due to ongoing shifting.



Following a geotechnical analysis (see attachment: Douglas Chino Road Geotechnical) that revealed waste material at depths of 7-8 feet, the City engaged with Freeport Mcmoran (Freeport), a significant community stakeholder, to address the issue. With Freeport's provisional support, the City secured a Brownfield grant and conducted a Phase I Environmental Site Assessment, which uncovered contaminants from unregulated landfill operations between 1958 and the 1970s, alongside a former rail yard. This led to a County-supported Phase II subsurface investigation to further assess the contamination.

As the Phase II study progresses, Freeport has agreed to consider support for contamination cleanup based on the study's findings. The City's grant request aims to rehabilitate Chino Road by replacing the problematic soil and resurfacing the remainder of the road. This project, separate from a 2022 congressional initiative to realign Chino Road for better highway access, focuses on immediate safety improvements and stabilization, with Freeport's collaboration on preliminary cleanup efforts.

F Avenue's deteriorating condition and the unique challenges it presents, including significant cracks and underlying drainage issues, highlight the project's scope. Along with other key streets like Pan American Avenue, 1st Street, Customs Avenue, and 10th Street, efforts encompass a wide range of treatments from mill and overlay to the introduction of pedestrian and bicycle infrastructure. Each street's specific issues, from heavy truck traffic to safety concerns, are being addressed with targeted solutions that reflect thorough planning and engineering insight.



Pan American Avenue, Douglas's busiest street with four signalized intersections, is a key route for traffic from the RCHP, serving both personal vehicles and commercial trucks. It connects the city's business district and Historic Downtown to Highway 80 and guides pedestrian and bicycle traffic. The enhancement project plans to resurface over a mile of this avenue, introducing universal signage, potentially including pedestrian and bicycle lanes, and improved traffic management to maintain 24/7 operation, especially near the port. This upgrade aims to enhance safety and accessibility, anticipating a future decrease in heavy truck traffic with the opening of a new commercial Port of Entry west of the city. The project will ensure continuous access and evaluate the potential for bike lanes, adapting to traffic changes to promote a safer, more pedestrian- and cyclist-friendly environment.



Washington Avenue is a two-lane section that connects truck traffic from the east Highway 80 connection point to the City's trucking facilities and the RCHP, stretching from 10th Street to approximately 23rd Street, where Cochise County assumes jurisdiction. This nearly one mile stretch truck traffic but also connects a junior high school, residences, and small businesses. The improvement plan includes milling and overlay, restriping, and adding pedestrian signage, particularly at the 15th Street intersection near the junior high school which serves 398 students. A recent project on Washington Avenue successfully resolved drainage issues along a 500-foot section through reconfiguration and resurfacing. The rest of the project area will be addressed with mill and overlay treatment.

The Project's history and current status reflect a deep commitment to improving the City's infrastructure through careful planning, strategic partnerships, and a keen awareness of our community's needs and challenges. With several projects already underway, such as engineering on 3rd Street, the preliminary engineering on G Avenue and the environmental assessments on Chino Road, we are laying a solid foundation for a transformative impact. As we seek further support through the RAISE grant, we are ready to continue this vital work, enhancing the City's commercial corridors for the benefit of all who live, work, and visit here.

Project Budget

Total Project Budget

The total budget for the Project is \$23,518,381 with design and construction costs amounting to \$20,450,766 and a contingency of \$3,067,615, as detailed in Table 1. As a designated rural area, historically disadvantaged community, and an area of persistent poverty, the City of Douglas respectfully requests 100% funding for the Project, covering all eligible expenses outlined in Figure 1 (see Attachment: CityofDouglasStreetEstimate.).

Funding Source	Complete Streets Study Funding Amount	Design/Build Funding Amount	Contingency Funding Amount	Total Funding
RAISE Funds:	\$ 500,000	\$ 19,950,766	\$ 3,067,615	\$ 23,518,381
Other Federal Funds:		0	0	0
Non-Federal Funds:		0	0	0
Total:	\$ 500,766	\$ 19,950,766	\$ 3,067,615	\$ 23,518,381

Table 1

In the event of any cost overruns, the City of Douglas will cover project overages through its General Fund reserves and the Highway User Revenue Fund (HURF).

On Street	Pavement Length (ft)	Pavement Area (yd ²)	Avg Pavement Cndtn Index (PCI)	Avg Rehab Activity	Segment Total Cost (\$)
CHINO RD	3,743	20,671	50	Edge Mill + Thin Overlay (1.5 - 2.0)	\$ 2,112,664
PAN AMERICAN AVE	5,616	42,050	43	EM/FWM + Moderate Overlay (2.0 - 3.0)	\$ 3,459,935
1ST ST	2,312	13,487	39	EM/FWM + Moderate Overlay (2.0 - 3.0) + Strctr Pth	\$ 866,267
3RD ST	2,079	11,436	44	Edge Mill + Thin Overlay (1.5 - 2.0) & Drainage	\$ 810,362
G AVE	5,390	40,988	35	FWM + Thick Overlay (> 2.0 - 3.0) + Strctr Pth	\$ 3,396,811
F AVE	5,611	42,949	36	FWM + Thick Overlay (> 2.0 - 3.0) + Strctr Pth	\$ 3,521,034
10TH ST	8,940	62,783	46	EM/FWM + Moderate Overlay (2.0 - 3.0) + Strctr Pth	\$ 3,926,812
CUSTOMS AVE	512	2,389	41	EM/FWM + Moderate Overlay (2.0 - 3.0) + Strctr Pth	\$ 105,171
15TH ST	543	2,214	42	EM/FWM + Moderate Overlay (2.0 - 3.0) + Strctr Pth	\$ 104,045
16TH ST	1,363	9,923	51	FWM + Thick Overlay (> 2.0 - 3.0) + Strctr Pth	\$ 149,545
WASHINGTON AVE	4,945	23,460	52	EM/FWM + Moderate Overlay (2.0 - 3.0) + Strctr Pth	\$ 1,498,120
COMPLETE STREETS STUDY	-	-	-	-	\$ 500,000
	41,054	272,350	44	TOTAL COST	\$ 20,450,766
Total Miles 7.8				CONTINGENCY 15%	3,067,615
					GRAND TOTAL 23,518,381

Figure 1 : Project Cost Estimate with Pavement Condition Index



The project costs are further broken down by cost per location on the census tract as shown in **Table 2**.

Census Tracts	Project Costs per Census Tract
9.01	\$ 10,392,513
9.02	\$ 6,453,408
8	\$ 4,190,624
6	\$ 2,481,836
Total Project Cost:	\$ 23,518,381

Table 2

Future Eligible Costs

Future eligible costs are estimated at \$23,518,381 and includes completion of engineering design, environmental tasks, construction, and administration.

