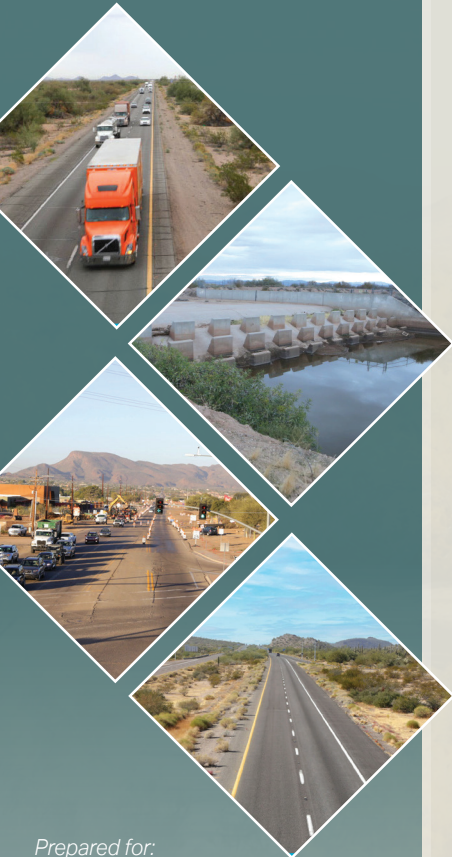


Why I-11?



I-11 is Anticipated to Support:

- ✓ 16 economic centers
- ✓ \$12.2B in gross regional product
- ✓ \$10.3B in personal income
- ✓ 136,200 job-years
- ✓ 235- to 250-minute reduction in travel time between Nogales and Wickenburg



Prepared for:
Arizona Department of Transportation
Engineering Consultants Section
205 South 17th Avenue,
Mail Drop 616E
Phoenix, Arizona 85007

July 30, 2024

Statement of Qualifications • Contract Number: 2025-002

I-11, I-10 to US 93

Design Concept Report and Tier 2 Environmental Impact Statement

Maricopa County

AECOM Delivering a better world

Dear Selection Panel Members:

With the advancement of the proposed I-11 northern segment into Tier 2 studies, ADOT is continuing to plan one of the most regionally significant interstate corridors in Arizona and the Intermountain West. The proposed I-11 aims to be a multi-use corridor that will enhance travel, mobility, national and international trade, commerce, job growth, and economic vitality.

AECOM has been involved in the I-11 corridor since its inception; we have unmatched knowledge of the decisions made to get to this point and we are well-prepared to continue its momentum.

The Tier 2 Design Concept Report (DCR) and Environmental Impact Statement (EIS) brings the corridor one step closer to implementation. Our AECOM team has the background knowledge, Tier 2 experience, and depth of technical expertise and staff to move this project forward. Our team is led by **Rodney Bragg, PE**, who led the engineering studies for the Tier 1 EIS and has been involved with the corridor development for more than 15 years. He is knowledgeable in the tiered EIS process and brings significant relevant experience to successfully deliver this project.

The 3-year schedule to deliver a Tier 2 EIS of this size is aggressive. In addition to the latest Council on Environmental Quality requirements for EIS time frames, there is local pressure to maintain this schedule given the legislative appropriation funding and expectations from political leaders. AECOM has developed a Project Work Plan to meet this schedule.

OUR PATH TO...

ENGAGEMENT ENVIRONMENTAL ENGINEERING

IMPLEMENTATION



● Engagement

We will work with ADOT to establish agency steering committees and gain consensus on milestone decisions. This includes supporting ADOT in implementing the Tribal Outreach Plan to effectively engage Native Nations in the process, particularly regarding the cultural resource surveys.

● Environmental

Numerous commitments were made in the Tier 1 EIS that will be revisited and continued in the Tier 2. Our in-depth knowledge of these decisions and how they influence the corridor will be critical in coordinating with the relevant federal agencies.

● Engineering

A key step in providing a defensible Tier 2 document includes establishing the corridor constraints and understanding agency needs before developing alternatives. Our constraints mapping process addresses this for developing and evaluating alternatives.

AECOM is not a certified DBE. We commit the key personnel identified herein to the extent necessary to meet ADOT's quality and schedule expectations.

Sincerely,

AECOM Technical Services, Inc.

Jennifer Bixby, PE (AZ #33782), PTOE
Vice President, Principal-in-Charge
480.363.0447 • jennifer.bixby@aecom.com
Authorized SOQ Signer

Rodney Bragg, PE (AZ #32831)
Vice President, Project (Contract) Manager
602.648.2527 • rodney.bragg@aecom.com

AECOM is uniquely positioned to meet the schedule and successfully deliver the Final EIS and Record of Decision by prioritizing key efforts during the development process.

MITIGATE RISK

We will maintain a Risk Register that includes potential risks in all areas of the project development, along with mitigation and status. The Tier 1 EIS includes several commitments that were anticipated to be started ahead of the Tier 2 studies. **Our First 60-Day Action Plan addresses key study elements that have the potential to impact the project schedule.**



First 60-Day Action Plan

- ✓ Initiate Wildlife Studies with Arizona Game and Fish Department
- ✓ Identify Cooperating and Participating Agencies
- ✓ Initiate Right-of-Entry Permits for Surveys
- ✓ Develop a Public Involvement Plan and Agency Coordination Plan
- ✓ Identify Constraints Mapping Data Requirements
- ✓ Initiate Tribal Outreach



MANAGE THE PROCESS

AECOM is leading the development of ADOT's Tier 2 process through our work on the North-South Corridor. Using this knowledge, we developed a Project Work Flow and Schedule (Page 13) to show how this study will systematically progress to a Preferred Alternative. **Managing this process maintains forward momentum to achieve the project goals and meet the schedule, while providing a transparent and defensible Tier 2 Final EIS.**

Engineering Consultants Section SOQ Proposal Certifications Form

Contract #: 2025-002Consultant Name: AECOM Technical Services, Inc.

Please read the fifteen (15) statements below. The statements are to ensure Consultants are aware and in agreement with Federal, State and ECS guidelines related to the award of this contract. Consultants shall submit the specific Certification form attached to each RFQ advertised, as revisions to the form may occur from time to time. **Failure to sign and submit the certification form specified in the RFQ with the SOQ proposal will result in the SOQ proposal being rejected.**

Submission of the SOQ by the Consultant certifies that to the best of its knowledge:

1.	The Consultant and its subconsultants have not engaged in collusion with respect to the contract under consideration.
2.	The Consultant, its principals and subconsultants have not been suspended or debarred from doing business with any government entity.
3.	The Consultant shall have the proper Arizona license(s) and registration(s) for services to be performed under this contract. Furthermore, the Consultant shall ensure that all subconsultants have the proper Arizona license(s) and registration(s) for services to be performed under this contract.
4.	The Consultant's signature on any SOQ proposal, negotiation document or contract constitutes that a responsible officer of the Consultant has read and understands its contents and is empowered any duly authorized on behalf of the Consultant to do so.
5.	The Consultant's Project Team members are employed by the Consultant on the date of submittal.
6.	All information and statements written in the proposal are true and accurate and that ADOT reserves the right to investigate, as deemed appropriate, to verify information contained in proposals.
7.	Key members of the Project Team, including subconsultants, are currently licensed to provide the required services as requested in the RFQ package.
8.	All members of the Project Team who are former ADOT employees did not have or provide information that gives the Consultant a competitive advantage; and either (1) concluded their employment with ADOT at least 12 months before the date of the SOQ or (2) have not made any material decisions about this project while employed by ADOT.
9.	Work, equating at least 51% of the contract value, shall be completed by the Consultant unless otherwise specified in the SOQ or contract.
10.	No Federally appropriated funds have been paid or shall be paid, by or on behalf of the Consultant for the purpose of lobbying.
11.	The Consultant understands that it is required to have a compliant accounting system, in accordance with Generally Accepted Accounting Principles (GAAP), Federal Acquisition Regulation (FAR) of Title 48, Code of Federal Regulations (CFR)-Part 31, applicable Cost Accounting Standards (CAS), and ADOT Advance Agreement Guideline.
12.	If project is funded with Federal Aid funds, the Consultant affirmatively ensures that in any subcontract entered into pursuant to this advertisement, Disadvantaged Business Enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award, in accordance with Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 U.S.C. §§ 2000d to 2000d-4) and the Regulations.
13.	The Consultant shall utilize all Project Team members, subconsultants and DBE firms, if applicable, submitted in the SOQ, and shall not add other Project Team members or subconsultants, unless the Consultant has received prior written approval from ADOT.
14.	The Consultant shall either meet its DBE goal commitment and any other DBE commitments or make Good Faith Efforts to meet the DBE goal commitments as stated in its SOQ proposal or Cost Proposal and shall report on a timely basis its DBE utilization as detailed in the contract.
15.	If selected, the Consultant is committed to satisfactorily carry out the Consultant's commitments as detailed in the contract and its SOQ proposal.

I hereby certify that I have read and agree to adhere to the fifteen (15) statements above and/or that the statements are true to the best of my knowledge as a condition of award of this contract.

Print Name: Jennifer Bixby, PE, PTOETitle: Vice PresidentSignature: Date: July 30, 2024

Revised 2/11/2022

**ARIZONA DEPARTMENT OF TRANSPORTATION
ENGINEERING CONSULTANTS SECTION
PARTICIPATION IN BOYCOTT OF ISRAEL - CONSULTANT CERTIFICATION FORM
ADOT ECS Contract No.: 2025-002**

This Certification is required in response to legislation enacted to prohibit the State from contracting with companies currently engaged in a boycott of Israel. To ensure compliance with A.R.S. §35-393, this form must be completed and returned with any response to a solicitation (SOQ), Contract Cost Proposals, and Contract Time Extensions. The Consultant understands that this response will become public record and may be subject to public inspection.

Please note that if any of the following apply to this Solicitation, Contract, or Contractor, then the Offeror shall select the "Exempt Solicitation, Contract, or Contractor" option below:

- The Solicitation or Contract has an estimated value of less than \$100,000;
- Contractor is a sole proprietorship;
- Contractor has fewer than ten (10) employees; OR
- Contractor is a non-profit organization.

Pursuant to A.R.S. §35-393.01, public entities are prohibited from entering into contracts "unless the contract includes a written certification that the company is not currently engaged in, and agrees for the duration of the contract to not engage in, a boycott of goods or services from Israel."

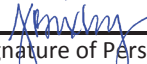
Under A.R.S. §35-393:

1. "Boycott" means engaging in a refusal to deal, terminating business activities or performing other actions that are intended to limit commercial relations with entities doing business in Israel or in territories controlled by Israel, if those actions are taken either:
 - (a) Based in part on the fact that the entity does business in Israel or in territories controlled by Israel.
 - (b) In a manner that discriminates on the basis of nationality, national origin or religion and that is not based on a valid business reason.
2. "Company" means an organization, association, corporation, partnership, joint venture, limited partnership, limited liability partnership, limited liability company or other entity or business association, including a wholly owned subsidiary, majority-owned subsidiary, parent company or affiliate, that engages in for-profit activity and that has ten or more full-time employees.
- ...
5. "Public entity" means this State, a political subdivision of this State or an agency, board, commission or department of this State or a political subdivision of this State.

The certification below does not include boycotts prohibited by 50 United States Code Section 4842 or a regulation issued pursuant to that section. See A.R.S. §35-393.03.

In compliance with A.R.S. §§35-393 *et seq.*, all offerors must select one of the following:

- ☒ The Company submitting this Offer does not participate in, and agrees not to participate in during the term of the contract, a boycott of Israel in accordance with A.R.S. §§35-393 *et seq.* I understand that my entire response will become public record in accordance with A.A.C. R2-7-C317.
- ☐ The Company submitting this Offer does participate in a boycott of Israel as described in A.R.S. §§35-393 *et seq.*
- ☐ **Exempt Solicitation, Contract, or Contractor.**
Indicate which of the following statements applies to this Contract:
- ☐ Solicitation or Contract has an estimated value of less than \$100,000;
 - ☐ Contractor is a sole proprietorship;
 - ☐ Contractor has fewer than ten (10) employees; and/or
 - ☐ Contractor is a non-profit organization.

AECOM Technical Services, Inc.				
Company Name			Signature of Person Authorized to Sign	
7720 North 16th Street, Suite 100			Jennifer Bixby, PE, PTOE	
Address			Printed Name	
Phoenix	AZ	85020	Vice President	
City	State	Zip	Title	July 30, 2024
			Date	



FORCED LABOR OF ETHNIC UYGHURS BAN Certification Form

Forced Labor of Ethnic Uyghurs Ban

Please note that if any of the following apply to the Consultant, then the Offeror shall select the "Exempt Consultant" option below:

- Consultant is a sole proprietorship;
- Consultant has fewer than ten (10) employees; OR
- Consultant is a non-profit organization.

Pursuant to A.R.S. § 35-394, the State of Arizona prohibits a public entity from entering into or renewing a contract with a company unless the contract includes written certification that the company does not use the forced labor, or any goods or services produced by the forced labor, or use any consultants, subconsultants, or suppliers that use the forced labor or any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China.

Under A.R.S. §35-394:

1. "Company" means an organization, association, corporation, partnership, joint venture, limited partnership, limited liability partnership, limited liability company or other entity or business association, including a wholly owned subsidiary, majority-owned subsidiary, parent company or affiliate, that engages in for-profit activity and that has ten or more full-time employees.
 - (a) Based in part on the fact that the entity does business in Israel or in territories controlled by Israel.
 - (b) In a manner that discriminates on the basis of nationality, national origin or religion and that is not based on a valid business reason.
2. "Public entity" means this State, a political subdivision of this State or an agency, board, commission or department of this State or a political subdivision of this State.

In compliance with A.R.S. §§ 35-394 et seq., all offerors must select **one** of the following:

<input checked="" type="checkbox"/>	The Company submitting this Offer does not use, and agrees not to use during the term of the contract, any of the following: <ul style="list-style-type: none"> • Forced labor of ethnic Uyghurs in the People's Republic of China; • Any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China; or • Any Consultants, Subconsultants, or suppliers that use the forced labor or any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China.
<input type="checkbox"/>	The Company submitting this Offer does participate in use of Forced Uyghurs Labor as described in A.R.S. § 35-394.
<input type="checkbox"/>	Exempt Consultant. Indicate which of the following statements applies to this Consultant (may be more than one): <ul style="list-style-type: none"> <input type="checkbox"/> Consultant is a sole proprietorship; <input type="checkbox"/> Consultant has fewer than ten (10) employees; and/or <input type="checkbox"/> Consultant is a non-profit organization.

AECOM Technical Services, Inc.

Company Name

7720 North 16th Street, Suite 100

Address

Phoenix

City

AZ

State

85020

Zip

Signature of Person Authorized to Sign

July 30, 2024

Jennifer Bixby, PE, PTOE

Printed Name

Vice President

Title

1 • PROJECT UNDERSTANDING & APPROACH

PROJECT OVERVIEW

ADOT and FHWA completed the Tier 1 Record of Decision (ROD) and Final Preliminary Section 4(f) Evaluation for the I-11 Corridor in November 2021, identifying a 2,000-foot-wide Selected Corridor Alternative for I-11 between Nogales and Wickenburg.

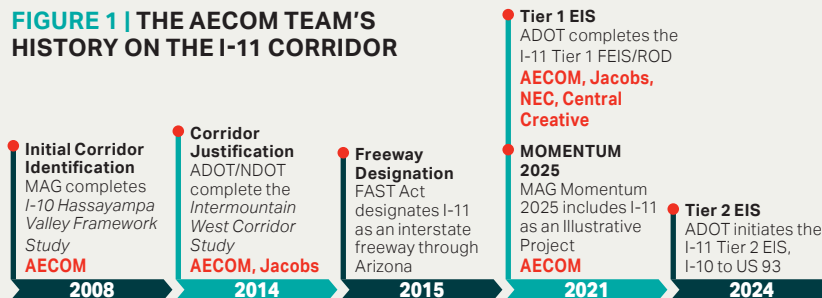
Establishing the general location of I-11 in the Tier 1 ROD was a milestone in advancing this important transportation investment for Arizona, building on 25 years of study into a new high-capacity, high-priority, north-south transportation facility to connect U.S. markets to Canada and Mexico.

The Tier 1 Environmental Impact Statement (EIS) process identified a need for greater connectivity and travel time reliability as population and employment growth continue, and a need for alternate interstate and regional routes.

➤ **The next step in the tiered environmental review process is to initiate more detailed Tier 2 studies to identify a specific alignment within the selected corridor.** The Arizona State Legislature showed its commitment to this corridor by allocating \$25M to the I-11 Tier 2 Environmental Study to further advance the project in western Maricopa County. The Tier 2 Design Concept Report (DCR) and EIS will identify a preferred alignment between I-10 and US 93, including connections with I-10, US 60, and US 93, conceptual traffic interchange (TI) locations, and future right-of-way (R/W) needs.

➤ **As shown in Figure 1, AECOM has been working with ADOT and the Maricopa Association of Governments (MAG) for more than 15 years to define and advance the I-11 corridor.** Through our experience on the I-11 Tier 1 EIS and recent experience working with ADOT on Tier 2 studies, we refined the process to deliver the Tier 2 Final EIS (FEIS)/ROD while meeting the Council on Environmental Quality National Environmental Policy Act (NEPA) timing restrictions from Notice of Intent (NOI) to ROD. An overview of the I-11 Tier 2 EIS process and timeline is presented in Figure 2.