Contingency Funding

The budget incorporates a 15% contingency to account for fluctuating oil prices, escalating construction expenses, the unique logistical challenges faced by rural cities such as Douglas, additional costs associated with mobilizing contractors from outside the city, and unforeseen factors related to construction costs.

Other Source of Funds

Funding for the project will be mainly sourced from RAISE grant funds, with any additional costs covered by reserves from the City of Douglas General Fund and State Highway User Revenue Funds (HURF). The City of Douglas has obtained funding for planning, preliminary engineering, and complementary projects to the ones proposed for RAISE.

- G Avenue - City committed \$1.3 million from General Fund 23/24 budget for the G Avenue Streetscape. This project will be coordinated with the RAISE grant G Avenue Project resurfacing section.
- Chino Road - City obtained a Brownfield grant for Phase I Environmental Assessment Report that is complete. Also obtained Brownfield grant for Phase II Environmental Study, that is currently underway.
- Chino Road – The Chino Road Realignment project that is currently funded at \$3 million is approved in the TIP to begin in 2024 which will address the northern section of Chino Road, while the southern portion is proposed in the Project
- 3rd Street – In 2021 the City completed design and drainage report for the drainage section on 3rd Street with a cost of \$10,550 from City's HURF Fund
- Washington Avenue – In 2022 City invested in repairing a problem 500-foot drainage section along the Washington Avenue Project area for a total of \$140,390

Additional funding opportunities will be actively pursued from various federal grants, which can be consolidated over several years. The City may also explore applying for a Surface Transportation Block Grant for the Project through the State of Arizona. Once the Project is officially recognized and included in regional transportation plans, it could be designated as a high-priority initiative.



MERIT CRITERIA

Category	Details
Safety	<ul style="list-style-type: none"> Non-motorized roadway user safety is a primary goal of the Project. Design will incorporate Complete Street principles, including bike paths, expanded sidewalks and bump-outs, high visibility striping, ADA accessible sidewalks and improved visibility.
Environmental Sustainability	<ul style="list-style-type: none"> Reduced truck traffic benefits health in PM10 area with high asthma rates Expected reduction in GHG and other emissions from reduced commercial vehicle VMT. Removal of contaminants from old mining landfill.
Quality of Life	<ul style="list-style-type: none"> Douglas is a majority minority population city, with 29% of the population below national poverty line. Project complements local investments into Downtown Douglas to revitalize community and businesses by making area more pedestrian and transit friendly. Safer multimodal options for more affordable transportation for all users Inclusive community via bilingual signage.
Mobility & Community Connectivity	<ul style="list-style-type: none"> Enhances mobility for all users and uses universal design principles. Bilingual signage for inclusivity. Complement plans for EV charging infrastructure downtown. Safer access to transit, as well as downtown businesses, schools, etc.
Economic Competitiveness & Opportunity	<ul style="list-style-type: none"> Encourages business investment downtown. Timely investment with new POE.
State of Good Repair	<ul style="list-style-type: none"> Will resolve pavement degradation and other condition issues. Drainage improvements and other design features to save on future maintenance costs. Estimated \$3.3 million in savings over project life.
Partnership & Collaboration	<ul style="list-style-type: none"> Part of USDOT Thriving Communities Program. Partnership with ADOT, SEAGO, Cochise County. Douglas IDA supports downtown warehouse redevelopment. Collaboration with Freeport for contaminant mitigation. Extensive local public engagement plan.
Innovation	<ul style="list-style-type: none"> Incorporates Telecommunications Roadmap Study. Complements SMART technology grant for telecommunications connectivity. Innovative traffic control. Environmentally friendly materials like rubber modified asphalt. New asphalt production for cost efficiency. Innovative project delivery.

Safety

Improving roadway safety in Downtown Douglas is the primary objective of the Project, driven by a pressing need to address a significant public safety issue in Cochise County, highlighted by the National Highway Traffic Safety Administration's statistics. In addition, the local Douglas Police Department statistics show an average of 55 accidents per year in the Project area, equivalent to \$5.6 million in costs according to the USDOT parameter values for accidents. This reality hit close to home in 2022, when the community felt the profound loss from two vehicle collision-related fatalities, underscoring the urgent need for enhanced safety measures.

The City of Douglas is adopting a forward-thinking approach to safety, inspired by the USDOT National Roadway Safety Strategy's emphasis on proactive measures to identify and mitigate safety issues before accidents occur¹. The Strategy's emphasis on using proactive tools to preempt safety issues rather than reactively addressing them after accidents have occurred influences our actions. In this vein, 2023 marked the beginning of a significant endeavor for Douglas as we secured a position on the Transportation Improvement Program (TIP) through the Southeastern Arizona Governments Organization (SEAGO) for a complete streets study, focusing on creating safer, more inclusive roads.

The City of Douglas is a small border town that is facing the urgent need to diversify its transportation options to accommodate all road users, not just vehicles. This challenge is intensified by the substantial commercial traffic that flows through the heart of downtown Douglas, necessitating a critical focus on enhancing safety for all.

With over 27,000 commercial trucks entering from the Raul Castro Port of Entry and a similar number heading to Mexico annually, the strain on our infrastructure is apparent.² These trucks, while vital for trade, carry not just goods but also carrying potential hazardous materials to the nearby mine in Mexico through the heart of Douglas, posing risks to safety and the environment. Acknowledging these challenges, we are committed to making our streets safer for every mode of transportation, a goal aimed at enhancing our commercial transportation infrastructure in line with the National Roadway Strategy's objectives for safer streets. Rehabilitated streets will mitigate increasing pedestrian and bicyclist safety concerns by planning out paths and walkways in high traffic areas of the community.

Douglas' position as a border town introduces unique safety concerns, especially for pedestrians crossing the border. In 2023, the Raul Castro Port of Entry recorded 776,065 pedestrian crossings, a significant number of whom were students heading to schools located within the downtown area, which is also the focus of the Project.³ Notably, three schools in this area accommodate 538 students. This is concerning because Downtown Douglas, particularly along G Avenue and F Avenue, faces significant challenges with pedestrian and vehicular visibility. Street parking along these avenues obstructs the line of sight for both drivers and pedestrians attempting to cross the street, posing a safety risk.

The tragic accident in February 2022, where a young boy, Bryan Chacon, was fatally struck while riding his bike along G Avenue to attend school in the downtown area, has intensified City efforts towards enhancing pedestrian and bicycle safety. This tragedy motivated the Mayor and Council to pass a resolution aimed at encouraging pedestrian safety and establishing Bryan's Way, a dedicated safe passage for schoolchildren. The City's resolution to enhance pedestrian safety, coupled with funding from the Tohono O'odham Nation for improvements at the intersection of 4th Street and G Avenue, the location of the tragic accident, reflects a comprehensive approach to creating a safer environment. The funds from the Tohono O'odham Nation are earmarked for the installation of highly visible crosswalks, the execution of curb work to meet ADA standards, and the installation of signage. Supporting these measures, the Douglas Police Department and Public Works Department are actively exploring the development of public awareness campaigns designed to enhance safety comprehensively for everyone in the community. These measures, with our project, exemplify the comprehensive and multifaceted strategy to address safety across the board.

¹ National Roadway Safety Strategy. U.S. Department of Transportation, <https://www.transportation.gov/sites/dot.gov/files/2022-02/USDOT-National-Roadway-Safety-Strategy.pdf>. Version 1.1 Page 6

² US Department of Transportation, Bureau of Transportation Statistics.
³ US Department of Transportation, Bureau of Transportation Statistics.

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During the writing of this submission, our community was starkly reminded of the urgent necessity for enhanced safety interventions when another tragic incident unfolded: an elderly cyclist, crossing Pan American Avenue within the Project's focus area, was fatally struck by a commercial vehicle. This incident underscores the critical imperative for immediate action to safeguard residents. As part of this effort, the City of Douglas is leveraging RAISE grant and local funds to conduct a Complete Streets study. This study aims to connect road users to commercial areas, local businesses, and the downtown area more safely and efficiently, aligning with broader goals for transportation accessibility, safety improvements, and adherence to the ADOT Climate Reduction Strategy.

This comprehensive approach to traffic safety in Downtown Douglas demonstrates a commitment to prioritizing the well-being of all community members by addressing immediate safety concerns and laying the foundation for a more inclusive and sustainable transportation future. With RAISE grant funding, the City aims to significantly reduce vehicle-related incidents by enhancing the safety of its transportation infrastructure. The project will revitalize street quality through mill and overlay treatment, adding clear striping, universal signage, and raised pavement markers (RPMs) to ensure a smooth, uniform roadway that improves visibility for all road users. The City's consideration of thermoplastic paint for road striping, known for its reflective properties, alongside the strategic addition of bump-outs and shortened crosswalks in the downtown area, promises to delineate safer spaces for pedestrians and cyclists, slow down vehicles, and minimize pedestrian exposure to traffic, thereby enhancing visibility and overall road safety.

A countermeasure in the Crash Modification Clearing House provided a study where an improvement in streets quality from poor to good, improved safety by 26%. The Benefit Cost Analysis provided a \$20 million discounted benefit value as a result of this measure over a period of 20 years. This improvement alone provides a safety benefit cost ratio for the Project of 1.02. The calculation doesn't include not having truck traffic at the POE, improved signage, implementing complete streets elements and better pedestrian and bike striping. These items did not have a highly rated countermeasure from the CMCH, but it is obvious that implementing these elements will only add to the safety factors for the Project.

Accidents Report for Douglas Truck Route				
Year	Accidents	No Injury	Injury Crash	Fatalities
2019	55	47	8	-
2020	45	32	13	-
2021	51	36	15	-
2022	64	53	10	1
2023	59	39	20	-
TOTALS	274	207.0	66.0	1.0
AVERAGES	54.8	41.4	13.2	0.2

Source: Douglas Police Department

Table 3

The statistics in Table 3 reflect accidents for the past 5 years recorded within the project area. There was one death related incident in 2022 and an average of 13.2 accidents with injury and 41.4 damage only accidents reported.

Environmental Sustainability

Commercial truck traffic not only deteriorates road infrastructure, but it also causes environmental degradation through air and noise pollution, which in turn negatively impacts the health of Douglas residents. There are 27,000 heavy trucks crossing the border annually to stop at trucking facilities in the downtown area. According to the USDOT Climate and Environmental Justice Screening Tool, the City of Douglas is an underserved community for many reasons. The City has a predominantly minority population with an 85% Hispanic makeup, economically depressed with a \$41,594 median household income that is 74% and 79% lower than the state and national averages respectively, struggles in education attainment with only 11% of the population has obtained a Bachelor's Degree or higher compared to 30% in the state and 38% across the country, has rural designation presenting the opportunity and logistical challenges, and doesn't have a hospital and overall lacks the adequate healthcare system necessary to deal with many of the health issues that arise from air pollution.¹ The City of Douglas has been part of the Paul Spur/Douglas PM10 Non Attainment area since 1990. According to the Arizona Department of Environmental Quality, the concentration of PM10 in the air in Douglas is occasionally above federal standards with the pollutants coming from agriculture, unpaved roads, cleared areas/ vacant lots, open burning/wildfires, windblown dust and emissions coming across the border. The air pollution caused by the commercial traffic is a contributing factor to the air pollution in Douglas and worsens the quality of life for the residents in Douglas.

Reducing the amount of commercial vehicle miles traveled is necessary for safety and for the environmental preservation of the downtown community, especially to limit the impact on historic and downtown area pedestrian walkways. Limiting commercial traffic will help reduce transportation related air pollution and will make the City a more sustainable community and have positive economic impact as the downtown area becomes more friendly to multimodal travel. The City has a thriving public transportation system funded through the Federal Transit Administration's Section 5311 program. The system provides fixed routes within the City, in unincorporated areas and also provides a commuter route throughout Cochise County. The commuter route known as the Cochise Connection was established because not everyone has access to all services in rural Douglas and connecting them to the cities of Bisbee and Sierra Vista through a public transportation route has been working. The route started in 2017 where it began with 300 rides per month. To date, the system is averaging above 1,000 rides per month. The overall public transit system is also thriving. After a ridership dip during COVID, the system came roaring back to its pre-COVID days with total ridership at 5,000 per month. The system serves the student population very well with students representing 26% of total ridership. Students are taking advantage of the system to reach the Douglas campus (10 miles outside of Douglas) and the Sierra Vista Campus (50 miles from Douglas) which also lessens the environmental as well as economic

Vehicles idling at the border result in high emissions of 4 different pollutants: Carbon Dioxide (CO2), Fine Particulates Smaller than 2.5 Microns (PM2.5), Nitrogen Oxides (NOx) and Sulfur Oxides (SOx). The construction of a new POE and increasing processing capacity at the existing port for POVs will reduce idle times from 20 to 10 minutes. It is calculated that this reduction in idling time will save approximately 23,092 metric tons of emissions saved over the course of 20 years. The monetary savings achieved through these carbon emissions is equivalent to \$9.6 million according to USDOT's parameter values. Although truck traffic will not be reduced and actually expected to increase, the wait times will be lessened, thus lessening emissions. As a result of the new commercial POE the air pollution from trucks will be completely taken out of the downtown area, and moved 4.5 miles outside of town.