FIGURE 1 | THE AECOM TEAM'S HISTORY ON THE I-11 CORRIDOR

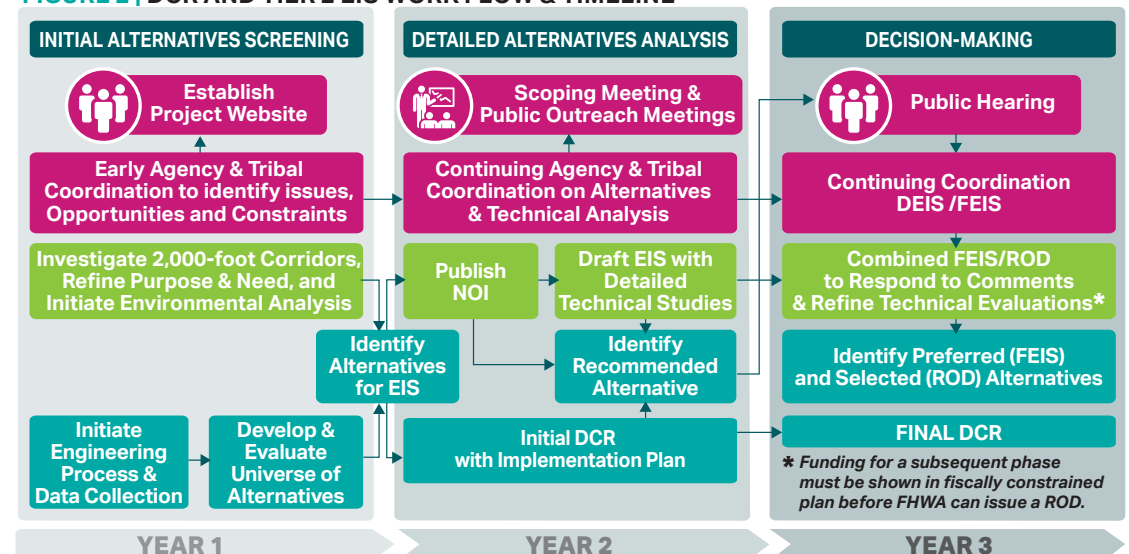


MAJOR TASKS

The study's main goal is to identify an alignment for the 400-foot-wide future I-11 facility and establish a footprint for R/W preservation. The project's major tasks include:

- **Agency & Public Engagement |** During the Tier 1 project, AECOM implemented an extensive public and agency involvement program. For the Tier 2 study, we will continue our collaboration with ADOT Environmental Planning (EP) and Communications to develop and execute a comprehensive Agency Outreach and Public Involvement Plan to continue these successful stakeholder engagement and public involvement activities. ➤ **We will align stakeholders and build consensus.**
- **Tier 2 EIS |** Early initiation of critical-path environmental investigations, such as cultural and biological resources, as well as wildlife connectivity, is essential to refine our understanding of how the resources identified in these long-lead technical studies will affect the specific location of the roadway alignment. Coordination with ADOT EP will identify the detailed methodology of the technical reports and develop the Public Involvement Plan and agency coordination efforts. ➤ **This project will build upon the previous Tier 1 EIS to inform the location of the specific alignment to avoid, minimize, and mitigate those impacts.**
- **Design Concept Report |** We will document the alternative development and evaluation process, design criteria, and Recommended Alternative in the DCR and we will develop and refine the Recommended Alternative to a Stage I (15%) level. We will prepare a Change of Access Report for the I-10 system interchange. ➤ **We will produce plan and profile roll plots and identify and quantify the property impacts. We will also prepare a project cost estimate and implementation plan.**

FIGURE 2 | DCR AND TIER 2 EIS WORK FLOW & TIMELINE



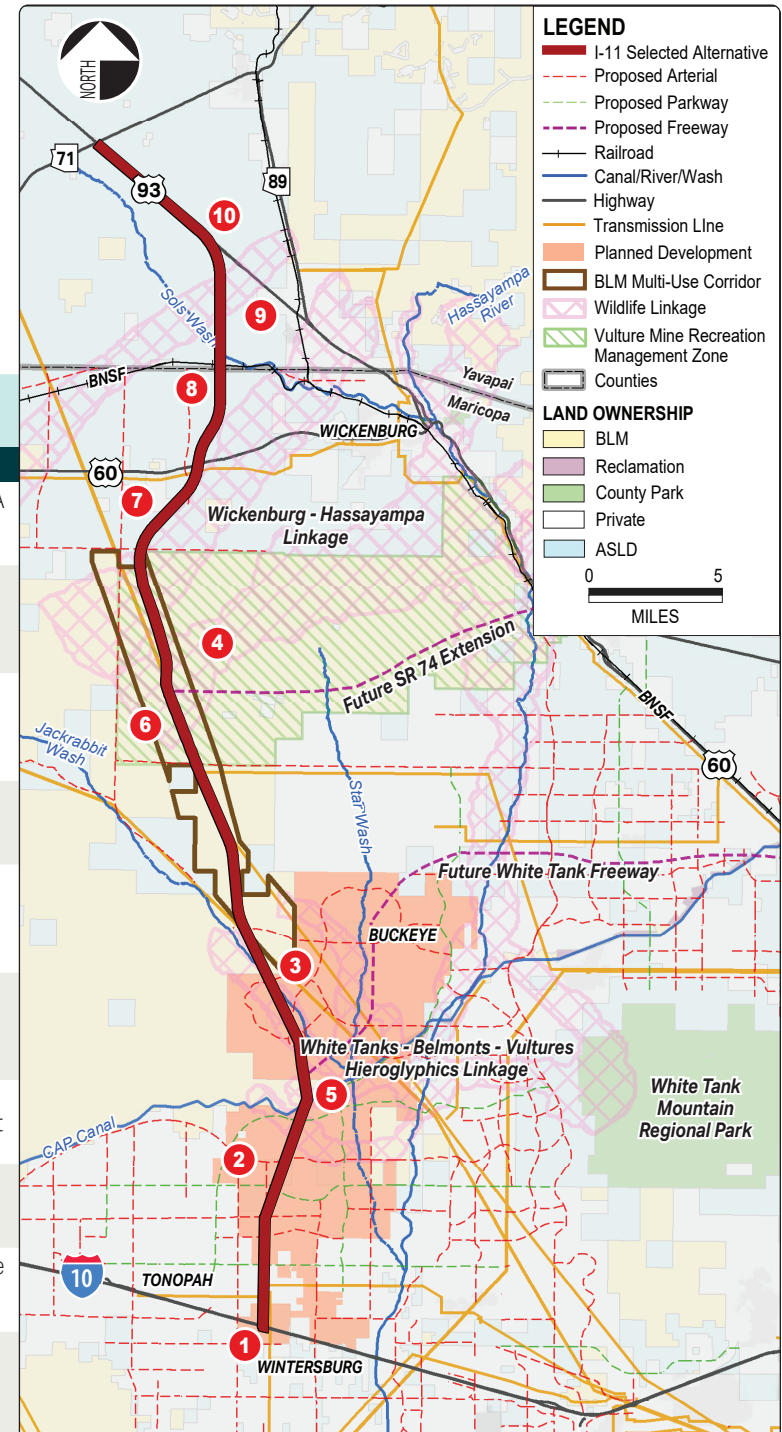
INSTITUTIONAL ELEMENTS

- **WorkFront** | We will collaborate with MPD to set up and upload project information to WorkFront and the Legislative Dashboard so ADOT staff have access to the schedule, submittals, and other relevant information.
- **Programmed Budget/Funding Opportunities** | Currently no funding is identified for design or construction. Since 2010, our team has helped secure \$3.8B in grants for agencies across the U.S. and will assist ADOT to identify potential funding sources and applicable federal Notice of Funding Opportunities.
- **IGAs & JPAs** | We will identify future needs for intergovernmental agreements (IGAs) and joint project agreements (JPAs) (e.g. railroad).
- **FHWA Involvement** | Per the 327 Memorandum of Understanding signed by FHWA and ADOT in June 2024, FHWA will be the lead federal agency for this segment of I-11 with ADOT as the local project sponsor.

FIGURE 3 | SPECIAL ISSUES & POTENTIAL MITIGATION

The study area includes numerous features, challenges, and issues that will be addressed in this study. Figure 3 shows the study area key challenges and highlights our approach during Tier 2.


ISSUE/CHALLENGE	APPROACH
1 Connection to I-10 • The system interchange at I-10 will require a Change of Access Report and FHWA approval.	Prepare a Methods and Assumptions Memo for ADOT and FHWA review and coordinate with FHWA for interchange alternatives and traffic analysis.
2 Traffic Interchanges • Locations need to account for desired 2-mile spacing; connections to I-10, US 93, US 60; future White Tank Freeway; extension of SR 74; and future land use.	Evaluate locations using MAG travel demand model (TDM) and coordinate with local agencies to gain input; provide 4-mile gaps to address future connections to planned White Tank Freeway and SR 74 extension.
3 Floodplains/Waters of the U.S. (WOTUS) • Minimize impacts to floodplains and WOTUS.	Coordinate early with the U.S. Army Corps of Engineers (USACE) to develop an approach to Jurisdictional Delineations and evaluate crossing locations and alignments to minimize crossing length, bridge costs, and impacts to water surfaces.
4 Wildlife Connectivity • The Tier 1 ROD committed to additional study of wildlife movement by the Arizona Game & Fish Department (AZGFD) to inform crossing locations and design.	Coordinate with AZGFD to start its wildlife tracking studies and gather preliminary input based on mapping the water sources, similar to the North-South EIS.
5 Central Arizona Project (CAP) Canal • This major utility requires bridge crossing, operations and maintenance access, and assessment of upstream drainage impacts.	Coordinate early with Tom Fitzgerald (Central Arizona Water Conservation District), Dominic Graziani (U.S. Bureau of Reclamation (USBR)), and Britt Bowen (USBR) to gain input on constraints and design criteria.
6 Vulture Mine Recreation Management Zone (VMRMZ) • Alignment and design through the VMRMZ Multi-Use Corridor will need to account for a transmission line and a planned off-road racecourse.	Include the transmission line in constraints mapping and coordinate with the U.S. Bureau of Land Management (BLM) to implement the Tier 1 EIS commitment to provide connectivity across I-11 for the racecourse.
7 Cultural/Historic Resources • A majority of the corridor is not surveyed, which could result in identification of cultural sites, Traditional Cultural Places, and Section 4(f) resources.	Start the Section 106 consultation process as soon as possible, conduct Class III survey of entire corridor, and conduct break-out sessions with Four Southern Tribes.
8 BNSF Railway • The alignment will need to cross the Phoenix subdivision branch line (Peavine Corridor) and will require BNSF approval and a new easement agreement.	Work with ADOT U&RR (Sayeed Hani) to contact BNSF and discuss constraints, design criteria, and schedule recurring coordination meetings with BNSF.
9 Vista Royale Community • The local community will want an alignment as far west as possible and the Town of Wickenburg will want an alignment to the east, closer to the town.	Communicate frequently with local community and town to strike a balance between being too close to homes and creating a bypass.
10 Connection to US 93 • Concepts for interchange at US 93 to provide effective access to existing US 93 and account for a potential future route to the north.	Develop alternatives that include I-11 as the continuous through movement and ramps to connect to the existing US 93 to the southeast, and identify a potential interchange location for a future route to the north.



TECHNICAL ELEMENTS

AGENCY & PUBLIC OUTREACH

Effective public and stakeholder involvement was a key element to achieving a decision document during the Tier 1 EIS. AECOM was integral in facilitating one-on-one coordination with stakeholders and implementing the EIS public hearing process, which was ADOT's largest coordinated public hearing effort to date. As this Tier 2 process builds on the coordination and public involvement initiated during the Tier 1, we will use this strong foundation to build an effective and successful public outreach plan.

 **The primary goal for Tier 2 is to identify a more specific project alignment. With that specificity will come engagement with property owners and developers based on the narrowed R/W footprint.**

AECOM integrates public involvement in lockstep with other disciplines to support ADOT in the identification of property owner issues, as well as opportunities based on our deep understanding of the project's Tier 1 efforts.

Tribal Coordination • AECOM brings extensive tribal coordination experience through our previous work with ADOT and other local agencies, as well as support from our dedicated Indigenous Relations team. We are prepared to support ADOT's Tribal Liaisons, as necessary, to develop and execute the Tribal Outreach Plan.

Visualization • AECOM's Viz Studio team specializes in visual communications like renderings, flyovers, and visualizations. Providing realistic overlays of the project on existing topography will manage stakeholder and public expectations and showcase the project's potential to fit into its surroundings. Our PlanEngage tool (used for the Tier 1 EIS) provides a digital EIS platform to provide the public interactive access to the document, maps, and graphics.

Accessible Communication • We have dedicated teams specializing in Spanish translation and Section 508 compliance and accessibility. We excel in simplifying environmental findings for the public, as demonstrated in the I-11 Tier 1 Draft EIS (DEIS) brochure, which presented the EIS findings in a short, graphic-heavy format to summarize the important aspects in bite-size and easy-to-understand pieces.

• Public & Stakeholder Input to Alternatives Development & Evaluation

In advance of the NOI, we will conduct agency and public "early" scoping meetings to gain input on corridor constraints, issues, and opportunities. This information will be used to develop initial evaluation criteria and alternatives. As discussed on Page 11, the Phase 1 alternative evaluation will use the initial evaluation criteria to screen the "universe of alternatives" and identify the feasible alternatives to carry forward for further evaluation in the EIS.

In conjunction with the NOI, the formal agency and public scoping meetings will gather additional input to use in refining and developing evaluation criteria for Phase 2 alternative evaluation. The results of the Phase 2 evaluation and the Recommended Alternative will be presented at the Public Hearing after publication of the DEIS.

• ADOT Teams & Committees

Based on the RFP Scope of Work and our prior experience with the I-11 Tier 1 EIS, we recommend establishing specific committees:

Project Management Team (PMT) • AECOM will meet with the ADOT Project Manager (PM), FHWA, and ADOT EP weekly (months 1–18) and bi-weekly (months 19–36) to review progress, confirm approach, address upcoming tasks, and reconcile action items.

Executive Leadership Team (ELT) • The executive leadership at ADOT, FHWA, and MAG will meet at milestone events to review progress, provide guidance on major elements, and provide approval for milestone events and decisions.

Cooperating Agency Team (CAT) • The ADOT PM, ADOT EP, FHWA, and the Cooperating Agencies will meet monthly to review progress and action items. Cooperating Agencies include federal agencies that have jurisdiction by law or expertise over any environmental impact associated with a reasonable alternative.

Participating Agency Team (PAT) • The ADOT PM, ADOT EP, FHWA, and the Participating Agencies will meet approximately twice a year at strategic points within the project schedule. This includes all federal, state, tribal, regional, and local agencies with an interest in the corridor.

• Public Stakeholders

During the I-11 Tier 1 EIS, numerous stakeholders and organized groups were identified with a keen interest in the project. Our team met with many of these stakeholders in one-on-one meetings to understand their issues and goals. We will continue these conversations as the project progresses.



TIER 2 Coordination Strategies


- ✓ **Meet with ELT** ahead of milestone decisions to **confirm concurrence** on progress
- ➡ **Support ADOT** in developing and implementing the **Tribal Outreach Plan**. Start this effort in the First 60 Days to gain input on important cultural resources
- ✓ **Establish Tier 2 expectations** with Cooperating and Participating Agencies; document progress and key milestones to avoid revisiting past decisions
- ✓ **Use graphics and visualizations** to present technical information in a reader-friendly format for the agencies, stakeholders, and public
- ➡ **Establish the project website** in the First 60 Days and provide regular updates to meet expectations from the public and political members




We Expect to Encounter Specific Stakeholder Concerns:

- **Residents of the Vista Royale neighborhood** along US 93 outside Wickenburg may be anxious to better understand the proximity of the corridor in relation to their homes.
- **Residences in Tonopah and Wintersburg** (surrounding the southern I-10 terminus) are scattered, and specific strategies like mailings and community meetings will be important.
- **Recreation use** is prevalent in the study area and our outreach strategy will include identifying communication channels to engage and involve recreational users.
- **Environmental advocacy groups** will be concerned with elements such as wildlife connectivity, habitat loss, and other environmental considerations; our team will review and respond to their input.
- **Organized groups**, such as the I-11 Coalition, have defined objectives including economic development and sustainable infrastructure and are anticipated to request one-on-one meetings.

ENVIRONMENTAL


 Our Tier 1 EIS knowledge and existing stakeholder relationships will jumpstart the implementation of project commitments identified in the Tier 1 ROD.


 **Early follow-up with ADOT's Tier 1 commitments will be important to agencies and stakeholders involved in their development.** Alternatives will seek to avoid, minimize, or mitigate impacts to all environmental resources. We will include best practices, permit requirements, and other mitigation strategies suggested by agencies or the public. Specific strategies to key disciplines are presented in **Table 1** (Page 9). Wildlife and cultural resources will be initiated early as part of our First 60-Day Action Plan.

• Cultural Resources


Implementation of the Programmatic Agreement (PA) • AECOM supported development of the I-11 PA, which stipulates the cultural resource regulatory requirements for Tier 2 projects. We will initiate the process by identifying all consulting parties for the Tier 2 EIS and obtain agreement on the study strategy.

Cultural Resource Surveys • Prior cultural resource surveys cover more than ¼ of the 2,000-foot-wide corridor for the I-10 to US 93 corridor and recorded six archaeological sites and five historic roads. We will conduct an intensive pedestrian survey to inventory archaeological sites and historic structures for the remaining ¾ of the 2,000-foot-wide corridor and we will resurvey any sites that were surveyed more than 10 years ago, per Arizona State Museum standards.


 AECOM's cultural resource team has relevant prior experience; we conducted two of the prior surveys within the corridor and multiple surveys near the corridor.