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"U.S. Census Bureau QuickFacts: Douglas City, Arizona." n.d. [www.census.gov](https://www.census.gov/quickfacts/fact/table/douglascityarizona/PST045222). Accessed February 29, 2024. <https://www.census.gov/quickfacts/fact/table/douglascityarizona/PST045222>

Improved air quality will also have public health benefits for Downtown Douglas residents. [Numerous studies](#) have linked exposure to roadway emissions to health issues in both adults and children, such as respiratory symptoms, asthma attacks, decreases in lung function, heart attacks, and low birth weight. The U.S. DOT Climate and Environmental Justice Screening highlights the prevalence of asthma in Douglas ([Explore the map - Climate & Economic Justice Screening Tool \(geoplatform.gov\)](#)).

The City of Douglas is considering sustainable materials for this project. The City will seek out guidance from its partners to incorporate sustainable solutions that can lead to reduced emissions. This will directly tie into the ADOT CRP activity of sustainable pavements and construction materials.

The Project will also address Chino Road, and in partnership with Freeport McMoran will seek to clean the Chino Road section of roadway that is failing due to its crossing over an unregistered landfill operated in 1958 by the mine. Cleaning up this area of contaminants and replacing it with clean soil will ensure that that area is free of contamination and not further affecting not just the roadway, but the soil and environment in general. The City has done a Phase I Environmental Assessment Study and a geotechnical study of the area where it identified that there is in fact garbage contents at around 7-8 feet deep. To reveal the extent of the contamination, a Phase II study involving a subsurface investigation is underway. The City is seeking to partner with Freeport to help with the cleanup of the area and requesting the grant funding within this Project to resurface the problem area as well as mill and overlaying the larger section of Chino Road as identified in the Project section.

Quality of Life

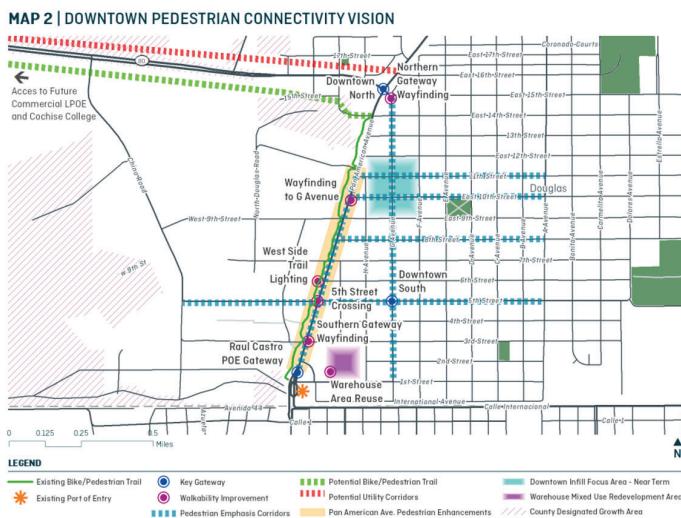
Douglas' road infrastructure has significantly deteriorated due to the extensive commercial use of its main thoroughfares, impacting the City's economic growth potential and hindering its ability to accommodate a diverse range of users, including pedestrians and bicyclists. Truck traffic and its wear on roadways have detracted from Douglas' potential to be vibrant and economically resilient.

In January 2021, the City completed an [Urban Design Study](#), funded by the General Services Administration (GSA) and the Environmental Protection Agency (EPA), in anticipation of a new commercial Port of Entry (POE) in Douglas. This study outlined several strategies to rejuvenate the downtown area, aiming to make it an attractive destination for visitors from Mexico and U.S. tourists. It suggested various enhancements to the downtown area to improve the quality of life, including strategies for walkability and creating inviting gateways into downtown from the neighborhoods, the existing POE, and along Pan American Avenue.

One of the study's strategies emphasized the importance of making downtown Douglas more pedestrian-friendly, particularly along Pan American Avenue, which is part of this Project. This avenue is the City's busiest, supporting both commercial and regular vehicle traffic, and runs parallel to Paseo de las Americas, a linear park that provides access to the City's business district and the downtown area. With less truck traffic, there's an opportunity to redevelop Pan American Avenue into a vibrant commercial corridor for retail, restaurants, and services, enhancing its appeal to border crossers, residents, and tourists alike.



The City public transportation system's use continues to increase, with its busiest bus stop located at the Raul H. Castro POE. The transit division, having received funding through the Arizona Department of Transportation 5339 Bus and Bus Facilities Grant for the design of a new transit center, aims to improve service delivery. This center will provide a hub for the City's buses and office space for staff. The POE bus stop accommodates 15 stops from three different fixed routes, facilitating transportation for people crossing the border for work, shopping, or education at Cochise College. The transit service offers close to 5,000 rides per month across five fixed routes and a dial-a-ride service that is particularly beneficial to about 53% of its ridership, which consists of elderly or disabled riders.



Mobility & Community Connectivity

The streets of Douglas serve as more than mere conduits for vehicle traffic; they are the arteries of connectivity and vitality for the community. As the City envisions a future where every resident, regardless of physical ability, language proficiency, or mode of transportation, can navigate the streets safely and with ease, there is a recognition of the need to focus on comprehensive infrastructure enhancements. Through the Project, specifically a Complete Streets study, the City aims to foster inclusivity, enhance mobility, and promote sustainable transportation solutions tailored to the diverse needs of the community.

The community is diverse, comprising individuals with a range of physical, sensory, and developmental abilities. However, existing infrastructure limitations often hinder their full participation in civic life. The proposed Project presents a unique opportunity to address these challenges by incorporating universal design principles into street enhancement. By prioritizing features such as ADA ramps, and accessible pedestrian crossings, we will ensure that individuals with disabilities can navigate the streets independently. Moreover, by engaging stakeholders representing diverse disability communities throughout the planning process, the City will foster a culture of inclusivity and equity in transportation infrastructure.

With a predominantly Hispanic population and a border town that sees an average 9,863 people per day cross the border from Douglas to Mexico, language barriers often pose significant challenges to effective communication and engagement with city services. The incorporation of bilingual signage along the commercial corridor will not only facilitate navigation for Spanish-speaking residents but also signal the commitment to fostering a welcoming and inclusive environment for all community members. By ensuring that essential information is accessible in both English and Spanish, the City will promote greater civic engagement, accommodate the tourist population, and empower residents to fully participate in local decision-making processes. As the City looks toward a future characterized by environmental stewardship and sustainability, electrification emerges as a critical component of a comprehensive transportation strategy. The City is actively pursuing grant funding for public electric vehicle charging infrastructure.

The expansion of the new port of entry will allow processing of all types of privately owned vehicles including electric. The need for electric charging facilities near the border crossing will be necessary. Cochise County has applied for and received a grant for EV charging stations that it intends to award to a location in the City of Douglas along with other Cochise County locations. It would be wise to plan the EV stations according to the expected traffic and within the routes proposed in the project. The City believes that by investing in the expansion of public charging infrastructure, there will be an incentive to adopt electric vehicles among residents and visitors, thereby promoting a cleaner, more sustainable transportation ecosystem. Also, the transit fleet's electrification is being considered to reduce greenhouse gas emissions and mitigate the environmental impact of transportation within the community.

The vision for transportation extends beyond accommodating private vehicles; it encompasses creating a safe and accessible environment for all road users, including pedestrians, cyclists, and users of public transit. The proposed street resurfacing and complete streets study will prioritize the implementation of traffic calming measures, dedicated bike lanes, and enhances crosswalks to promote pedestrian and cyclist safety. Additionally, by integrating the City's public transportation infrastructure seamlessly into the streetscape and ensuring universal accessibility standards, the viability and attractiveness of public transit options for residents across all demographics will increase.

Economic Competitiveness & Opportunity

The Project is designed to enhance the economic vitality of Douglas, by improving freight mobility, reducing transportation costs, and improving accessibility to local businesses. This initiative aims to bring vitality into both the local and regional economies. Central to our vision is the revitalization of G Avenue, our main street which lies within the project area, coupled with a dynamic economic development strategy. This strategy includes our current Historic Preservation (HP) Overlay which encourages mixed-use developments and infill projects, alongside a city-led façade improvement program and comprehensive historic preservation efforts, poised to enhance the aesthetic and cultural fabric of G Avenue.

The revitalization of G Avenue is pivotal to our economic competitiveness strategy. Vital to this transformation is the development of a streetscape enriched with bulb-outs, abbreviated crosswalks, informative signage, smart poles, and broadened sidewalks, all designed to ensure the safety and comfort of pedestrians, cyclists, and motorists alike. A grant through USDOT in the amount of \$2.9 million is pending the federal budget approval which would build at least 3 blocks of the G Avenue streetscape. By revitalizing the streetscape of G Avenue, and leveraging the benefits of our HP Overlay, our goal is to inject new energy into the downtown area, making it more attractive for both businesses and consumers. The façade grant program and Historic Preservation efforts will preserve the area's cultural and historical integrity while making it a vibrant commercial and social hub. This revitalization effort is expected to attract new businesses, retain existing ones, and increase consumer traffic, thereby enhancing economic output and efficiency. The enhancement of multimodal transportation options in the downtown area is crucial for the comprehensive revitalization of G Avenue.

Part of the Project's focus on improving freight mobility and reducing transportation costs directly benefits the economic competitiveness of Douglas' local enterprises, including the 14 manufacturing and logistics businesses that call Douglas home. Enhanced transportation infrastructure promises smoother, more efficient delivery routes for goods and services, thereby reducing operational costs for businesses and amplifying their competitiveness in wider markets. These improvements are fundamental for attracting and retaining businesses in Douglas, fostering enduring economic development.

In essence, the Project represents a holistic strategy to improve Douglas' economic competitiveness. With the construction of the new POE and expansion of the existing port, through the creation of construction jobs, the rejuvenation of Main Street, the innovative IDA Building concept, and the advancement of freight mobility, we are laying the groundwork for profound economic growth, efficiency improvements, and broader job and market access.

This strategic infrastructural investment transcends mere physical enhancements, it is a foundational investment in the economic future of our community.



State of Good Repair

The heavy commercial trucking traffic is the main cause of road degradation in Douglas. The proposed project streets have an average of 44 PCI, while the entire City's average PCI is 54. The City understands it must divert this traffic to improve the transportation infrastructure's State of Good Repair. Due to years of wear and tear from frequent commercial truck use, the roads are not in optimal condition or State of Good Repair. After the commercial traffic is diverted from downtown, the roadways will be easier to maintain in absence of the daily heavy commercial traffic it experiences today.

The project calls for a sustainable approach in bringing roadway quality up to better standards while also removing its greatest offender deteriorating these roadways, commercial trucks. It also takes a holistic view of the improvements recommended from the City's 2020 Streets Study including drainage improvements in the G and F Avenues to continue to properly convey water flows. Current underground culverts were not constructed with cleanouts for basic maintenance, which causes most of the existing culverts to get backed up with debris.

Through the Project's improvements it is expected that the City would achieve \$3.3 million in discounted savings over the 20-year expected life of the Project. The Project will be designed to minimize future maintenance with robust materials and plantings adapted to the local environment. The City is also committed to developing and funding a proactive maintenance plan for the resurfaced streets to extend the life of the assets. Significant savings are achieved with the Project in the form of 65% in maintenance costs as opposed to a no build scenario.

Partnership & Collaboration

The City is a participant in the USDOT Thriving Communities Program under the FY2022 Networked Communities cohort. Through this program the City is receiving technical assistance and capacity building to strengthen internal capacities to become more competitive for federal grants and assistance and incorporate best practices in areas from community engagement to equitable economic development. For this grant application, the City is leveraging its TCP partners including the Arizona Department of Transportation, the Southeastern Arizona Governments Organization, and the Douglas Industrial Development Authority.

The City also participated in a recent update to ADOT's Border Master Plan, bringing together border communities' infrastructure needs at or in support of POE locations in a planning document for future funding of transportation infrastructure projects. ADOT has free training resources available that the City will participate in to upskill staff where technical capacity is lacking. The City is also looking to partner with ADOT to assist in the engineering and design of the complete streets study.

The Southeastern Arizona Governments Organization (SEAGO) assists the City in planning regional transportation projects managing projects through the Statewide Transportation Improvement Program (STIP). SEAGO supports this project, capable of supporting with technical resources and grant administration assistance. SEAGO is a key partner in delivering transportation solutions countywide and has worked effectively with the City of Douglas for many years. SEAGO has placed the complete streets study on their Transportation Improvement Plan (TIP). The City of Douglas has submitted the Project to SEAGO for placement in the TIP and expects approval to be received within the next 1-2 months.