 **We will begin with a Class I records and literature review within the First 60 Days, and we will evaluate the adequacy of prior surveys.**

• Wildlife Connectivity


 The Tier 1 EIS, in collaboration with AZGFD, identified important wildlife connections between the White Tank and Belmont Mountains and identified the need for wildlife movement studies to be conducted by AZGFD. As part of our First 60-Day Action Plan, we will coordinate early with AZGFD to initiate wildlife assessments for consideration in the alternative development and drainage design. Some drainage structures will need to consider wildlife crossings, as potential linkage areas have been identified along drainage corridors. We will conduct stakeholder meetings specific to wildlife connectivity and will address the need for habitat compensation with AZGFD and the U.S. Fish & Wildlife Service (USFWS).

 **We will coordinate project schedules with AZGFD as its movement studies could potentially require 2 to 4 years of data collection.**

 For the North-South Corridor Tier 2 study, we collaborated with AZGFD to achieve early input through a water source mapping exercise. We will implement this successful approach and collaborate with AZGFD on the I-11 project.


• Growth & Development

As a new highway corridor, this greenfield segment of I-11 extends through high-growth areas in western Maricopa County. Organizations and developers associated with proposed master-planned communities provided input during the Tier 1 process.

 **Continued coordination with stakeholders and local agencies will be a critical component to a successful Tier 2 process and facilitating R/W preservation.**


Belmont and Teravalis (Douglas Ranch) are both mixed-use, master-planned developments with proposed build-out populations larger than Tempe. We are aware of the potential infrastructure needs as we previously evaluated market potential for an inland port on the Belmont Site. We will prioritize coordination with these stakeholders to maintain their project support. We understand the importance of providing messaging consistent with ADOT's other Tier 2 studies when specific alignment location requests arise.


• FHWA Infrastructure Voluntary Evaluation Sustainability Tool (INVEST)

AECOM will implement and manage the FHWA sustainability tool, INVEST, for this segment of the I-11 corridor.  **Our team has extensive experience managing the INVEST program for the Illinois Tollway, which now serves as a national role model for INVEST implementation.** During the I-11 Tier 1 study, we used the Project Development module to assess and score the Build alternatives for the corridor. We will build upon these efforts in the Tier 2 study by refining the INVEST criteria and scoring requirements for the alignment alternatives to proactively plan for future project phases. This includes weighing social, environmental, and economic factors to assess programmatic sustainability; identifying opportunities to improve; and discussing lessons learned.

Tribal Coordination and Traditional Cultural Places (TCPs) •

Tribal representatives did not identify any TCPs in the I-10 to US 93 corridor during Tier 1 consultations, but the Tier 1 EIS committed to conducting ethnographic and TCP studies for Tier 2 projects, if requested. We will conduct early consultations with the Tribal Historic Preservation Offices (THPO) to determine if any of the tribes want special studies to identify TCPs. If so, we will tailor a study strategy in response to tribal preferences. We will conduct separate break-out meetings with the THPOs to discuss methodology and findings, and we will keep ADOT Tribal Liaisons engaged so they are informed in advance of their monthly meetings with THPOs.

Assessing Impacts and Planning Mitigation • Pursuant to Tier 1 EIS commitments, the Tier 2 will work to avoid or minimize adverse effects to National Register of Historic Places (NRHP)-listed or eligible properties, but complete avoidance may not be feasible. The Tier 2 EIS will likely result in an "adverse effect," necessitating a treatment plan, which is typically prepared after a ROD is issued.  **AECOM will develop a draft treatment plan that can be easily refined in conjunction with post-EIS preparation of final design, thus expediting future design phases.**

 We are currently collaborating with ADOT EP to develop a standard approach to Tier 2 studies, which includes conducting Class III surveys of the entire corridor as part of the data collection efforts to inform the alternative development.

**TABLE 1 | APPROACH TO ADDITIONAL TIER 1 MITIGATION COMMITMENTS**

DISCIPLINE	TIER 1 Issues & Commitments Identified in Tier 1	TIER 2 Detailed Evaluation of Specific Impacts
Environmental Justice (EJ)	<ul style="list-style-type: none"> Potential EJ populations may be present in Buckeye, Tonopah, and Wickenburg Limited English Proficiency demographics comprise 15–17% of population and require bilingual Spanish-language materials 	<ul style="list-style-type: none"> Develop a more detailed community profile using updated demographic data and additional data sources to more closely examine individual communities and neighborhoods Address EJ principles based on current ADOT and FHWA policies and procedures, including proactive efforts to provide meaningful opportunities for public participation and considering alternatives to avoid and minimize adverse effects on EJ populations Evaluate measures to provide offsetting benefits and opportunities to enhance communities, such as pedestrian overpasses
Recreation	<ul style="list-style-type: none"> Connectivity across I-11 for continued use in the Vulture Mine Recreation Management Zone (VMRMZ) 	<ul style="list-style-type: none"> Update the list of recreational resources within the study area and identify temporary and permanent impacts to each resource. Continue coordination with BLM Evaluate options to maintain connectivity, such as culverts and bridges
Lane Use and Ownership	<ul style="list-style-type: none"> Land ownership comprised of BLM (40%), ASLD, USBR, and private Amendments to applicable Resource Management Plans (RMPs) to grant R/W or otherwise permit construction of an interstate highway through BLM lands 	<ul style="list-style-type: none"> Determine the need for Recreation Management Plan revisions that comply with the BLM NEPA process (typically require an Environmental Assessment [EA] or EIS) Evaluate conformance with the BLM land use plan (<i>Bradshaw-Harquahala Mountains RMP</i>) and NEPA requirements for the plan amendment Tier 2 EIS methodology will consider BLM requirements for visual resources and grazing impacts
Biology	<ul style="list-style-type: none"> Selected Alternative impacts sensitive species that include: <ul style="list-style-type: none"> Non-Endangered Species Act (ESA)-listed species deemed sensitive by federal or local agencies Species protected under the Bald and Golden Eagle Protection Act AZGFD Species of Greatest Conservation Need Plant species protected under the Arizona Native Plant Law 	<ul style="list-style-type: none"> Prepare biological evaluation Facilitate compensatory mitigation with the USFWS if impacts to ESA-listed species or habitat are determined likely to occur Constraints mapping will include BLM-designated habitat and USFWS-defined predicted High Value Potential Habitat for Sonoran Desert tortoise
Noise	<ul style="list-style-type: none"> Most noise-sensitive land uses within 100 feet of new R/W (scattered residences, recreation uses in VMRMZ) would likely experience noise impacts; impacts could extend up to 500 feet and abatement will likely need to be evaluated Concern for noise impacts in Buckeye and Wickenburg during Tier 1 public review Noise impacts to wildlife need to be evaluated in Tier 2 	<ul style="list-style-type: none"> Project-level analysis identifying noise impact locations and a full evaluation of noise mitigation will be conducted Updated noise measurements will be needed, especially in rural areas where substantial noise increase would be likely
Air Quality	<ul style="list-style-type: none"> Located within Phoenix 2015 ozone 8-hour nonattainment area Detailed quantitative analysis needed to determine localized impacts to air quality and project-level conformity could be required 	<ul style="list-style-type: none"> Analysis is required per the Updated Interim Guidance on Mobile Source Air Toxic (MSAT) Analysis in NEPA Documents (FHWA 2023). The Proposed Action would have a higher potential for MSAT effects; therefore, a quantitative evaluation will be completed for the existing conditions, No-Action, and corridor alignment alternatives Greenhouse gas emissions from vehicles during project operation will be estimated using MOVES4 for the existing condition, No-Action, and the corridor alignment alternatives
Clean Water Act	<ul style="list-style-type: none"> Crossings of potentially jurisdictional ephemeral drainages such as Jackrabbit Wash, Powerline Wash, and Sols Wash could require Section 404 permitting 	<ul style="list-style-type: none"> Conduct field delineations and determine if ephemeral washes are jurisdictional Coordinate with USACE on delineation approach, and identify if Section 404 permitting would be needed.
Section 4(f)	<ul style="list-style-type: none"> There are few known Section 4(f) properties within the I-10 to US 93 segment of I-11. FHWA determined 4(f) does not apply to the multi-use corridor within the BLM-owned VMRMZ (BLM concurred) FHWA completed a Preliminary Section 4(f) Evaluation during Tier 1, and committed to a 4(f) evaluation during Tier 2 analyses 	<ul style="list-style-type: none"> Coordinate with the BLM and Maricopa County regarding updated/current park and recreation plans within the Vulture Mine area Complete a Section 4(f) Evaluation analyzing specific roadway alignments for potential uses of 4(f) properties, to include: <ul style="list-style-type: none"> Updating the inventory of historic 4(f) properties determined to be eligible during Tier 2 Section 106 process. Make final determinations of use, assess avoidance and least overall harm as warranted, and identify specific measures to minimize harm


ENGINEERING

• Traffic Interchanges (TIs)


The Tier 1 Purpose and Need indicated that high-growth areas need access to the high-capacity, access-controlled transportation network. Access to the proposed I-11 facility will be provided by TI connections to the local street network, which currently is very sparse. The *Maricopa County Transportation System Plan*, *Buckeye Transportation Master Plan*, and *Wickenburg General Plan* will serve to develop the underlying future local street network. We will coordinate with each respective agency to verify the latest information. In conjunction with these plans, we will use the year 2050 MAG TDM to estimate future travel demand. We assisted ADOT in developing guidance for interchange locations based on functional classification, projected daily traffic volumes, regional connectivity, and providing 2-mile spacing.

• Traffic

We will use the MAG 2024 TDM, supplemented with traffic counts at strategic locations within the study area, to evaluate the existing conditions of the surrounding network. For the future proposed facility analysis, we will review the MAG 2050 model for land-use assumptions, socioeconomic data, and transportation network inputs. Using the 2050 TDM, we will evaluate the future No-Build conditions (without I-11), which will be compared to the existing conditions to update/refine the Purpose and Need developed in the Tier 1 EIS.

 **Definition of the 2050 No-Build network will be a key part to the Purpose and Need and will be vetted with the local agencies and MAG to understand potential funding and the local street network that can be reasonably expected by 2050.**

We will request a MAG 2050 model for the Build Alternative and coordinate the inputs to this model. We will analyze the I-11 corridor itself using Highway Capacity Software, and we will evaluate options at I-10 and US 93 using VISSIM, which will be calibrated per FHWA guidelines. Crossroad TIs will be analyzed using Synchro. All results will be presented in the Initial Traffic Report and summarized in the DCR.

The new connection to I-10 will require a Change of Access Report and approval from FHWA. Per current FHWA policy, we will prepare a Methods and Assumptions Memorandum for FHWA approval before conducting the traffic counts along I-10. Our concept development and traffic analysis will address the I-10 mainline and its adjacent TIs.  **AECOM has extensive experience with the layout of complex freeway-to-freeway interchanges, the associated challenges, and innovative solutions.**

• Roadway

We will coordinate with ADOT Roadway Group to determine the appropriate design speed and typical section for I-11. We will use current ADOT *Roadway Design Guidelines* to establish the alignment criteria. The full corridor, including the TIs at I-10 and US 93, will be developed to 15% design level in the Final DCR to establish the future R/W needs.

• Utilities


We will contact all utility companies within the corridor to collect as-built/record drawings to inform the alternative development and evaluation with the goal of minimizing impacts to major utilities and associated relocation costs. The Tier 1 selected corridor crosses Western Area Power Authority (WAPA) and Arizona Public Service (APS) power transmission lines and the BNSF Railway. These major utilities will be included in the initial constraints mapping to avoid or minimize impacts to these utilities. Conflicts with all identified utilities will be addressed during the detailed alternative evaluation, and utility relocation concepts and costs will be developed for the facilities impacted by the Recommended Alternative.

• Structures

Structures to be developed within the corridor include drainage, railroad, and canal crossings, local TIs, and the connections with US 93 and I-10. Feasible structure types will be identified and superstructure depths will be determined for use in developing roadway alignments. An Initial Bridge Report will be prepared and the structures information will be summarized in the DCR.

• Resilience & Sustainability


AECOM will identify and evaluate the intensity and frequency of climate impacts — extreme heat and precipitation — and how it affects secondary impacts such as wildfire, erosion, and flooding. To do so, AECOM will leverage ADOT's Resilience Improvement Plan and other ADOT resources about extreme weather and climate.

 **Our team recently conducted a similar analysis for the Phoenix Metropolitan Area, which specifically considered the impacts of extreme heat on pavement quality, so we are especially familiar with the climate data and projections for the state.**

Based on the assessment of climate impacts, we will develop adaptation strategies to reduce their likely effects.

• Drainage

The I-11 corridor extends through several drainage master planning areas previously studied by the Flood Control District of Maricopa County (FCDMC), which provide extensive U.S. Federal Emergency Management Agency (FEMA) flood hazard delineations. Prominent waterways that interface with the I-11 corridor, such as Jackrabbit Wash and Sols Wash, will be included in the constraints mapping to inform alternative development and provide a baseline for developing drainage crossing concepts.

AECOM will develop a comprehensive hydrologic database along the corridor based on the prior FCDMC analyses, supplemented with refined analyses where necessary. The drainage analysis and design will focus on no adverse impacts to the effective FEMA floodplains and upstream landowners.  **Our approach will prioritize roadway crossings for identified WOTUS and optimize other crossings by combining flows with interception channels and ganged crossings where feasible.** The results will be presented in the Initial Drainage Report and summarized in the DCR.

Drainage design considerations will encompass wildlife accommodations, drainage crossing location optimization, and future land use. Wildlife linkages along the selected corridor will factor into conceptual crossing designs. Accommodations for wildlife commonly require bridge low-chord or culvert cell height thresholds that will encourage ungulates (i.e., deer) to cross in a grade-separated context. These potential increases in cell or low-chord height will impact roadway profiles, thus emphasizing the importance of efficient crossing identification.



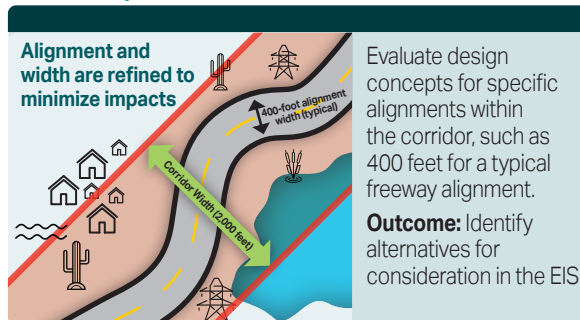
CONSTRAINTS MAPPING & ALTERNATIVE EVALUATION

As shown in **Figure 4**, the engineering and environmental information will be compiled to review the conditions in the 2,000-foot corridor and develop alternatives for a narrower freeway alignment corridor (**Figure 5**). Corridor constraints such as 4(f) resources, archaeological resources, WOTUS, floodplains, hazardous materials, EJ communities, habitat, existing and future land use, and major utilities will be assembled using GIS into an I-11 Corridor Constraints Map to identify high- and low-risk areas. The corridor will be split into segments and conceptual alignments will be developed using the Constraints Mapping. The corridor alignment alternatives will be developed to maximize the use of low-risk opportunity areas and avoid/minimize high-risk areas and impacts.

In collaboration with ADOT and the Cooperating Agencies, we will identify fatal flaws for corridor alignments along with priorities and desired outcomes for the I-11 alignment. This input will be used to develop evaluation criteria to quantitatively and qualitatively assess impacts to the resources mentioned above and others.

Phase 1 performance metrics and evaluation criteria will be developed with input from agency and public early-scoping meetings. The Phase 1 evaluation will include an initial screening of all alternatives developed to identify feasible alternatives to carry forward for more detailed analyses. The goal of the initial screening process is to develop a clear definition of the project sufficient for the NOI, which will

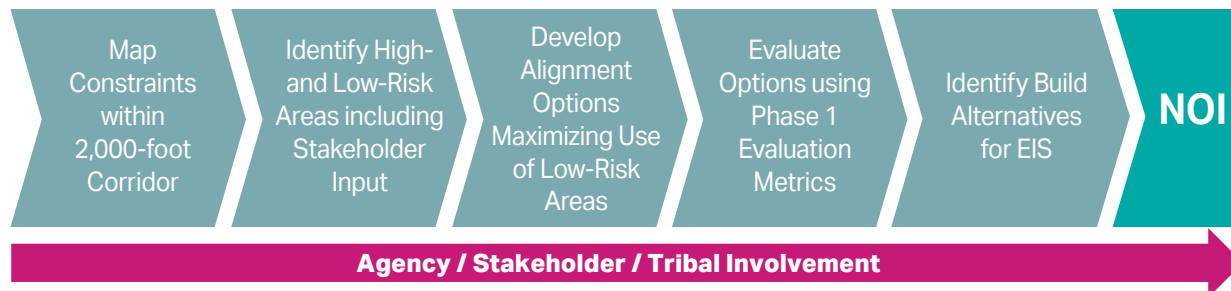
FIGURE 5 | REFINE THE CORRIDOR WIDTH



include a typical section and R/W footprint, location of the interchanges, and definition of reasonable alternatives for evaluation in the EIS.

Subsequent to the NOI, scoping meetings will be held to gather input on needs, opportunities, and priorities. This information will be used to refine the performance metrics and develop the Phase 2 evaluation criteria. The reasonable alignment alternatives identified for the NOI will be further evaluated in Phase 2 by conducting detailed environmental studies to identify resource impacts. The engineering analyses and technical studies will be performed concurrently to identify the Recommended Alternative. The DEIS and Initial DCR, presenting the details of the Recommended Alternative, will be published in advance of the Public Hearing.

FIGURE 4 | PHASE 1 EVALUATION PROCESS



★ Implementation Plan

Following the identification of the Recommended Alternative and ultimate typical section, we will develop an Implementation Plan that outlines the timing and phasing of various elements such as R/W preservation, interchange construction, potential construction segments, construction of an interim facility, and subsequent studies or re-evaluations that may be needed as the corridor progresses.