Cochise County has been instrumental in assisting with capacity building efforts. Through the partnership between entities, the County allowed the City to use their grant consultants for internal capacity building efforts. The County, a larger and more resourceful organization, also lends their resources within their capabilities and availability. Examples include surveying/engineering services, equipment and financial resources such as support for the Cochise Connection public transit route.

The City is partnered with the Douglas Industrial Development Authority (IDA) working hand in hand towards economic development. The IDA will also help in redevelopment of existing warehouses owned by the IDA and soon to be vacated when the new commercial POE is built. The IDA owns 45 acres of vacant land by the location of the new POE and plans to help in redevelopment of the trucking and warehousing facilities currently in town and relocating them through their bonding and financing capabilities. Collaboration with Freeport McMoRan to cleanup the 900 foot section of Chino Road is critical to continue with the Phase II environmental assessment study. The City will keep Freeport engaged with the process and petition for assistance of the cleanup of the garbage for the road in order to secure the roadway from these contaminants causing instability and insecurity with this section of the roadway.

The City of Douglas understands the need for collaboration and effective communication with its congressional delegation and has maintained a strong relationship with its state and local representatives. These relationships have assisted Douglas in securing funding for multiple projects in the past three years that included a flood control study (currently in progress), new SCADA for water management, Chino Road Realignment (Northern part of Chino Road not included in this project), New Well for the new commercial POE, Downtown Streetscape, and the historical preservation of the Police Department building and historic fountains.

The business sector supports the Project as they support safer, improved, and accessible roadways, pathways and sidewalks. The business have long standing operations in the City and well vested in the future of this City.



Innovation

The City of Douglas is taking a proactive approach to address transportation challenges by implementing a comprehensive Smart City Plan (see attachment: CODTelecomRoadmap). At the forefront of this initiative is the deployment of an EPA grant awarded SCADA system, which will enable real-time monitoring and control of various aspects of not just water infrastructure but also programmed to manage various City equipment that includes transportation infrastructure such as smart lighting and smart traffic light systems. This system promises to enhance efficiency and responsiveness, leading to more streamlined traffic management. Additionally, the plan includes improvements to a transit app, providing riders with up-to-date information, optimizing routes, and facilitating a smoother travel experience. Furthermore, the City of Douglas aims to promote sustainable practices by establishing publicly available electric vehicle charging infrastructure, encouraging the adoption of eco-friendly transportation options. This multifaceted approach showcases a commitment to innovation and a forward-thinking vision for a smarter and more efficient transportation system. This also highlights the City's commitment to the ADOT CRP activity of deploying advanced technology solutions for roadway operations and communications and improving traffic flow.

In 2023 the City of Douglas, in partnership with Native Network completed a Telecommunications Roadmap Study to guide a Smart City Plan to modernize infrastructure and creating efficient systems for improved service to the community (see attachment: CODTelecomRoadmap). The customized Smart City Plan has been recommended in a 3-phase approach to accommodate the current and future needs of the City and 3rd parties interested in constructing additional fiber networks. The City of Douglas is already implementing the most crucial aspect of Phase I, which is to implement a new SCADA system, known as the backbone of any Smart City Plan. The City is actively seeking out funding opportunities for the implementation for the remaining Phase 1 systems, which focus on connecting the downtown corridor via fiber and other smart devices. Through this plan the City is committed to implementing fiber infrastructure with every opportunity or project that includes ground disturbance. In the case of resurfacing G Avenue, the City plans to install broadband conduit before the resurfacing as described to be part of the Project.

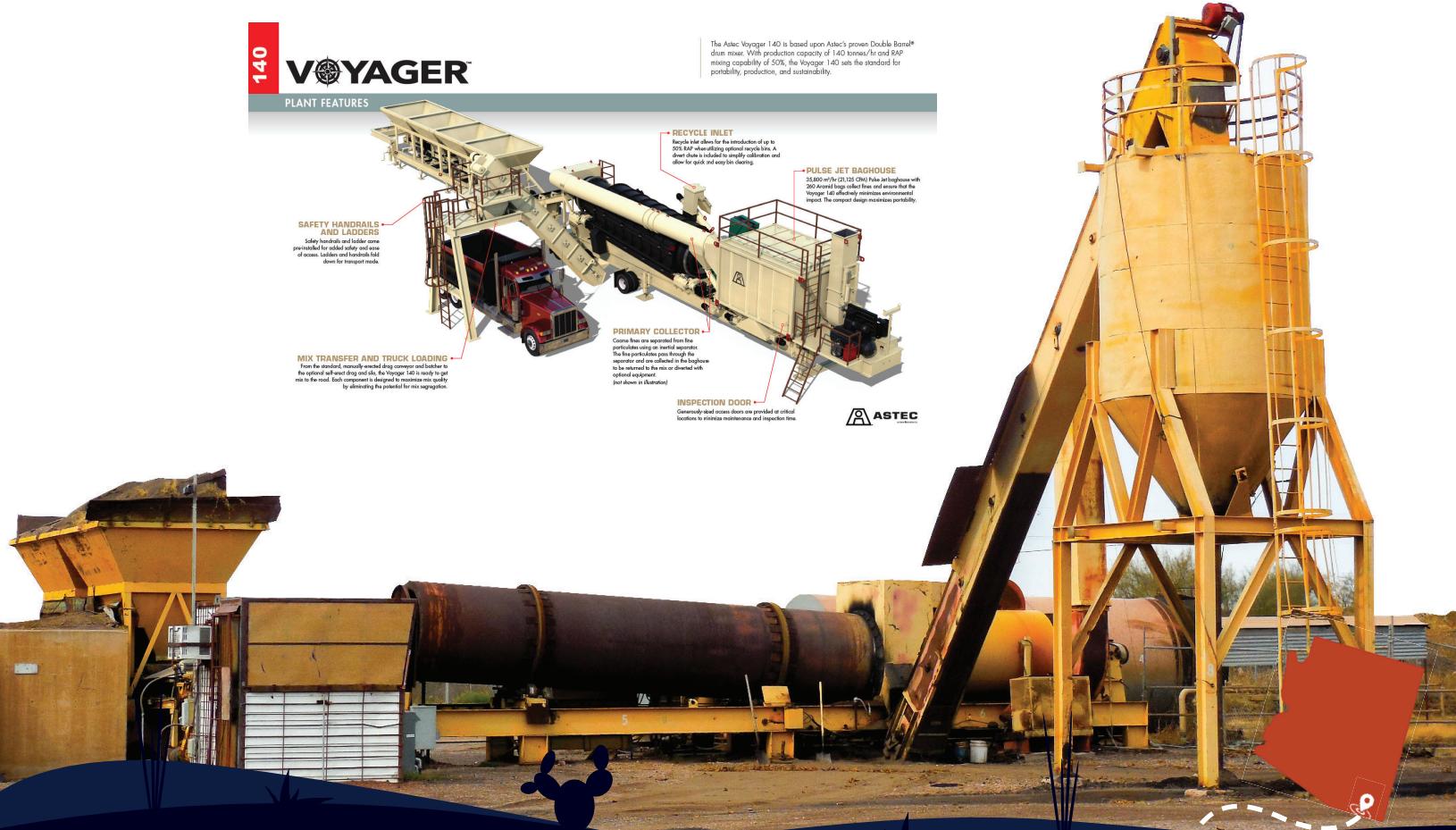
The City of Douglas has applied to the Strengthening Mobility and Revolutionizing Transportation (SMART) grant program to complete Phase I of the Telecommunications Roadmap. The City is awaiting notification and anticipates a decision in the spring. This grant application requested funding for the vertical assets required to connect SCADA and to support future connectivity, smart traffic management, and the enhancement of the Transit mobile application to include real-time updates for both riders and Transit bus drivers.