2 • PROJECT RISKS & SCHEDULE

RISK MITIGATION

The Tier 1 EIS includes numerous commitments, many of which were anticipated to be started ahead of the Tier 2 studies. Our First 60-Day Action Plan addresses key study elements that have the potential to impact the project schedule.

First 60-Day Action Plan

Week

FIRST 30 DAYS

- | | |
|---|---|
| 1 | <ul style="list-style-type: none"> ✓ Initiate Coordination with AZGFD (Wildlife Surveys) ✓ Prepare a Project Management Plan |
| 2 | <ul style="list-style-type: none"> ✓ Initiate Planning and Coordination for Right-of-Entry Permits (Arizona State Land Department [ASLD], BLM, Private Land Owners) for Environmental Surveys ✓ Organize ELT and PMT ✓ Identify Coordinating Agencies and Participating Agencies |
| 3 | <ul style="list-style-type: none"> ✓ Initiate Class I Cultural Resource Survey: Literature and Records Search ✓ Prepare a Public Involvement Plan and Agency Coordination Plan |
| 4 | <ul style="list-style-type: none"> ✓ Identify Constraints mapping Data Requirements ✓ Initiate Data Collection ✓ Establish a Project Website |

FIRST 60 DAYS

- | | |
|---|---|
| 5 | <ul style="list-style-type: none"> ✓ Initiate Coordination with BLM (Resource Management Plan) ✓ Meet with ELT to Confirm Project Approach, Coordinating Agencies, and Participating Agencies |
| 6 | <ul style="list-style-type: none"> ✓ Prepare Project Base Mapping in GIS for Constraints Mapping and Alternatives Development ✓ Develop Standardized Project Templates for Study Materials Compliant with Section 508 of the Rehabilitation Act |
| 7 | <ul style="list-style-type: none"> ✓ Initiate Section 4(f) Inventory ✓ Finalize Public Involvement Plan and Agency Coordination Plan |
| 8 | <ul style="list-style-type: none"> ✓ Initiate Class I Cultural Resources Survey Report (including Methodology) ✓ Initiate Agency Coordination and Tribal Outreach |



• Risk Register

Our Risk Register (see **Table 2**) highlights some of the key risks our team has identified along with potential mitigation strategies. A more comprehensive risk register will be developed and discussed at the project kickoff meeting and updated for discussion at each monthly progress meeting. **▶ We will work with FHWA and ADOT MPD, Technical Groups, and Districts through the project development to track, mitigate, and retire each risk.** Our Project Work Plan and development of alternatives will consider these risks to minimize impacts to scope, schedule, safety, and budget.

TABLE 2 RISK ASSESSMENT & POTENTIAL MITIGATION	Pre-Mitigation	Impacts			Post-Mitigation
		Scope	Schedule	Budget	
Potential Risk					
Tier 1 commitments and required surveys could impact the schedule	H	✓			M
Delays for Class III cultural resource field surveys	H	✓			L
Agency/stakeholder desire to look at new or revised corridors or revisit the Tier 1 decisions	H	✓	✓	✓	L
Unavoidable constraints within the 2,000-foot Tier 1 corridor are identified (such as cultural resources that qualify as 4(f) properties), potentially requiring avoidance outside the Tier 1 corridor or revisiting the Tier 1 decision	H	✓	✓	✓	L
Lack of funding for future projects; inability to obtain ROD	M	✓			L
Connections to I-10 and US 93 may extend outside the Tier 1 corridor	M	✓	✓		L
Public attention and controversy introduces a heightened level of scrutiny on the environmental review and decision-making process	M	✓			L

Risk Ratings:

Low Medium High

Mitigation Strategies

- Implement our First 60-Day Action Plan
- Initiate early coordination with AZGFD for wildlife studies
- Complete Affected Environment elements prior to NOI so there are no surprises when conducting impact analysis
- Initiate Class I literature review within the First 60 Days
- Initiate Section 106 consultation and tribal coordination within the First 60 Days; prioritize Class I literature review and confirmation of field survey methodology
- Provide clear and repeated communication of approved Tier 1 corridor and Tier 2 expectations
- Present the process for developing and evaluating alignment alternatives within the Tier 1 corridor
- Early identification of the potential need for an expanded study area and coordination with FHWA to identify potential consequences related to the Tier 1 ROD
- Immediately notify the team and extend the survey limits to identify feasible alignments that avoid resources
- Determine the appropriate NEPA approach if a supplemental EIS is required; identify potential effects to scope, budget, and schedule; and develop strategies to manage the public message and increased exposure in light of the lawsuit
- Establish expectations at Scoping Meeting for potential impacts to FEIS/ROD approval
- Evaluate potential smaller Segments of Independent Utility and discuss with ADOT, FHWA, and Cooperating Agencies
- Implementation Plan to include steps to maintain forward momentum as funding becomes available
- Prioritize conceptual interchange layouts to evaluate R/W footprint
- Establish a reasonable project footprint (outside the 2,000-foot corridor) to set the study area for environmental work
- Use monthly CAT meetings and agency review of deliverables to leverage agency expertise and resolve potential concerns
- Revisit the Public Involvement Plan at milestones; provide meaningful engagement opportunities throughout the process, with targeted engagement with groups/organizations, as needed

SCHEDULE MANAGEMENT

To meet the desired 36-month schedule, we developed a Project Work Plan that identifies major tasks, deliverables, task dependencies, and critical path. Our work plan and 36-month schedule to complete the Final DCR and Final EIS/ROD is presented in **Figure 6**, Page 13.



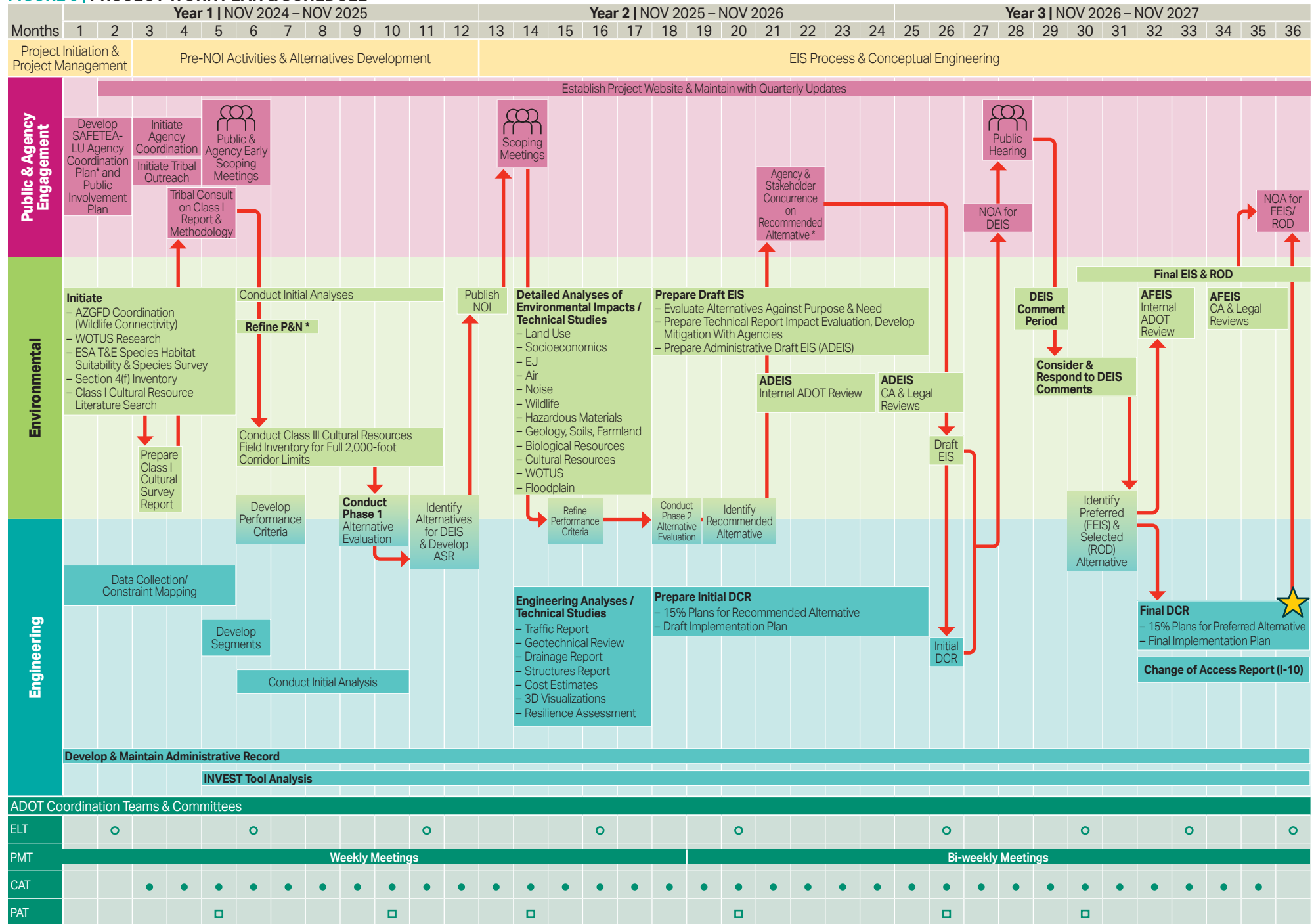
Our approach includes implementing our First 60-Day Action Plan with critical path coordination with AZGFD for wildlife surveys and USFWS for biology field work. We will also prioritize Class I and Class III cultural survey with early tribal coordination to confirm survey methodology. These long-lead tasks will be critical to meeting the schedule. Our development of the preferred alternative and environmental document will set a foundation to allow future R/W preservation along the corridor.

Our project manager, Rodney Bragg, will develop a detailed schedule, communicate the schedule requirements to all team members, and monitor progress. He will provide monthly schedule updates to the ADOT project manager, Tazeen Dewan. He will hold regular meetings with discipline leads (including subconsultants) to keep the project on schedule and meet overall project goals. Rodney will set intermediate deadlines, facilitate communication between disciplines, and confirm that proper coordination is occurring with stakeholders and reviewers. He is supported by our project management team, who will lead the day-to-day technical efforts.

• Strategies to Avoid Schedule Slippage

- Hold early topic-specific meetings with ADOT and individual stakeholders
- Begin coordination upon NTP with ADOT and AZGFD to assist in finalizing the wildlife crossing requirements
- Begin work on critical path items as early as possible including the cultural surveys
- Build consensus with ADOT and the stakeholders to identify and resolve issues and avoid scope creep
- Track the earned value of project progress and identify potential schedule issues before they become problems
- Track risks and implement appropriate risk mitigation strategies throughout project delivery
- Mitigate schedule slippage by shifting priorities, reassigning or supplementing staff, and/or conducting over-the-shoulder reviews prior to scheduled reviews
- Use AECOM's proven QA/QC processes to do it right the first time



FIGURE 6 | PROJECT WORK PLAN & SCHEDULE

3 • PROJECT TEAM EXPERIENCE & AVAILABILITY

KEY PERSONNEL EXPERIENCE & QUALIFICATIONS



PROJECT (CONTRACT) MANAGER | RODNEY BRAGG, PE

BSCE • 30 Years • PE AZ #32831 • **75% Committed** 🕒

Rodney will serve as the single point of contact for AECOM's team. He will be responsible for the day-to-day project management, including budget and schedule, managing the project work flow and risk, stakeholder coordination, technical oversight, project staffing, quality control, and development of deliverables.

✓ **Rodney brings extensive experience leading ADOT environmental studies and DCRs for major projects and managing multi-discipline teams. He is skilled at gaining consensus among numerous agencies and project stakeholders.**

Rodney's Experience & Value to ADOT | Rodney has the relevant experience and qualifications to work with ADOT to successfully deliver this project:

- 30 years of ADOT planning, pre-design, and design experience
- PM or engineer on 15 ADOT DCR projects and preliminary design of 16 new TIs
- Knowledgeable in ADOT environmental and DCR studies
- Instrumental in developing ADOT's Tier 2 study processes

Rodney's On-Time Project Delivery | Rodney's track record for responsiveness in meeting design schedules and budgets includes the successful delivery of:

- Project Manager, ADOT, US 60 Crismon Road to Ironwood Drive DCR/CE
- Project Manager, ADOT I-10/Fairway Drive TI final design
- Deputy PM/Lead Engineer, ADOT I-10, Tangerine Road to Ina Road DCR/EA

Rodney's Current Commitments | 75% Availability

- ADOT US 60/Indian School Road/35th Avenue Design, 10%
- ADOT North-South Corridor EIS, 15%

Tier 1 Team Member



DEPUTY PROJECT MANAGER | JESSICA RIETZ

BS Environmental Sciences • 18 Years • **75% Committed** 🕒

Jessica will manage the overall NEPA process; coordinate/track agency, public, and tribal engagement; and confirm coordination between the environmental and engineering technical elements.

✓ **Jessica brings extensive knowledge of the project and its stakeholders through serving as deputy PM on the Tier 1 EIS. She has trusted relationships with the resource agencies and led coordination on the Tier 1.**

Jessica's Relevant Experience & Value to ADOT | Jessica is a seasoned environmental lead with an extensive understanding of the NEPA process and technical elements:

- Deputy project manager on the I-11 Tier 1 EIS
- 18 years of NEPA experience on major ADOT projects
- Skilled at coordinating multi-discipline teams

Jessica's On-Time Project Delivery | Jessica's management of critical-path environmental tasks and documents includes the successful delivery of:

- Task Manager, ADOT Environmental Planning Statewide Environmental Investigations, multiple task orders

- Environmental Lead, ADOT US 60/Indian School Road/35th Avenue DCR/EA (FONS)

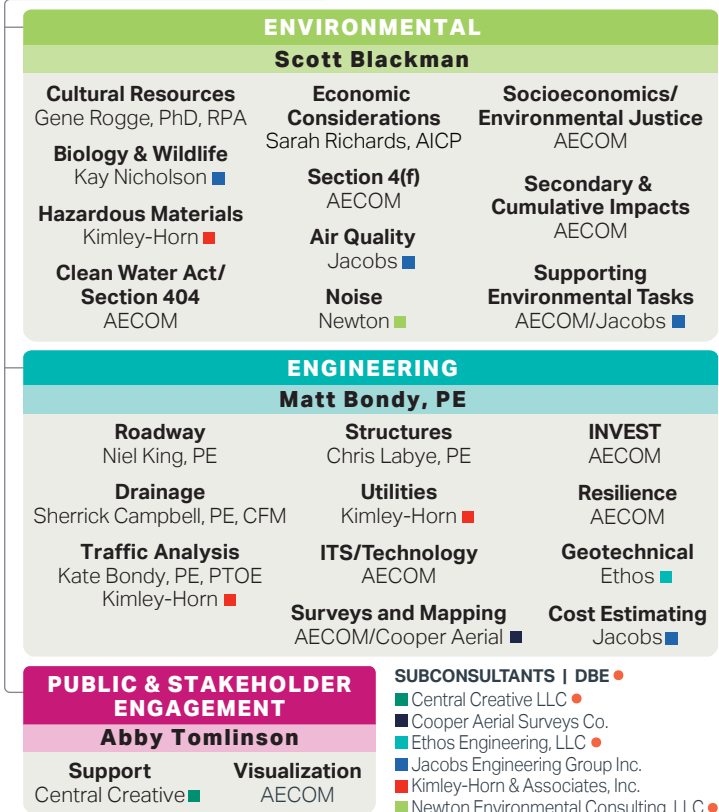
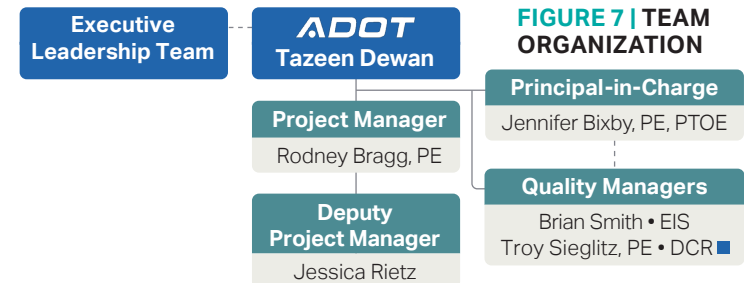
Jessica's Current Commitments | 75% Availability

- ADOT North-South Corridor EIS, 20%



"I am writing you, to both congratulate and thank the AECOM I-11 EIS Team for the completion of the I-11 EIS Record of Decision reached in November 2021. More specifically, I would like to thank Jessica Rietz and Rodney Bragg for their excellent work and professionalism over the course of the past 5 years.....the leadership of these professionals was key to our success."