An innovative approach to traffic control is necessary for this project specifically in the traffic management for southbound traffic going to Mexico and the northbound traffic from U.S Customs on Pan American Avenue. These sections will require special planning as currently there are jersey barriers used to direct traffic to Mexico and there is only one lane out letting traffic from the U.S. POE to Pan American. These thoroughfares must be open 24/7 365 days a year and there are no other alternate routes to take. Careful planning with the contractor, Customs and Border Protection, Agencia Nacional de Aduanas, ADOT and City must take place during this phase of the project to not affect the critical crossings that occur on a daily basis.

Douglas is researching the use of Recycled Modified Tire Asphalt as it represents a groundbreaking innovation in the realm of sustainable infrastructure solutions for resurfacing. By incorporating recycled tire rubber into the asphalt mixture, this technology not only addresses the pressing issue of tire waste management but also offers a myriad of benefits. The inclusion of modified tire rubber enhances the durability and longevity of the asphalt, resulting in reduced cracking, improved resistance to rutting, and increased pavement lifespan. Additionally, this innovative approach helps to mitigate noise pollution, as the rubberized asphalt absorbs and dampens road noise more effectively. By embracing Recycled Modified Tire Asphalt, we are not only promoting environmental stewardship but also revolutionizing the way we design and construct roads, creating a more sustainable and resilient transportation infrastructure for the future.

The City is actively seeking funding for the purchase of a replacement asphalt plant. The current asphalt plant was purchased in the 1980s and is now obsolete and able to generate asphalt only for small projects and patching. A new asphalt plant can provide the City a more cost effective way to deliver asphalt to Douglas projects since Douglas is a rural area, the nearest asphalt is from Sierra Vista, about 1 hour away. Most of the time Sierra Vista is backed up and not an option, therefore the City is forced to go to Tucson for its large asphalt needs. Even in Tucson, the City is placed in the queue with other major companies in Tucson and asphalt is not always delivered in an ideal timeframe. Local production of asphalt would lessen costs for the Project.

The City will utilize a design/build procurement method for the Project. This contracting method allows the City to hire one building company to encompass both engineering and construction. This construction method is ideal for the Project that would reduce cost compared to traditional procurements and provide up-front knowledge of costs involved for the entire project at very early stages. It will also help a small City like Douglas with resource management in order to move the Project in a quicker manner.



PROJECT READINESS

The Project can begin design and pre-construction activities immediately upon award and grant agreement implementation. The schedule assumes obligation of RAISE funds fully by the end of calendar year 2025 and it anticipates the completion of construction elements by before the statutory expenditure deadline September 30, 2033. The City will execute this project through a Design-Build contract, streamlining the design and construction process. Risk associated with the Project is very low, as the Douglas Public Works Department will oversee the design and construction contracts. Discussed in more detail below, the City of Douglas will file a Categorical Exclusion immediately following award notification.

Project Schedule

Douglas Commercial Transportation Infrastructure Enhancement Project Schedule		
	Start	End
STATE & LOCAL APPROVALS		
SEAGO Adds Project to TIP	2/26/2024	3/21/2024
Council Resolution Accepting RAISE Grant Award	7/1/2024	8/14/2024
Council Resolution Authorizing City to Enter into DOT Grant Agreement	5/14/2025	5/15/2025
FEDERAL ENVIRONMENTAL REVIEWS AND COMPLIANCE		
Environmental Consultant Procurement	7/9/2024	9/1/2024
NEPA Environmental Reviews	9/1/2024	4/30/2025
Categorical Exclusion Process	9/1/2024	4/30/2025
FUNDING OBLIGATION		
City and DOT Enter into Grant Agreement and Funds are Obligated	6/3/2025	7/31/2025
PROJECT PROCUREMENT		
Design-Build Contractor Procurement	8/4/2025	11/30/2025
CONSTRUCTION		
Complete Streets Study	2/2/2026	8/31/2026
Street Enhancements Construction	4/4/2028	10/31/2029

Environmental Risk

Two roads listed in the project scope will have additional environmental clearances. The first is Chino Road. A Phase I Environmental Assessment Report is complete and a Phase II Environmental study is underway, and then clearances will be applied for. The 3rd Street project will also be assessed due to the drainage involved, and clearances obtained.

Upon receiving the award notification, the City will immediately engage with an environmental consultant to begin the NEPA process for Chino Rd and 3rd Street. The environmental assessment will be funded through local funds to ensure that environmental clearance is secured well in advance of obligating RAISE grant funds. Should these streets not be prepared for resurfacing, the City intends to give precedence to other projects within our scope.

Additionally, for the broader scope of streets involved in the project, the City will pursue a Categorical Exclusion (CE), ensuring a streamlined environmental review process. Further information regarding the CE is provided in the section below.

NEPA Document Type

Categorical Exclusion (“unlisted” CE). The pavement rehabilitation project meets the definition of a CE under 23 CFR 771.117 (c)(26) Categorical Exclusion. The project replaces paved surface on the current alignment, no right-of-way acquisition, and no relocation of residences or businesses. There are no 23 CFR 771.117 Constraints: No significant environmental impacts, no substantial controversy based on environmental grounds, no significant impacts to Section 4(f) resources or Section 106 resources, and no inconsistencies with federal, state, or local laws. A CE Checklist document and Environmental Commitments Memorandum will be developed through the ADOT Local Project Assistance (LPA) program. A MOU under 23 U.S.C. 326 between ADOT and FHWA was signed on June 3, 2018, giving ADOT the lead role in NEPA compliance. The City of Douglas and ADOT are expected to have NEPA clearance through CE (c) list completed by spring 2025, as shown in the project schedule. All required NEPA studies will be updated or completed prior to approval of the environmental document.