— Jay P. Van Echo, PE • ADOT I-11 Tier 1 EIS Study Manager



**ENVIRONMENTAL MANAGER • SCOTT BLACKMAN****BS Environmental Sciences • 25 Years • 90% Committed***Scott will oversee and manage the environmental technical studies and data.*

✓ **Scott brings extensive experience in the NEPA process, with a strong understanding of federal policies**

- Brings a wide range of experience successfully completing and guiding clients through the NEPA process, including communicating effectively with the public, agencies, tribal nations, and other stakeholders
- As a senior biologist, has managed numerous state and federal projects involving endangered, threatened, and sensitive species
- Instrumental in developing initial wildlife linkages and corridor assessments in Arizona and managing wildlife-vehicle collision research for connectivity design of roadway projects

**ENGINEERING MANAGER • MATT BONDY, PE****MSCE • 19 Years • PE AZ #49520 • 90% Committed***Matt will oversee and manage the engineering technical studies and data.*

✓ **Matt focuses on design alternatives that minimize impacts while balancing cost and implementation feasibility**

- Knows the project's design challenges through work on the I-11 Tier 1 EIS
- 19 years on ADOT projects with expertise in alternatives development and evaluation, preliminary and final design, and cost estimating
- Successfully coordinates with stakeholders to develop consensus on design elements and alternatives
- Identifies critical-path schedule items and project risks early and coordinates with the design team on project impacts; focuses on critical path engineering design items to facilitate efficient execution of work tasks

TABLE 3 | AECOM TEAM QUALIFICATIONS & EXPERIENCE

Key Personnel • Credentials	Value to ADOT
Brian Smith <i>Quality Manager (EIS)</i> 35 Years • BS Wildlife & Fisheries • MS Geography & Planning • 50%	<ul style="list-style-type: none"> • Extensive involvement leading NEPA studies and tiered EISs • Managed the INVEST program for the IL Tollway, including the development of new specific criteria incorporated by the FHWA • Experienced in implementing and overseeing AECOM's Quality Management System on transportation projects
Troy Sieglitz, PE <i>Quality Manager (DCR)</i> 28 Years • BSCE • PE #41722 • 50%	<ul style="list-style-type: none"> • Proven reputation developing, evaluating, and managing complex DCRs and environmental documents for ADOT and in consultation with FHWA, including the I-10/SR 210 DCR/EA • Performs audits to eliminate quality-driven impacts and verify compliance with the quality program
Gene Rogge, PhD, RPA <i>Cultural Lead</i> 50 Years • PhD Anthropology • RPA #10818 • 65%	<ul style="list-style-type: none"> • Extensive experience in archaeology and cultural resource management in the southwestern United States • Assisted ADOT in complying with the National Historic Preservation Act for 38 projects, including the I-11 Tier 1 EIS
Kay Nicholson <i>Biology/Wildlife</i> 24 Years • MS Environmental Resources • 75%	<ul style="list-style-type: none"> • Brings a wide array of experience conducting habitat assessments and biological surveys, including species-specific surveys according to USFWS-approved protocols • Coordinates and consults regularly with local, state, tribal, and federal agencies and knows their requirements
Sarah Richards, AICP <i>Economic Considerations</i> 11 Years • MCP • BA Architectural History • 40%	<ul style="list-style-type: none"> • Leads economic and fiscal impact analyses, market analyses, development feasibility studies, place-based economic development, and master-planning efforts • Balances multiple perspectives to evaluate challenges and opportunities for economic growth and development

Tier 1 Team Member**% Available/Committed**

Key Personnel • Credentials	Value to ADOT
Niel King, PE <i>Roadway Lead</i> 17 Years • BSCE • PE #53204 • 90%	<ul style="list-style-type: none"> • Roadway lead/engineer on numerous ADOT projects, including I-10, Tangerine to Ina DCR and I-10, I-8 to Tangerine DCR • Knows ADOT Roadway Design Guidelines, processes, and procedures with experience in alternative modeling, geometry, exhibit/plan production, and earthwork calculations
Sherrick Campbell, PE, CFM <i>Drainage Lead</i> 26 Years • PE #34569 • 70%	<ul style="list-style-type: none"> • 25+ years of experience in drainage design and analysis, including hydrologic and hydraulic analysis of existing and proposed roadway facilities • Works with FCDMC on area drainage master plans • Experience with ADOT drainage design
Kate Bondy, PE, PTOE <i>Traffic Lead</i> 21 Years • BSCE • PE #45815 • PTOE #3160 • 70%	<ul style="list-style-type: none"> • Extensive experience preparing DCRs, traffic studies, travel demand modeling, and Change of Access Reports • Traffic lead on the North-South Corridor Tier 2 EIS, 10+ ADOT DCR projects, and ADOT Regional Transportation Plan Freeway Program (RTPFP) studies
Chris Labye, PE <i>Structures Lead</i> 26 Years • BSCE • PE #37863 • 50%	<ul style="list-style-type: none"> • Extensive DCR and preliminary design experience, including 50+ miles of the MAG Regional Freeway system and new TIs • Structures lead for new TIs for the US 60, Crismon to Ironwood, US 60/Bell Road, Grand Avenue/35th Avenue/Indian School Road, I-10/SR101L DHOV, and the North-South Corridor DCRs
Abby Tomlinson <i>Engagement Lead</i> 15 Years • MA Mass Communications • 75%	<ul style="list-style-type: none"> • Specializes in outreach strategies on complex NEPA projects • Develops integrated communication cycles and documents feedback loops between the public and the project team • Led the outreach process for ADOT's 2022 Statewide NEVI Plan and 2023 Update

SPECIALTY SUBCONSULTANTS

AECOM has retained subconsultants exclusive to our team that bring strategic value to this Tier 2 EIS, including three DBE firms. We have partnered with these firms previously and they each bring complementary resources to deliver this project and meet your expectations for scope, schedule, and budget.

Jacobs**ENVIRONMENTAL • QUALITY (DCR) • COST ESTIMATING • Jacobs teamed with AECOM on the I-11**

Tier 1 EIS, bringing continuity needed to quickly develop enhancements/innovations that meet the project's intent and established commitments.

Jacobs brings 215+ local staff with capacity to serve as a segment lead, including 7+ staff who served in ADOT Supplemental Services roles within ADOT PMG. As the RTPFP MC, they provide cost estimates within 2–5% of the final bid amount, providing reliability when programming funding allocations. Its environmental staff perform virtually every resource discipline, and they will lead biological and wildlife assessments as well air quality analyses.

**Kimley»Horn****HAZARDOUS MATERIALS • UTILITIES • TRAFFIC •**

Kimley-Horn is experienced with ADOT DCR and EIS projects, including the Sonoran Corridor Tier 2 DCR/EIS. The firm's corridor experience, established local agency relationships, and past utility coordination efforts will help advance this DCR and Tier 2 EIS efficiently. Its team members have been involved in numerous ADOT projects that include developing new roadway alignments through undeveloped land. Kimley-Horn has experience identifying existing and future condition constraints and determining potential impacts of various alternatives, including for the MCDOT Northern Parkway/Tonopah Parkway Corridor Feasibility Study, which crosses the I-11 corridor.



AERIAL MAPPING • Cooper has teamed with AECOM to provide aerial mapping in support of ADOT

projects. • The firm produces digital imagery from aerial photography, digital airborne sensors, unmanned aerial vehicles, and satellites. It offers full-service image processing and plotting capabilities and can perform rectification, translations, compression, calibration, and algorithms provide required mapping products.



GEOTECHNICAL • Ethos staff have

considerable experience near portions of this corridor and are familiar with the geotechnical conditions. • Ethos provides geotechnical design services for highways, bridges, retaining and sound walls, slope stabilization, and miscellaneous structures, including 500+ projects for ADOT. The firm has teamed with AECOM on similar projects, including the North-South EIS/DCR and US 60/Bell Road Tl.



NOISE • NEC provided similar services on the I-11 Tier 1 EIS and will bring that knowledge to the Tier 2 effort.

• The firm brings 50+ years of collective experience providing transportation and community noise analyses and vibration for ADOT. They prepare technical reports and develop cost-effective designs for noise mitigation. In addition to I-11, NEC has teamed with AECOM on numerous ADOT projects, including the SR 69 and US 95 widenings.












PUBLIC OUTREACH SUPPORT • Central

Creative knows the project challenges and stakeholder concerns from serving in the same role on the Tier 1 EIS • As a strategic communications firm, its staff managed the Tier 1 EIS public outreach efforts for the Buckeye to Wickenburg study area, including facilitating public meetings and coordinating with Wickenburg, Buckeye, Goodyear, Surprise, Yarnell, Skull Valley, People's Valley, Congress, and Tonopah.

RELEVANT PROJECT EXPERIENCE

TABLE 4 | AECOM TEAM'S RELEVANT EXPERIENCE

Project Details					Similar Technical Elements								
 "The rigorous procedure in developing the I-11 EIS required keen leadership, a profound understanding of the NEPA process, extreme patience, and indeed personal sacrifice. All of these were greatly exceeded by the AECOM team." — Jay P. Van Echo, PE • ADOT I-11 Tier 1 EIS Study Manager		Contract Value	Owner	Firm Role	Pre-Design	EIS	Cultural Resources	Tribal Coordination	Wildlife Connectivity	Traffic Interchanges	New R/W	Utility Impacts	Public Involvement
	I-11 ASR and Tier 1 EIS AECOM completed a Tier 1 EIS and ASR to advance the concept of a high-capacity, north-south transportation facility between Nogales and Wickenburg. The team identified and screened alternatives for an interstate facility throughout a roughly 280-mile-long corridor and conducted a defensible NEPA process in close collaboration with numerous stakeholders. Using PlanEngage, this is the nation's first Digital EIS for a highway project.	\$13M	ADOT	AECOM Prime	✓	✓	✓	✓	✓	✓	✓	✓	✓
	North-South Corridor Tier 1 EIS AECOM was a subconsultant for this study that prepared corridor alternatives and identified a Selected Alternative for a new 55-mile multimodal transportation corridor. The project involved extensive public outreach, including coordination with an active stakeholder group of more than 150 land management, resource agencies, and local jurisdictions.	\$700k	ADOT	AECOM Sub	✓	✓	✓	✓	✓	✓	✓	✓	✓
	North-South Corridor, Arizona Farms Road to US 60, DCR and Tier 2 EIS AECOM is leading this DCR and Tier 2 EIS to identify a Preferred Alignment for a 22-mile segment of the 55-mile corridor. As ADOT's first Tier 2 EIS, AECOM is supporting ADOT in developing the process for pre-NOI and post-NOI work to efficiently deliver the FEIS/ROD within two years. The project includes significant stakeholder and public outreach and coordination.	\$6M	ADOT	AECOM Prime	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Illiana Corridor Tiered EIS Program manager for the 56-mile Illiana corridor, between I-55 in Illinois and I-65 in Indiana. AECOM provided oversight for all preliminary environmental and engineering services for both Tier 1 and 2 of the EIS. Technical studies included transportation needs, travel demand modeling, community impacts, ecology and wetland, and environmental.	\$3.2M	IDOT	AECOM Prime	✓	✓	✓	✓	✓	✓	✓	✓	✓
	USH 10 Tier 2 EIS AECOM prepared the Tier 1 and 2 documentation for 60 miles of US 10 from I-39 to STH 13 in Wisconsin. This was accomplished by writing a single FEIS that contained two levels of analyses: a broad corridor analysis for the western segment, and a more concise, narrower corridor analysis for the eastern segment. An approved Section 4(f) statement was prepared for impacts to a state trail, park, and a historically significant structure.	\$2.3M	WisDOT	AECOM Prime	✓	✓	✓	✓	✓			✓	✓
	Chesapeake Bay Crossing Tier 2 EIS AECOM is conducting a NEPA Tier 2 study to address congestion and future traffic demand crossing the Chesapeake Bay in Maryland. The Tier 2 study will build upon the Tier 1 study, which evaluated locations and explored potential funding options for a new Chesapeake Bay crossing. The study examines the new crossing and solutions for the entire 22-mile corridor from the Severn River Bridge to the 50/301 split.	\$2.3M	MDTA	AECOM Prime	✓	✓	✓	✓		✓		✓	✓
	I-10 Corridor Study, Junction I-8 to Tangerine Road DCR AECOM provided a DCR and EA for the ultimate corridor plan for 46 miles of I-10 between Casa Grande and Marana, including future configurations for 10 existing interchanges, eight new interchanges, one-way frontage roads, and I-10 widening. The DCR included an implementation plan to determine near- and long-term projects to upgrade an aging I-10 facility that includes many deficiencies.	\$2.2M	ADOT	AECOM Prime	✓	✓	✓	✓	✓	✓	✓	✓	✓
	I-10/SR 201 DCR/EA Jacobs completed the DCR to widen 11.5 miles of I-10 from I-19 to SR 83 and extend SR 210 approximately 2.9 miles to I-10, including 15 interchanges. Extensive traffic operational analyses evaluated numerous interchange alternatives. Two build alternatives were evaluated for technical and environmental concerns. Public involvement and stakeholder progress meetings were critical to the evaluation and refinement process.	\$4.4M	ADOT	Jacobs Prime	✓		✓	✓		✓	✓	✓	✓

**RODNEY BRAGG, PE**

PROJECT (CONTRACT) MANAGER

Education:

- BS, Civil Engineering, Arizona State University

Registrations:

- Professional Engineer, AZ #32831

Years of Experience: 30**Company Title:** Vice President,

responsible for managing the Phoenix office Highway Group

VALUE TO ADOT

- ✓ 30 years of ADOT pre-design and design experience
- ✓ Served as lead engineer on the I-11 Tier 1 EIS and brings significant project knowledge
- ✓ Brings a thorough understanding of corridor and interchange planning and design
- ✓ Leads project teams to develop consensus, balancing a range of stakeholder needs
- ✓ Assisting ADOT to establish processes for Tier 2 studies
- ✓ Experience managing challenging multi-discipline projects
- ✓ PM or engineer on 15 ADOT DCR projects and 16 new TI projects

PROJECT EXPERIENCE**I-11 Corridor Tier 1 EIS, Nogales to Wickenburg, AZ, ADOT/FHWA. Engineering Lead.**

This Tier 1 EIS identified a 280-mile Preferred Corridor Alternative for accommodating future multimodal traffic needs between Nogales and Wickenburg. The corridor study area traverses five counties – Yavapai, Maricopa, Pinal, Pima, and Santa Cruz. **▶ Rodney led the development and evaluation of roadway corridor alternatives, which considered natural and built environmental constraints.** He participated in public and stakeholder outreach efforts to understand and incorporate needs and priorities into the alternatives development.

North-South Corridor Tier 2 EIS & DCR, US 60 to Arizona Farms Road, AZ, ADOT.

Project Manager. This project is evaluating new freeway alignments within the Tier 1 corridor that was selected in 2021. The 1,500-foot Tier 1 corridor will be refined to an approximate 400-foot R/W width for the Recommended Build Alternative and will include traffic interchanges, drainage improvements, bridge concepts, and other improvements. The EIS process includes extensive tribal consultation and coordination to identify and avoid archaeological sites and TCPs.

US 60/35th Avenue/Indian School Road TI DCR and EA, Phoenix, AZ, ADOT. Project Manager.

This project prepared a DCR (with 15% roll plot) and an Environmental Assessment and related studies to define a Preferred Alternative at the 35th Avenue/ Indian School Road intersection at US 60. The study evaluated numerous alternatives to improve intersection operations and safety and to reduce vehicle/train conflicts, including grade-separating 35th Avenue

from the BNSF Railway. The project includes significant stakeholder coordination regarding multi-modal improvements.

▶ Rodney led the coordination efforts with ADOT, City of Phoenix, and BNSF Railway to develop a Recommended Alternative that addresses this complex intersection to enhance safety and operation while removing at-grade railroad crossings.

I-10/Hassayampa Valley Transportation Framework Study, AZ, MAG. Engineering Lead.

This regional transportation framework study provided a comprehensive plan for long-range improvements in western Maricopa County. The 1,800-acre study area could ultimately accommodate a population of 2.7M and an employment base of 1M by buildout. The study goal was to develop a future regional and local roadway network and define a framework for regional connections. The regional concept for I-11 from metro Phoenix to metro Las Vegas were first conceived in this study. This study included extensive outreach to federal, state, regional, and local agencies, as well as more than 100 private property and development owners.

I-10 Corridor Study, Junction I-8 to Tangerine Road DCR, Pinal and Pima Counties, AZ, ADOT. Project Manager.

Rodney managed this project to prepare a DCR, Change of Access Report, and EA for this 40-mile segment of I-10 from I-8 to Tangerine Road. This project included the evaluation of improvements at the I-10/I-8 freeway interchange and all TIs along the corridor. The recommended alternative included widening I-10 to provide five travel lanes in each direction, an open median, and one-way frontage roads.

I-10 Corridor Study, Tangerine Road to Ina Road DCR, Pima County, AZ, ADOT.

Lead Roadway Engineer. This project involved preparation of a DCR, EA, and Stage II (30%) plans for the evaluation of improvements for this 8-mile segment of I-10 from Tangerine Road to Ina Road. It included the evaluation of improvements to the mainline, frontage roads, and Avra Valley Road and Cortaro Road TIs. The recommended alternative included widening I-10 to provide five travel lanes in each direction, a closed median, one-way frontage roads, and reconstructing both interchanges to span over I-10 and the UPRR. **▶ Rodney managed the alternatives development and evaluation process to achieve consensus from multiple stakeholders on the recommended alternative.**

US 60, Crismon Road to Ironwood Drive DCR, Maricopa County, AZ, ADOT.

Project Manager. Rodney managed the preparation of a DCR and CE for the addition of a general-purpose lane and an HOV lane along US 60. This project also included the investigation of a new full-access interchange at Meridian Road adjacent to the CAP Canal, and required coordination with CAP Canal. **▶ Rodney delivered this project on time and on budget.**

SR 24, SR 202L to Ironwood Road DCR, Maricopa County, AZ, ADOT. Lead Traffic Engineer.

AECOM prepared a DCR and EA to identify improvements for the new 4-mile-long SR 24 freeway corridor from SR 202L to Ironwood Road, including the new SR 24/SR 202L freeway interchange, and four new TIs as part of the MAG RTPFP. This project also included the development of 30% plans and a traffic report.

RODNEY BRAGG, PE

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SR 202L/Lindsay Road TI Feasibility Report, Maricopa County, AZ, MAG. *Project Manager.* Rodney managed the preparation of a Feasibility Report to provide a high-level overview of the existing and future conditions near the intersection of SR 202L with Lindsay Road, and provide planning information for a potential new TI at this location. The issues and constraints associated with the potential TI were identified, and a potential interchange concept was developed along with planning-level cost estimates.

➤ **Rodney led the team to successfully deliver this fast-paced project within 4 months and within budget.**

I-17 Corridor Profile Study, SR 101L to I-40, AZ, ADOT. *Project Manager.* Rodney assisted in the development of new performance-based planning process to target strategic improvements on key corridors across the state. This study helped ADOT develop a new planning process to consistently evaluate performance measures for pavement, bridge, mobility, safety, and freight across multiple corridors statewide. The performance data was used to quantify corridor needs and prioritize solutions on each corridor. This study evaluated the I-17 corridor from SR 101L (in Phoenix) to I-40 (in Flagstaff).

➤ **Led by Rodney, our team was responsive in adapting the development of the new process to address input from multiple ADOT districts, design groups, and MPD.**

SR 101L, I-17 to Princess Drive DCR, Maricopa County, AZ, ADOT. *Lead Traffic Engineer.* AECOM completed a DCR and CE for improvements to the SR 101L corridor from I-17 to Princess Drive. This project completed the ADOT scoping document and received FHWA clearance for the addition of a general-purpose lane in each direction of travel, and additional lanes near the I-17 TI and the SR 51 TI. The CE was completed in compliance with NEPA requirements and was approved by the FHWA. Stakeholders included ADOT, MAG, FHWA, MCDOT, USBR, CAWCD, ASLD, and the cities of Phoenix and Scottsdale. This project included traffic projections using the MAG regional travel demand model, and traffic operational analysis of the SR 101L corridor.

Pima Freeway (SR 101L), Princess Drive to SR 202L DCR, Maricopa County, AZ, ADOT. *Lead Traffic Engineer.* AECOM prepared a DCR to evaluate general-purpose lane improvements along SR 101L from Princess Drive/ Pima Road to SR 202L, as identified in the RTPFP. The recommended alternative included the addition of one general-purpose lane in each direction of travel. It also evaluated options to improve the traffic operations approaching and departing the SR 101L/SR 202L north of the TI.

I-10 Corridor Improvement Study, SR 51 to Santan Freeway DCR, Maricopa County, AZ, ADOT. *Lead Traffic Engineer.* This study explored and objectively evaluated reasonable alternatives to develop a long-term master plan for the I-10 corridor from SR 51 to the SR 202L Santan Freeway. Its goal was to optimize the traffic operations within the corridor for the projected Design Year 2030 traffic demand, to retain local access at existing traffic interchanges, and to minimize or mitigate impacts on the surrounding community. In conjunction with the DCR, an EIS and an Implementation Plan were developed. This study evaluated numerous improvement options, including a collector-distributor (C-D) roadway system, an elevated HOV viaduct, traditional freeway widening, several enhanced C-D roadway concepts, and more than 16 local access options.

Grand Avenue (US 60), SR 303L to 99th Avenue, Maricopa County, AZ, ADOT. *Lead Traffic Engineer.* This project prepared a DCR for ADOT to evaluate the widening of Grand Avenue to provide three lanes in each direction of travel between SR 303L and 99th Avenue, as identified in the RTPFP. This study also evaluated the addition of turn lanes along US 60, where warranted and involved coordination with the Cities of Surprise and El Mirage, Town of Youngtown, Maricopa County, and the BNSF Railway.

I-17/Daisy Mountain Drive TI, Maricopa County, AZ, ADOT. *Lead Roadway Engineer.* This project included the preparation of a DCR, EA, and final design of a new diamond TI, three bridges, and the addition of 3 miles of auxiliary lanes on I-17 between Pioneer Road and Anthem Way.

Red Mountain Freeway (SR 202L), SR 51 to SR 101L DCR, Maricopa County, AZ, ADOT. *Lead Traffic Engineer.* This project prepared a DCR to evaluate general-purpose lane improvements along SR 202L in the eastbound direction of travel from SR 51 to SR 101L, and the westbound direction of travel at the SR 101L system interchange, as identified in the RTPFP. This project resulted in the addition of one general-purpose lane in the eastbound direction of travel from SR 51 to Scottsdale Road, and two eastbound lanes from Scottsdale Road to the SR 101L system interchange. Improvements also included adding auxiliary lanes between successive interchanges. In the westbound direction of travel, one lane will be added within the SR 101L system interchange and one lane will be added with the SR 101L entrance ramp, creating two additional westbound lanes departing the system interchange and continuing west to Scottsdale Road.

I-17/Anthem Way TI, Maricopa County, AZ, ADOT. *Lead Traffic Engineer.* This project prepared a DCR and PS&E for the reconstruction of the I-17/Anthem Way TI (formerly Desert Hills TI) in northern Maricopa County, which included separate construction packages for three jurisdictions: MCDOT, ADOT, and the City of Phoenix. This project included 2 miles of crossroad and frontage road construction.

Design Guideline Recommendations for the Arizona Parkway, MCDOT. *Project Manager.* Based on the Hassayampa Valley Framework Study recommendation for a new facility type, MCDOT hired AECOM to research current practices and develop design guidelines for the Arizona Parkway. Rodney managed this project to research current practices of agencies using the indirect left-turn intersection treatment and prepared recommendations for design guidelines for the Arizona Parkway. These guidelines were developed through a Technical Advisory Committee (TAC) with representatives from MCDOT, Surprise, Buckeye, Goodyear, MAG, and AECOM.

➤ **Rodney led a series of workshops with the TAC to develop consensus on the design guidelines.**

PROJECT EXPERIENCE



JESSICA RIETZ

DEPUTY PROJECT MANAGER

Education:

- BS, Environmental Sciences, minor in Communications, Northern Arizona University

Years of Experience: 18

Company Title: Environmental Planning Lead responsible for managing the Environmental Planning Team in Arizona

VALUE TO ADOT

- ✓ Led the development of the I-11 Tier 1 EIS and has in-depth knowledge of the environmental considerations
- ✓ Seasoned environmental lead with an extensive understanding of the NEPA process and experience coordinating multidisciplinary environmental teams
- ✓ Technical experience in Section 404 permitting, traffic noise, environmental justice, and Section 4(f)
- ✓ Manages risks and is proactive in identifying potential environmental compliance issues that could affect on-time project delivery
- ✓ Environmental planning lead on more than 30 ADOT projects with a strong understanding of ADOT processes and procedures

I-11 Corridor Alternative Selection Report and Tier 1 EIS; Arizona, ADOT.

Deputy Project Manager. This study involved conducting alternatives analysis and preparing a Tier 1 EIS to assess a new 280-mile high-capacity, access-controlled transportation corridor from Nogales to Wickenburg. **▶ Jessica's management of this project is an example of her ability to bring all aspects of planning together while coordinating with stakeholders across the state.** She was responsible for day-to-day management of the project team and various moving parts, as well as supporting the environmental lead in preparing the EIS.

North-South Corridor Tier 2 EIS & DCR, US 60 to Arizona Farms Road, AZ, ADOT.

Environmental Lead. This project is evaluating new freeway alignments within the Tier 1 corridor that was selected in 2021. The 1,500-foot Tier 1 corridor will be refined to an approximate 400-foot R/W width for the Recommended Build Alternative and will include traffic interchanges, drainage improvements, bridge concepts, and other improvements. The EIS process includes extensive tribal consultation and coordination to identify and avoid archaeological sites and TCPs.

▶ Jessica coordinated with numerous local, regional, state, tribal, and federal agencies to guide the development of constraints mapping for use in developing alternatives.

Whispering Ranch Access Corridor Improvement Study, Maricopa County, AZ, MCDOT.

Environmental Lead. AECOM prepared this planning study to determine a recommended alternative for an all-weather access roadway from the Vulture Mine Road/

Whispering Ranch Road intersection to the Patton Road/US 60 intersection. Alternatives development included the necessary geometric, drainage, and structural design to evaluate conceptual and candidate roadway alternatives through the Whispering Ranch Subdivision and along Patton Road, including bridge crossing alternatives at the Hassayampa River. Alternatives were evaluated based on drainage, utilities, traffic, environmental, and R/W impacts to ultimately determine a preferred alternative.

PlanEngage Interactive EIS Development, Various Projects, ADOT.

Environmental Lead. AECOM has several task orders to bring ADOT's previously-approved Final Tier 1 EIS and ROD documents for the North-South Corridor, Sonoran Corridor, and I-11 into our PlanEngage platform. PlanEngage is an online software that can be used to build interactive, digital NEPA documents to provide the public and stakeholders with easy access to information and streamline public engagement. **▶ Jessica is leading the technical team developing the digital EIS pages.**

I-10/ Hassayampa Valley Roadway Framework Study, Phoenix, AZ, MAG.

Environmental Planner. Jessica provided background data and write-ups for various technical disciplines for an environmental overview. The technical sections focused on the regional planning context, land use, biological resources, and hazardous materials.

US 60/35th Avenue/Indian School Road TI DCR and EA, Phoenix, AZ, ADOT.

Environmental Lead. This project prepared a DCR (with 15% roll plot) and an EA and related studies to define a Preferred

Alternative at the 35th Avenue/Indian School Road intersection at US 60. The study evaluated numerous alternatives to improve intersection operations and safety and to reduce vehicle/train conflicts, including grade-separating 35th Avenue from the BNSF Railway. The project includes significant stakeholder coordination regarding multi-modal improvements.

▶ Jessica led the assessment of environmental impacts, which includes developing a mitigation plan to address impacts to EJ populations.

I-10, Kino and Country Club TIs General Engineering Consultant (GEC), Tucson, AZ, ADOT.

Environmental Lead. This project on I-10 through Tucson is a priority for ADOT, Pima County, Pima Association of Governments, and the City of Tucson, and funding has been accelerated in the current 5-year program to be delivered using the design-build (DB) delivery method. AECOM is serving as the GEC for ADOT. Jessica is overseeing environmental staff in AECOM's Tucson office that handle the day-to-day project delivery. Major environmental tasks include supporting development of technical provisions in the RFP, preparing an EA re-evaluation, and providing technical studies to support the R/W acquisition process. The EA re-evaluation was approved in June 2024, and hazardous materials investigations for R/W acquisitions are 85% complete as of July 2024. AECOM will continue to provide review and oversight of the design-builder contractor's environmental compliance program.

JESSICA RIETZ

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US 95, Imperial Dam Road to Aberdeen Road, Yuma, AZ, ADOT. *Environmental Lead.* This widening project on US 95 through the Yuma Proving Grounds requires and EA re-evaluation supported by cultural, biology, hazardous materials, noise, and air quality technical studies. AECOM prepared an Approved Jurisdictional Determination. This project is anticipated to be complete in early September 2024.

US 191 Cochise Railroad Overpass Bridge Replacement, Cochise, AZ, ADOT. *Environmental Lead.* This bridge reconstruction project in Cochise County required a Categorical Exclusion (CE) supported by cultural, biology, hazardous materials technical studies. AECOM prepared an Approved Jurisdictional Determination.

I-10 East Willcox TI Underpass Bridge Rehabilitation, Willcox, AZ, ADOT. *Environmental Lead.* This bridge rehabilitation project included a scoping document and final design for placing a polyester polymer concrete (PPC) overlay on the existing bridge deck and approach slabs and replacing the existing deck joints, abutment bearings and miscellaneous barrier and slope paving repairs. The project included R/W, utility, and environmental clearances.

SR 79 Gila River Bridge, Florence, AZ, ADOT. *Environmental Lead.* This CMAR project assessed the condition of the superstructure and recommended replacing the existing 1,507-foot-long, 30-span bridge built in 1957. ABC methods were evaluated. The recommended alternative is a multi-span bridge replacement with wider shoulders and a sidewalk using the bridge slide method of construction. **▶ Jessica led the environmental effort for the consultant team.** Key technical considerations included Section 106 consultation and coordination with the San Carlos Irrigation District, a Preconstruction Notification for Regional General Permit 96, and preparation of a CE.

US 95, Avenue 9E to Fortuna Wash EA Re-evaluation, Yuma County, AZ, ADOT. *Environmental Planner.* An EA and Finding of No Significant Impact were previously prepared to cover improvements in a larger project area on US 95 in Yuma, inclusive of the current project limits. Significant design changes required an EA re-evaluation. Key issues included acquisition of new R/W from private,

USBR, and ASLD; new cultural resources survey and eligibility recommendations; a Section 4(f) *de minimis* finding on the Gila Gravity Main Canal; a jurisdictional delineation and Individual Permit under Section 404 of the Clean Water Act; and involvement of multiple stakeholder agencies (USBR, ASLD, various irrigation districts, WAPA, and the USACE). The EA re-evaluation was signed by ADOT and FHWA in August 2014. **▶ Jessica managed the environmental effort, led the traffic noise analysis, and prepared the Section 404 Individual Permit.**

MAG Regional Transportation Plan Freeway Program, Maricopa County, AZ, ADOT. *Environmental Planner.* Jessica worked on environmental investigations and NEPA documentation for various transportation projects within the Phoenix metropolitan area, including freeway widening projects, TI reconfigurations, and access changes. A majority of the projects involved minor environmental impacts with mitigation and were documented by a CE.

Environmental Planning Statewide Environmental Investigations, Phoenix, AZ, ADOT. *Task Manager.* This contract was comprised of multiple tasks conducted on an on-call basis. **▶ Jessica managed several tasks, which involved obtaining environmental clearance for small-scale, fast-paced transportation projects.** She also provided background technical data and prepared the environmental clearance documents, including CEs, environmental compliances for geotechnical investigations, and biological reviews and evaluations.

Transportation Enhancement On-Call Contract, AZ, ADOT. *Environmental Planner.* Jessica led or participated on the environmental component of various transportation enhancement projects throughout Arizona. A majority of the projects did not involve significant impacts and were documented by a categorical exclusion. These projects typically included landscaping features at traffic interchanges, new multi-use pathways, and sidewalks.

US 60 Waterfall Canyon Bridge Replacement, Superior, AZ, ADOT. *Environmental Lead.* This bridge replacement project will use phased construction to replace the existing

t-beam bridge with new non-standard box culvert structures. The new structures will be built under the existing bridge to minimize impacts to traffic. During a 1-week closure of US 60 the existing bridge will be removed and the roadway section over the new box culverts will be finalized. **▶ Jessica led the process for obtaining environmental clearance for the project, including Section 404 permitting to allow construction access in the creek.**

I-10 Ruthrauff to Prince, Tucson, AZ, ADOT. *Environmental Lead.* AECOM designed improvements to add general-purpose and auxiliary lanes and reconfigure a TI on a stretch of I-10 in Tucson. Jessica led the effort to re-evaluate noise impacts and barrier recommendations from a study originally completed in 2005. She developed and conducted the noise monitoring program, completing a noise modeling evaluation using FHWA TNM 2.5, and developing noise barrier recommendations.

I-10 Corridor Study, Junction I-8 to Tangerine Road, Phoenix and Tempe, AZ, ADOT. *Environmental Lead.* Jessica assisted with the collection of baseline noise measurements, technical report development, and noise impact abatement recommendations. She also developed the sections associated with highway noise conditions and impacts for the EA.

SR 89 Wickenburg to Congress Project Assessment and Access Management Study, Wickenburg, AZ, Yavapai County. *Environmental Planner.* This project included an environmental overview for this broad-level corridor study. Jessica provided the background data and writing for the biological resources, water resources, visual resources, noise, and air quality sections.

SR 260, Thousand Trails to I-17, Yavapai County, AZ, ADOT. *Clean Water Act Specialist.* The proposed project would widen and construct seven roundabouts on SR 260 between Cottonwood and I-17. Jessica worked on an update to a previous Jurisdictional Delineation and prepared the Clean Water Act Section 404 Individual Permit, as well as a subsequent update to the Individual Permit prior to construction.



SCOTT BLACKMAN
ENVIRONMENTAL MANAGER

Education:

- BS, Wildlife Biology/Ecology and Management, University of Arizona

Years of Experience: 26

Company Title: Senior Environmental Planner, responsible for leading NEPA studies and implementation

VALUE TO ADOT

- ✓ *Brings a wide range of experience successfully completing and guiding clients through the NEPA compliance process*
- ✓ *Supported numerous federal agencies within the western U.S. on a variety of projects, including Indian Health Service, Bureau of Indian Affairs, and Navajo Nation*
- ✓ *Extensive experience with the NEPA process involving contentious issues and effective communication with clients, including agencies, tribal nations, and other stakeholders*
- ✓ *Experienced senior biologist and has managed numerous state and federal projects with endangered, threatened, and sensitive species*

I-10 Kino and Country Club TIs General Engineering Consultant, ADOT, Pima County, AZ, ADOT. *Environmental Lead.* This project on I-10 through Tucson is a priority for ADOT, Pima County, Pima Association of Governments, and the City of Tucson, and funding has been accelerated in the current 5-year program to be delivered using the design-build delivery method. Improvements include TI reconstruction at Kino Parkway, a new TI at Country Club Road, and removal of the Palo Verde TI. Scott is serving as environmental lead on the GEC contract, overseeing environmental staff in AECOM's Tucson office that handle the day-to-day project delivery of environmental tasks. Major environmental tasks include supporting development of technical provisions in the RFP, preparing an EA re-evaluation, and providing technical studies to support the R/W acquisition process. **▶ Scott has been facilitating on-time deliverables through effective internal and external coordination.**

San Francisquito Integrated Feasibility and EIS, USACE San Francisco District. *Environmental Lead/Senior NEPA Specialist and Biologist.* This complex project involved the management and coordination of a diverse team of resource specialists. Scott managed a multi-disciplinary team consisting of multiple resource categories ranging from hydrology to air quality in developing the San Francisquito Creek Flood Risk Management Feasibility Study and Integrated EIS. Scott also developed a BA and Essential Fish Habitat study focusing on the federally endangered Central California Coast Distinct Population Segment of steelhead (*Oncorhynchus mykiss*). These efforts required an intensive synthesis of available research and information, and

geospatial analyses from the California Natural Diversity Database to overlay multiple state-listed sensitive species and federally listed species. This region is a culturally rich area containing numerous historic and prehistoric sites, including ancient burial grounds requiring consultation under the Native American Graves Protection and Repatriation Act of 1990.