Once the appropriate level of environmental documentation is verified with ADOT, agency scoping letters will be sent to all appropriate federal, state, and local agencies and officials to gather additional input on the proposed Project. The responses from the various agencies will be incorporated into the NEPA document. The level of continued public engagement will also be determined, as appropriate. The NEPA document will be approved 6-8 months after initiation.

Required Approvals

The City has or will have received all environmental approvals and permits necessary for the Project to proceed to construction on the timeline specified in the project schedule and necessary to meet the statutory obligation deadline, including satisfaction of all Federal, State and local requirements and completion of the NEPA process.

State and Local Approvals

The project exclusively involves the improvement of paved surfaces currently under the City of Douglas's jurisdiction, eliminating the need for Right-of-Way acquisitions. Additionally, the necessity for utility adjustments is expected to be minimal, if at all required.

The City is currently working with the Southeastern Arizona Governments Organization (SEAGO) to include the Project into the Transportation Improvement Program (TIP) to be approved and included into the State Transportation Improvement Program (see SEAGO letter of support). SEAGO Transportation Manager acknowledged the Project request to place on the tip and expects the Project to be added to the TIP on March 21, 2024 (See SEAGO Letter of Support)

Federal Transportation Requirements Affecting State and Local Planning

The Streets will meet all federal standards for signing and striping once they are resurfaced. All plans will be completed by a registered Civil Engineer in the State of Arizona to be compliant with safety and regulatory standards.

Assessment of Project Risks and Mitigation Strategies

	Impact	Likelihood	Mitigation Strategy
Obtaining Required Environmental Permits	High	Low	The entire project will occur within the existing right-of-way. The City does not anticipate any challenges with obtaining necessary environmental permits and will begin the NEPA process quickly upon being awarded. The City does not anticipate any challenges with obtaining necessary environmental permits and will begin the NEPA process quickly upon being awarded.
Delays in Construction	Moderate	Low	Potential construction delays have been taken into account in the City's conservative project schedule. The contractor will also help to minimize delays by participating in the design process to reduce potential change orders, minimize delays in construction, and provide the City with a smooth delivery.
Staffing to Complete the Project	Low	Low	The City intends to bid out the project for a design-build project delivery. Contractor will provide construction inspection, and onsite project management. Douglas Public Works staff will
Public Engagement/Public Support	Low	Low	The City has engaged on downtown street enhancements over the last 5 years. Upon grant award notification, City staff will launch a comprehensive public engagement campaign.

Technical Capacity

The City of Douglas possesses the necessary resources to execute the Douglas Commercial Transportation Infrastructure Enhancement Project efficiently, ensuring completion on time and within the allocated budget. Having collaborated on recent initiatives involving local, state, and federal stakeholders, especially concerning the new Commercial Port of Entry, the City boasts a proven track record of successfully managing Federal grants, including those under the Community Development Block Grant (CDBG) program and significant funding from the North American Development Bank (NadBank).

To further reinforce the City's technical capabilities for this project, a qualified contractor will be selected through the federal prescribed procurement process. The City will seek qualifications from a contractor with experience in managing large-scale paving projects, ensuring the highest standards of quality and efficiency are met throughout the project's duration.

Moreover, essential City staff will oversee the project's execution and manage all necessary federal reporting requirements. The table below provides an overview of key City of Douglas staff that will be involved in the project and displays their technical expertise and capacity to ensure successful project delivery.

Name	Role	Experience & Qualifications
Ana Urquijo	City Manager	<ul style="list-style-type: none"> 30+ years in public management (state, county, local government) Certified Manager, International City/County Management Association
Luis Pedroza	Deputy City Manager/City Treasurer	<ul style="list-style-type: none"> 17 years in local government Manages Finance, Public Works, Utilities, Development Services, Procurement, Transit, IT, and Grants Oversees grants writing division managing \$15M of federal grants annually.
Elise Moore, P.E.	Public Works Director/City Engineer	<ul style="list-style-type: none"> Municipal engineer since 2001 Registered Professional Engineer, State of Arizona. Certified Floodplain Manager. B.S.E. in Civil Engineering, Master's in Public Administration. Certified Public Manager. Extensive experience in project management, traffic engineering, drainage design, roadway design, plan review, and construction management. Extensive experience with federal, state, and local funded projects
Alejandro Martinez	Finance Director	<ul style="list-style-type: none"> Expertise in accounting, budgeting, revenue management, and financial reporting. Experience in contract and compliance, program coordination. Expertise in grant management, including overseeing an average of \$50 million City budget
Rene Rios	Procurement Specialist	<ul style="list-style-type: none"> 11 years experience in procurement and contract management within local government settings. Experience in navigating and adhering to state and federal procurement regulations and guidelines over 24 years of government experience

Conclusion & Grant Request

The Project is a significant step forward for Douglas looking in the horizon of a City investment of more than \$400 million investment from the federal government to expand trade capacity with the nation's greatest trading partner in Mexico through the two-port solution. The Project leverages the federal investment for overall community benefit in the environment, safety, state of good repair, and improving quality of life sectors. Including inclusive systems for adaptation of our community that will experience a freer downtown with more options for private investment in a community that for many years has experienced disadvantages through several areas in economics, education, environmental and geographical. These systems will include safer walkways and streets and inclusive of its heavy Hispanic makeup.

The request for \$23,518,381 for the City's Douglas Commercial Transportation Infrastructure Enhancement Project: Addressing Safety, Equity and Connectivity Project is respectfully presented to the RAISE Grant Review Committee. As an area of persistent poverty and disadvantaged community, the City also petitions to waive the 20% matching requirement for this grant as the City's Streets fund is not able to fund at this time and instead will utilize City funds for the complimentary projects within the Project that include the Downtown Streetscape project, Chino Road cleanup project as well as already invested funds in studies and engineering in the 3rd Street engineering and report, Chino Road Phase I Environmental Assessment Study, 30% design of the Downtown Streetscape project, and the Telecommunication Roadmap Study.

The City of Douglas is about to breakaway from a stagnant economic status with the POE investment. Our federal partners from the General Services Administration (GSA) that are working on the port project continue to be impressed with the City's ability to move the POE project forward even with so many challenges along the way, specifically funding and lack of resources. The City of Douglas is amicably labeled by them as "The Little City that Could". A name that resonates loudly within the organization and the motto for continuing to serve the residents of Douglas and the beautiful makeup of people that live here. Thank you once again for this opportunity to present our Project and the opportunity to speak about our potential and our beautiful Douglas, Arizona.