Cultural and Natural Resources Support, 11R/29L Runway Relocation EIS, Tucson, AZ, Tucson International Airport. *Environmental Lead/Senior NEPA Specialist.* Scott provided natural, cultural, and environmental resources service management to support an EIS for extension of the runway at Tucson International Airport. Part of the cultural resources support involved evaluating 12 earth-covered magazine structures on Air Force Plant 44, constructed in 1952. These structures were documented and evaluated for eligibility to the NRHP. A technical report was prepared, as well as Arizona Historic Property Inventory forms for each structure. The technical report and inventory forms were submitted to the Federal Aviation Authority and the Arizona State Historic Preservation Office (SHPO) for review. Scott managed biological surveys for native plant protection, and for federal, state, and county-listed species; this included locating all Pima pineapple cactus in the area to support Section 7 consultation with the U.S. Fish and Wildlife Service and facilitate effective conservation and mitigation strategies. For compliance with Section 404 of the Clean Water Act, he also conducted a jurisdictional delineation in support of consultation with the USACE.

Ash Springs Recreation Area EA, BLM NV. *Environmental Lead/Senior NEPA Specialist and Biologist.* Scott managed the development of an EA and Comprehensive Management Plan for the endangered White River Springfish and BLM sensitive species. A comprehensive biological review was created for the natural hot spring, public scoping, coordination, and EA development to balance recreational use of the site with threatened, endangered, and sensitive species occurrence. This area contains an extensive prehistoric habitation site and petroglyphs and pictographs recommended as eligible for inclusion in the NRHP and also attract visitors to the site. Scott supervised cultural resource specialists in preparation of Assessment of Effects and Determination of Eligibility for Section 106 consultation with Nevada SHPO, the Advisory Council on Historic Preservation, and regional tribes. Scott also facilitated public and stakeholder scoping and strategically facilitated attendance from a diverse suite of participants, including Spanish-only participants, ranging from members of the local community to congressional representatives.

Programmatic Biological Assessment for Operation and Maintenance of Transmission Lines on National Forests, U.S. Forest Service, Region 6, Oregon and Washington. *Environmental Lead.* Scott developed the Programmatic BA for operation and maintenance of existing electrical transmission line corridors through 17 National Forests within the USFS Region 6 jurisdiction. This project involved complex geospatial analyses that contained numerous iterations and active support for consultation with the USFWS and National Marine Fisheries Service.



MATT BONDY, PE
ENGINEERING MANAGER



Education:

- MS, Civil Engineering, Wayne State University
- BS, Civil Engineering, Michigan State University

Registrations:

- Professional Engineer, AZ #49520

Years of Experience: 19

Company Title: Transportation Engineer,

responsible for design and coordination across technical disciplines to develop engineering designs and deliver projects

VALUE TO ADOT

- ✓ 19+ years of roadway design experience on ADOT preliminary and final design projects
- ✓ Intimate knowledge of ADOT project delivery and internal/external processes as a result of Supplemental Services PM contract assignment and managing ADOT Project Development task orders
- ✓ ADOT and AASHTO design criteria knowledge
- ✓ Successful record of coordinating with multiple stakeholders to develop consensus on design elements
- ✓ Responsive and has repeatedly exceeded owner's quality and schedule expectations

I-11 Corridor Tier 1 EIS, Nogales to Wickenburg, AZ, ADOT/FHWA. Roadway Engineer. This Tier 1 EIS identified a 280-mile Preferred Corridor Alternative for accommodating future multimodal traffic needs between Nogales and Wickenburg. The corridor study area traverses five counties – Yavapai, Maricopa, Pinal, Pima, and Santa Cruz. Matt coordinated with the project team and stakeholders to develop and evaluate roadway alternatives. Alternatives development included considerations for roadway alignments, cross sections, and evaluation of impacts to R/W, utilities, and environmental components.

North-South Corridor Tier 2 EIS & DCR, US 60 to Arizona Farms Road, AZ, ADOT. Engineering/Roadway Lead. This project is evaluating new freeway alignments within the Tier 1 corridor that was selected in 2021. The 1,500-foot Tier 1 corridor will be refined to an approximate 400-foot R/W width for the Recommended Build Alternative and will include traffic interchanges, drainage improvements, bridge concepts, and other improvements. The EIS process includes extensive tribal consultation and coordination to identify and avoid archaeological sites and TCPs. **▶ Matt is leading the team to review constraints mapping for use in developing alternatives.**

Supplemental Service Employee for Tucson District to Manage State and Local Public Agency Design Projects, ADOT. Project Manager. Matt served in a contract role within the ADOT Project Management Group. His project manager responsibilities included managing various ADOT Statewide and Local Public Agency projects throughout Arizona, including both

PROJECT EXPERIENCE

ADOT inhouse-led design projects and consultant-led design projects selected through the ADOT Project Development On-Call. Matt delivered multiple projects on schedule and within budget, including the advanced priority project Wrong-Way Driving Detection Pilot (I-17, I-10 to SR 101L). **▶ Matt understands institutional project elements for internal ADOT project management.**

Whispering Ranch Access Corridor Improvement Study, Maricopa County, AZ, MCDOT. Roadway Lead. AECOM prepared this planning study to determine a recommended alternative for an all-weather access roadway from the Vulture Mine Road/ Whispering Ranch Road intersection to the Patton Road/US 60 intersection. Alternatives development included the necessary geometric, drainage, and structural design to evaluate conceptual and candidate roadway alternatives through the Whispering Ranch Subdivision and along Patton Road, including bridge crossing alternatives at the Hassayampa River. Alternatives were evaluated based on drainage, utilities, traffic, environmental, and R/W impacts to ultimately determine a preferred alternative.

US 60, Meridian Road TI DCR and CE, ADOT. Roadway Engineer. This project included the preparation of a DCR and CE to implement a new TI along US 60 (Superstition Freeway) at Meridian Road. This project completed the ADOT scoping document and received FHWA clearance for a new TI adjacent to the CAP Canal. The DCR recommended a half interchange with an eastbound exit ramp and westbound entrance ramp. To avoid the CAP Canal, the westbound entrance ramp was recommended to be a loop ramp. Several agencies were involved

with this project, including ADOT, FHWA, MAG, ASLD, CAP, the City of Mesa, and the City of Apache Junction. This project included traffic projections using the MAG regional travel demand model, freeway traffic operational analysis, and the addition of a new TI along an existing freeway corridor.

US 60/35th Avenue/Indian School Road TI DCR/ED, Phoenix, AZ, ADOT. Roadway Lead. This project includes preparing a DCR (with 15% roll plot) and an EA and related studies to define a preferred improvement alternative at the 35th Avenue/Indian School Road intersection at US 60. The study is evaluating numerous alternatives to improve intersection operations and safety and to reduce vehicle/train conflicts, including grade-separating 35th Avenue from the BNSF Railway. The project includes significant stakeholder coordination regarding multi-modal improvements. **▶ Matt is involved with the coordination efforts with ADOT, COP, and BNSF Railway.**

US 60/Bell Road TI DCR/EA, Maricopa County, AZ, ADOT. Roadway Engineer. This project completed the ADOT scoping document and received FHWA clearance for a new TI to replace the existing at-grade intersection. The DCR recommended grade-separating Bell Road over Grand Avenue and the BNSF railroad, and constructing entrance/exit ramps within the median of Grand Avenue to connect to Bell Road. The EA was completed in compliance with NEPA requirements and was approved by the FHWA with a FONSI. This project included traffic projections using the MAG regional travel demand model, and traffic operational analysis of eight surrounding arterial intersections.

PROJECT EXPERIENCE



BRIAN SMITH, PWS, CWB
QUALITY MANAGER (EIS)

Education:

- BS, Wildlife & Fisheries Sciences, South Dakota State University
- MS, Geography & Planning, South Dakota State University

Registrations:

- Professional Wetland Scientist
- Certified Wildlife Biologist

Years of Experience: 35

Company Title: Associate Vice President, NEPA and Environmental Lead, responsible for AECOM Surface Transportation Studies

VALUE TO ADOT

- ✓ Extensive involvement leading NEPA studies and tiered EIS, including planning, public involvement, agency coordination, and technical studies
- ✓ Brings thorough understanding of complex environmental concerns and how they relate to approval of highway design efforts
- ✓ Leads project teaming and agency outreach for regulatory consensus
- ✓ Experience conducting FHWA INVEST to assess and enhance project sustainability for major projects
- ✓ Knowledgeable in AECOM's Quality Management System; provides quality assurance reviews on major projects

North-South Corridor Tier 2 EIS & DCR, US 60 to Arizona Farms Road, AZ, ADOT.

Quality Manager. This project is evaluating new freeway alignments within the Tier 1 corridor that was selected in 2021. The 1,500-foot Tier 1 corridor will be refined to an approximate 400-foot R/W width for the Recommended Build Alternative and will include traffic interchanges, drainage improvements, bridge concepts, and other improvements. The EIS process includes extensive tribal consultation and coordination to identify and avoid archaeological sites and TCPs.

Illinois State Toll Highway Authority, Illinois Tollway's INVEST Program.

Annual General Consultant. Managed the implementation of the Tollway's Sustainability Program, which modified the FHWA INVEST tool, to analyze the Tollway's System Planning program, as well as their operations and maintenance programs. In-depth brainstorming meetings weighed social, environmental, and economic factors across all facets of the Tollway. This involved close collaboration with Tollway staff in a variety of departments to assess programmatic sustainability, identify opportunities to improve, and discuss lessons learned. Led sustainability workshops to help planners, designers, and construction managers incorporate sustainable practices into their complex projects. Project evaluations closely considered the detailed criteria and environmental, social, and economic factors of the projects. The Tollway now uses all three INVEST modules to evaluate and improve sustainability of its system and 15-year capital improvement program, Move Illinois.

Illinois Department of Transportation, District 1, Illiana Expressway Tiered EIS Program Manager, Will County, Illinois and Lake County, Indiana.

Environmental Lead for the Program Management Team overseeing the Tiered EIS for the 56-mile long corridor from I-55 in IL, to I-65 in IN. Provided guidance, oversight and QA/QC reviews of technical reports including ecological, wetland, Section 106, traffic noise, habitat assessment, grassland bird responses to traffic noise, biological assessment, and Section 4(f). The NEPA/Section 404 merger process was used to document the three milestone points in the study with extensive resource and regulatory agency involvement throughout. The Tier 2 FEIS was approved in September of 2014; the ROD was approved in December of 2014.

Illinois Tollway and Illinois Department of Transportation, I-355/FAP 340 South Extension, Will County, Illinois.

Environmental Lead in charge of delivering environmental commitments for the FAP 340 EIS. Prepared and coordinated the Individual Section 404 and Coast Guard Permit applications. Monthly coordination took place with the FHWA, USACE, USFWS, IDNR, IEPA, and other local agencies. Primary concerns were endangered species surveys, conservation measures to protect those species, successfully acquiring Incidental Take Authorizations, and wetland mitigation. Formal consultation under Section 7 of the Endangered Species Act was completed with a biological opinion, resulting in Section 404 permit issuance; species of concern were the Hines emerald dragonfly, the Blanding's turtle and the Indiana Bat.

Upon opening to traffic, continued coordination and guidance of Hines emerald dragonfly and Blanding's turtle conservation efforts was required. Of note, Hines emerald dragonfly breeding habitat has been constructed on an experimental basis. The groundbreaking effort was the first of its kind. Adult dragonflies have been documented in these new areas and larval populations have increased; ongoing research will determine the breeding habitat capabilities of the created habitats.

Illinois Department of Transportation, District 1, Illinois 47 Phase I Study, McHenry County, Illinois.

Environmental Lead. Assisted with the preliminary engineering and Environmental Assessment for improvements to 8 miles of two-lane roadway in a rapidly developing rural corridor between Huntley and Woodstock. The project was a pilot to IDOT's context sensitive solutions (CSS) process. As such, a comprehensive public and stakeholder involvement process was developed. The CSS process was used to drive the roadway alternative development process as well as gain local knowledge and desires for the improvement. Numerous potential environmental issues were involved, including endangered species, water quality, high quality wetlands, floodplains, agriculture, land use changes, and public involvement. The NEPA/Section 404 merger process with the federal agencies was used to document and approve the purpose and need, alternatives considered, and the preferred alternative.

PROJECT EXPERIENCE



TROY SIEGLITZ, PE
QUALITY MANAGER (DCR)

Education:

- BS, Civil Engineering,
New Mexico State University

Registrations:

- Professional Engineer, AZ #41722

Years of Experience: 28

Company Title: Vice President, Senior Project Manager, serving as project principal and Jacobs' signatory on projects and contracts for ADOT

VALUE TO ADOT

- ✓ *Brings a proven reputation developing, evaluating, and managing complex DCRs and environmental documents for ADOT and in consultation with FHWA*
- ✓ *Develops project-specific quality plans, providing transparent expectations and training to maintain quality*
- ✓ *Performs audits to eliminate quality-driven impacts and verify compliance with the quality program*
- ✓ *Develops and evaluates alternatives, resulting in a preferred alternative to alleviate congestion, promote safety, and facilitate mobility*

Verde Connect DCR and EA, Yavapai County, AZ, Yavapai County. *Project Manager.* Troy led the development of a DCR and EA to evaluate alternatives for a new alignment between SR260 and Cornville Road in the Verde Valley. This project included a bridge over the Verde River to improve access to residents along Middle Verde Road and in the Yavapai-Apache Nation, reduce out-of-direction travel, meet current and future travel demand, provide alternative routes and improve emergency response times, and support planned economic development.

▶ **Troy's proactive management and communication style fostered open discussions among varied stakeholders, aiding in consensus for this project.**

I-10 and SR 210 DCR/EA, Tucson, AZ, ADOT. *Project Principal.* This project included recommendations to widen I-10, extend SR 210 with a system interchange connection to I-10, and evaluate 15 service interchanges. Extensive traffic operational analyses were performed to evaluate numerous TI alternatives, including a DDI and platform TI concepts. Two build-alternatives were refined for evaluation in the DCR and fully evaluated for technical and environmental concerns. Public involvement meetings and stakeholder progress meetings were critical to the evaluation and refinement process. ▶ **As principal, Troy verified the quality and timeliness of deliverables.**

SR 101L/I-10 System Interchange Improvements DCR/CE, Phoenix, AZ, ADOT. *Project Manager.* Jacobs/AECOM partnered with ADOT; MAG; cities of Phoenix, Avondale, and Tolleson; and other adjacent stakeholders to improve regional

connectivity through improvements at this critically important system interchange. Our team evaluated concepts and provided cost estimates for a Direct High Occupancy Vehicle (DHOV) Ramp from eastbound I-10 to southbound SR 101L to and westbound I-10 to northbound SR101L. The project included the 91st Avenue Connector, which connects southbound SR 101L traffic with 91st Avenue through this heavily congested area. The final recommendations were documented in a DCR and CE environmental document. ▶ **Through Jacobs' understanding of the DCR process coupled with direct engagement with stakeholders and the public, the team delivered the project within the time-sensitive schedule while confirming stakeholder needs were identified and met.**

SR 30, SR 303L to SR 202L DCR and EA, Goodyear, Avondale, and Phoenix, AZ, ADOT. *ADOT Project Manager.* Under the RTPFP MC contract, Troy is serving as ADOT's project manager for this freeway corridor that will connect SR303L (Estrella) and SR 202L (South Mountain) freeways, providing a vital east-west link in the West Valley. ▶ **Troy was instrumental in getting the final Location/DCR and EA over the finish line.** He worked with ADOT technical staff and management to keep the team organized and overcome the challenges to complete this project. A R/W cost-risk assessment was completed to further define the requirements, limits, costs, contingency, and established acquisition priority for over 400 parcels. A R/W acquisition management plan (RAMP) was developed to manage the acquisition process and quarterly updates are provided to ADOT and MAG management.

Management Consultant (MC) for Regional Transportation Plan Freeway Program (RTPFP), MAG Area, AZ, ADOT. *Project Manager & Project Principal.* Troy is serving as Jacobs' project manager in the delivery of tasks to enhance the MAG urban freeway system under this contract. To deliver value and identify realistic construction costs for the projects, we are bringing a new approach to providing accurate and reliable data so that ADOT can make informed decisions; understanding economic influences to develop reliable and accurate right-of-way cost estimates; applying a consistent method and market-based estimates that are predictable, reliable, and allow for better cost management and programming; developing reliable estimates for programming, providing a prioritized list for project delivery, and eliminating bias from the programming effort; and providing tools to prepare the project teams and managers to understand, monitor, and retire project and program risks.

SR 303L, Lake Pleasant Parkway to I-17 DCR Update and Environmental Document, Phoenix, AZ, ADOT. *Project Manager.* The purpose of this project was to prepare a DCR update and 30% design for a third GPL in each direction of travel on SR 303L, Lake Pleasant Parkway to I-17, including the implementation of the I-17/ SR 303L System-to-System Interchange direct connecting ramps. The DCR update included establishing new traffic models and developing, evaluating, and costing conceptual alternatives for the SR303L improvements, including proposed TIs at 67th, 51st, and 43rd Avenues and implementation of the ultimate I-17/SR303L system interchange ramp connections.



GENE ROGGE, PHD, RPA
CULTURAL RESOURCES LEAD

Education:

- PhD Anthropology, University of Arizona
- MA, Anthropology, University of Arizona
- BA, Anthropology, University of Nebraska–Lincoln

Registrations:

- Registered Professional Archaeologist #10818

Years of Experience: 50

Company Title: Cultural Resource Team Leader, responsible for managing AECOM's Arizona cultural resource team and serves as principal investigator for cultural resource studies

VALUE TO ADOT

- ✓ *Decades of experience in archaeology, anthropology, cultural resource management, and historic preservation in the southwestern U.S.*
- ✓ *Contributed to scores of NEPA impact assessments and hundreds of studies to support compliance with Section 106 of the National Historic Preservation Act*
- ✓ *Worked with diverse stakeholders to effectively integrate consideration of cultural resources into environmental planning and project development, pursuant to regulatory requirements*

PROJECT EXPERIENCE

I-11 Tier 1 EIS, Nogales to Wickenburg, ADOT. Cultural Resource Principal Investigator. Gene led cultural resource studies to support compliance with NEPA and National Historic Preservation Act (NHPA) for a Tier 1 EIS evaluating alternatives for 280 miles of new transportation corridor in south-central Arizona. He directed the preparation of cultural resource overviews for archaeological sites, historic structures, and historic districts and buildings.

➤ **Gene supported consultation with approximately 90 interested agencies, tribes, and nongovernmental organizations.**

US 93 Cane Springs Widening Project, Mohave County, AZ, ADOT. Co-Principal Investigator for Cultural Resources. Gene led a review of prior cultural resource studies to support the reevaluation of a NEPA EA of widening 4.2 miles of highway north of Wikieup. The AECOM team intensively surveyed 370 acres to supplement previous surveys, and identified segments of two previously recorded historic roads and a historic bridge. ADOT's prior consultations pursuant to NHPA Section 106 concluded widening US 93 would result in an adverse effect on properties eligible for the National Register of Historic Places. ➤ **Gene's review documented prior mitigation measures had adequately resolved adverse effects of the Cane Springs widening project and no additional mitigation was warranted.** Gene supported ADOT's continuing Section 106 consultations and the SHPO concurred with that finding.

US 93, Imperial Dam Road to Aberdeen Road Widening Project, Yuma County, AZ, ADOT. Co-Principal Investigator for Cultural Resources. Gene led a review of prior cultural resource studies to support the reevaluation of a NEPA EA of widening 4.6 miles of highway on the Yuma Proving Ground. The review documented previous surveys sponsored by ADOT or the Yuma Proving Ground had adequately inventoried cultural resources in most of the area of potential effects. An AECOM team conducted a supplemental intensive survey of 43 acres of new R/W and temporary construction easements and identified four historical in-use roads, and documented one previously recorded archaeological site had been destroyed by development on private land adjacent to US 93. ➤ **Gene supported ADOT's Section 106 consultations and the SHPO concurred with ADOT's finding of no adverse effect.**

SR 79, Gila River Bridge Rehabilitation, ADOT. Cultural Resource Principal Investigator. Gene provided cultural resource compliance with NEPA, NHPA, State Historic Preservation Act, and Arizona Antiquities Act for rehabilitation of a major bridge across the Gila River north of Florence. Because a large archaeological site was located adjacent to the project, a construction monitoring plan was developed and implemented to specifically address concerns of descendent tribes.

US 191 Cochise Railroad Overpass Bridge Replacement, Cochise, AZ, ADOT. Cultural Resource Co-principal Investigator. Gene served as principal investigator for cultural resource compliance with NEPA, NHPA, State Historic Preservation Act, and Arizona Antiquities Act for replacement of a historical

railroad overpass in Cochise County. The work involves review of records of prior cultural resource studies, supplemental cultural resource survey, and preparation of Historic American Engineering Record documentation of the overpass to resolve an adverse effect on the historic structure.

I-10, Country Club Road and Kino Parkway TI, Tucson, AZ, ADOT.

Co-Principal Investigator for Cultural Resources. Gene led a review of prior cultural resource studies to support the reevaluation of a NEPA EA of widening 3.4 miles of I-10 in Tucson, improving the Kino Parkway TI, building a new interchange at Country Club Road, and removing the Palo Verde interchange. The review documented previous surveys, adequately inventoried archaeological sites, and determined two archaeological sites were recorded in the 1960s, but recent studies were unable to confirm either site was in the area of potential effects. Nevertheless, ADOT previously committed to archaeologically monitor construction activities near the mapped locations of the sites in case buried remnants remain intact. Gene is leading preparation of a monitoring plan to implement the commitment. The review also determined 10 historical-period buildings in areas of new R/W and temporary construction easements had not been inventoried and he coordinated a supplemental survey that concluded none of those properties are eligible for the National Register of Historic Places. Gene supported ADOT's Section 106 consultations and the SHPO concurred with ADOT's finding of no adverse effect.



KAY NICHOLSON
BIOLOGY/WILDLIFE

Education:

- MS, Environmental Resources, Arizona State University
- BS, Animal Science, Oregon State University

Years of Experience: 24

Company Title: Senior Biologist, responsible for providing a variety of environmental services in support of roadway infrastructure projects

VALUE TO ADOT

- ✓ *Brings a wide array of experience conducting habitat assessments and biological surveys, including species-specific surveys for various threatened, endangered, and sensitive species according to USFWS-approved protocols*
- ✓ *Coordinates and consults regularly with local, state, tribal, and federal agencies*
- ✓ *Writes numerous biological assessments and evaluations to comply with the Endangered Species Act (ESA)*
- ✓ *Highly experienced in preparing biological sections of EISs and EAs to comply with NEPA*
- ✓ *Mentors and oversees field work and documents prepared by junior staff*

PROJECT EXPERIENCE

I-40/US 93 West Kingman TI, Kingman, AZ, ADOT. Senior Biologist. This project is the greatest remaining improvement left on the CANAMEX/I-11 corridor to provide delay-free service between Phoenix and Las Vegas. The overarching goal is to provide a direct access route between I-40 and US93 to improve regional and local traffic flow efficiency and enhance safe travel, while also improving local access and traffic operations at the Beale Street TI. The Jacobs team is assisting ADOT in the delivery of this project by developing major enhancements to the DCR concept, finalizing the environmental assessment re-evaluation and environmental commitments, gaining FHWA approval on the CoA, and supporting ADOT in delivering an award-winning system TI solution.

Verde Connect DCR/EA, Yavapai County, AZ, Yavapai County. Senior Biologist. Kay prepared a BA to evaluate eight ESA-listed species and supervised preparation of a BE that analyzed other special status species that could be impacted by this new roadway. She conducted surveys for various species according to agency-approved protocols, including southwestern willow flycatcher, yellow-billed cuckoo, northern Mexican garter snake, Arizona toad, bats (acoustic surveys and mist netting), and rare plants. She coordinated with various agency biologists and assisted with the formal ESA Section 7 consultation. Kay assisted with preparation of biological portions of the EA.

Northern Corridor EIS, St George, UT, UDOT/BLM. Senior Biologist. Kay prepared portions of an EIS to evaluate potential effects of a new roadway within the Red Cliffs Desert Reserve and associated BLM resource management plan updates that would be required. She assisted with Mojave

Desert tortoise surveys, where more than 50 tortoises and numerous burrows were found. Kay also led a vegetation inventory at 46 monitoring plots established according to BLM's Assessment, Inventory, and Monitoring protocols along the alternative alignments. She also assisted with preparation of a Washington County habitat conservation plan update to incorporate additional tortoise habitat protections.

I-40 West of Bellemont TI to East of Winona TI, Flagstaff, AZ, ADOT. Senior Biologist. Kay prepared a BA for this highway-widening project and assisted with formal Section 7 consultation with USFWS regarding potential impacts to the Mexican spotted owl. She prepared biological portions of the EA. **✦ Kay participated on a Technical Advisory Committee, which was formed to discuss I-40 wildlife crossings, including various methods for accommodating movements across the highway, such as underpasses, overpasses, and culverts.**

Virgin River Bridge 1 EA, Mohave County, AZ, ADOT. Senior Biologist. The project included the construction of wider piers to accommodate the widening of the bridge deck while minimizing impacts to the wetland areas and river waterway, federally-listed species, and cultural resources. Extensive coordination was required on this project due to a high turnover of stakeholder team members, and meetings and WebEx conferences were used numerous times to provide project details and explain changes in project elements and alternatives. This approach provided agency stakeholders with the information they needed to understand the issues and the project, which facilitated keeping the project moving forward.

SR 24 Extension/Central Arizona Parkway, Pinal County, AZ, Pinal County. Senior Biologist. Jacobs performed a study-level evaluation of alternative concepts and preliminary design services on two roadway corridors for Pinal County. The scope of work included evaluating the corridors to develop a preferred alignment. The project included environmental and traffic studies, as well as extensive stakeholder coordination (agencies, cities, towns, and political representatives). **✦ The team leveraged the continuity developed and knowledge of the county's preferences and standards to streamline inter-team coordination, resulting in schedule and project delivery efficiencies.**

SR 82 San Pedro River Bridge Scour Retrofit, Fairbank, AZ, ADOT. Senior Biologist. This was a bridge scour protection project in the San Pedro River within the area designated by BLM as the San Pedro Riparian National Conservation Area. Kay prepared a Biological Assessment and Evaluation, coordinated with BLM regarding special status species known to be present, and assisted ADOT and FHWA with the Section 7 consultation with USFWS. She conducted a survey for Huachuca water umbel, an endangered aquatic plant for which there is critical habitat within the project limits, and a habitat assessment for southwestern willow flycatcher and yellow-billed cuckoo, federally listed birds that inhabit riparian areas. Potentially suitable habitat for both birds is present in the project area surrounding the bridge. Additionally, Kay analyzed BLM sensitive species in the BE and determined the project may impact the lowland leopard frog, longfin dace, desert sucker, and northern gray hawk.

PROJECT EXPERIENCE



SARAH RICHARDS, AICP
ECONOMIC CONSIDERATIONS

Education:

- MCP, City Planning, University of Pennsylvania
- BA, Architectural History, Virginia Commonwealth University

Registrations:

- American Institute of Certified Planners

Years of Experience: 11

Company Title: Senior Associate, **Economics**, responsible for supporting economic development and planning projects

VALUE TO ADOT

- ✓ Leads economic and fiscal impact analyses, market analyses, development feasibility studies, place-based economic development and revitalization efforts, and master planning efforts
- ✓ Works with clients to move their projects and initiatives forward by identifying implementation strategies, sources of funding and financing, and project partners/strategy leaders
- ✓ Helps track and monitor key performance indicators to measure progress
- ✓ Balances multiple viewpoints and perspectives to examine challenges and opportunities for economic growth and development

McKellips Corridor Master Plan Market Analysis, Confidential Client, Scottsdale, AZ. *Economics Lead.* Conducted a series of market analyses to support a broader master-planning effort for the McKellips Corridor in the Scottsdale region of Arizona, looking at the development feasibility/ demand for a mix of use types and densities that support community growth and development, align with community goals, and attract visitors and outside spending to the area.

Environmental Impact Study, U.S. Department of Labor, Washington, D.C. *Economics Technical Lead.* Researched, synthesized and wrote the "Socioeconomics" section of the draft EIS; created a database, GIS maps, and tables summarizing findings. Researched and wrote the "Floodplains" section of the draft EIS and created floodplain maps in GIS.

Chesapeake-Portsmouth Joint Land Use Study (JLUS), Hampton Roads Planning District Commission, Chesapeake and Portsmouth, VA. *General Project Support.* Provided public outreach and data-collection support for a JLUS between the cities of Chesapeake and Portsmouth and the U.S. Navy facilities located within those jurisdictions that focuses on reducing impacts to those installations, including transportation, stormwater management, and waterway management impacts; land use conflicts, and residential, commercial, and industrial encroachment impacts.

Connecticut Industry Sector Study, State of Connecticut Department of Economic and Community Development, Statewide, CT. *Project Manager.* Led a study of Connecticut's industry sectors and sub-sectors to reflect structural economic shifts, including post-pandemic industry sector changes. Leveraged AECOM's internal cluster analysis tool to create updated profiles for several key industries, benchmarking industry and occupation data against regional and national trends. Targeted stakeholder interviews supplemented data analysis to identify factors affecting industry growth across the state. The resulting report is being used to inform the development of an updated statewide economic development strategy, and identify target sectors for future growth and development.

East-West Corridor High-Capacity Transit Plan, Multiple TOD Opportunity Studies, Central Ohio Transit Authority (COTA), Columbus, OH. *Economics Lead.* Worked with MKSK, the city, and COTA to analyze development feasibility for five equitable transit-oriented development (ETOD) sites along the corridor, including two transit hubs. Estimated market-supportable square feet of development for a mixed-use development that includes office, residential, retail/dining/ entertainment, and hotel/hospitality uses, based on projected future demand. Analyzed demand in context of regional growth and development, including major technology investments by Intel and others, framed by guiding planned, studies, and regulations recently issued by corridor localities and the regional planning organization, MORPC.

SH 130 Grant Support Effort, SH 130, Greater Austin, TX. *Project Manager.* Assisted SH 130 in identifying a public funding strategy in support of the client's public partners, including Caldwell County and the City of Lockhart, Texas. The goal of the strategy is to identify suitable funding opportunities related to autonomous and connected vehicles, EV charging infrastructure, freight, and broader economic development. Led the project team in putting together a master matrix of funding opportunities, identifying suitable projects, and providing support on gathering appropriate materials for up to three funding program applications to move a comprehensive "smart" corridor strategy forward, and better position sites available for development to become "shovel-ready."

Baltimore-Washington Superconducting MagLev EA, Maryland DOT/Maryland Transit Authority, Washington, D.C. *Economics Technical Lead.* Researched land use regulations, comprehensive plans, and other guidance documents pertaining to land development for all sections of Washington, D.C. that may impact a potential MagLev station and track alignment. Synthesized and summarized information in the "Current Land Use" section of the draft economic analysis.

Morgan Boulevard and Vicinity Study and Action Plan, Maryland National Capital Park and Planning Commission, Prince George's County, VA. *Economics Technical Lead.* Conducted demographic, socioeconomic, and market research and analysis to determine the feasibility of different land use mix scenarios for the Morgan Boulevard commercial corridor and metro station area.

PROJECT EXPERIENCE



NIEL KING, PE
ROADWAY LEAD

**Education:**

- BS, Civil Engineering, University of Wyoming

Registrations:

- Professional Engineer, AZ #53204

Years of Experience: 17

Company Title: Roadway Engineer, responsible for performing roadway design

VALUE TO ADOT

- ✓ Experienced as roadway lead for ADOT preliminary and final design projects
- ✓ Extensive experience preparing preliminary and final design documents for freeways, highways, TIs, and local roads
- ✓ Well-versed in ADOT and federal roadway design guidelines and standards

North-South Corridor Tier 2 EIS & DCR, US 60 to Arizona Farms Road, AZ, ADOT.

Roadway Lead. This project is evaluating new freeway alignments within the Tier 1 corridor that was selected in 2021. The 1,500-foot Tier 1 corridor will be refined to an approximate 400-foot R/W width for the Recommended Build Alternative and will include traffic interchanges, drainage improvements, bridge concepts, and other improvements. The EIS process includes extensive tribal consultation and coordination to identify and avoid archaeological sites and TCPs.

I-10 Corridor Study, Tangerine Road to Ina Road DCR, Pima County, AZ, ADOT.

Roadway Lead. This project involved preparation of a DCR, EA, and Stage II (30%) plans for the evaluation of improvements for this 8-mile segment of I-10 from Tangerine Road to Ina Road. It included the evaluation of improvements to the mainline, frontage roads, and at the Avra Valley Road and Cortaro Road TIs. The recommended alternative included widening I-10 to provide five travel lanes in each direction, a closed median, one-way frontage roads, and reconstructing both interchanges to span over I-10 and the UPRR.

I-10 Corridor Study, Junction I-8 to Tangerine Road DCR, Pinal and Pima Counties, AZ, ADOT. *Roadway Lead.* This project prepared a DCR, Change of Access Report, and EA for this 40-mile segment of I-10 from I-8 to Tangerine Road. The project included the evaluation of improvements at the I-10/I-8 freeway interchange and all TIs along the corridor. The recommended alternative included widening I-10 to provide five travel lanes in each direction, an open median, and one-way frontage roads.

I-40 Corridor Profile Study, Flagstaff to Holbrook, AZ, ADOT. *Roadway Engineer.*

The project includes preparation of a Corridor Profile Study between Flagstaff and Holbrook. The study will incorporate a new corridor planning approach to develop strategies and tools that incorporate lifecycle cost analysis and risk assessment to measure system performance in accordance with the Moving Ahead for Progress in the 21st Century (MAP-21) legislation. The project's ultimate goal will be to develop and prioritize projects for the I-40 corridor-based performance.

SR 89A Transportation Study, SR 89 to Robert Road, Yavapai County, AZ, ADOT. *Roadway Lead.*

This project involved alternative evaluation and 15% design to improve SR 89A and the various interchanges along the corridor. Niel provided roadway design, 3D modeling, cost estimating, and preliminary design documents.

SR 69/SR 89A/SR 89 Corridor Profile Study, ADOT, Prescott, AZ, ADOT. *Roadway Engineer.*

The project included preparation of a Corridor Profile Study for 92 miles of SR 69, SR 89A, and SR 89 highway between I-17 and I-40. The study incorporated a new corridor planning approach to develop strategies and tools that incorporate lifecycle cost analysis and risk assessment to measure system performance in accordance with the MAP-21 legislation. The project's goal was to develop and prioritize projects for the SR 69/SR 89A/SR 89 corridor based on performance.

SR 69, Prescott Lakes Parkway to Heather Heights, ADOT. *Design Engineer.*

This final design project will widen a 1-mile section of SR 69 asymmetrically from a rural four-lane section to a six-lane urban section with curb and gutter, 10-foot multi-use pathway, and a raised curbed median. The project includes structures design, storm drain design, traffic signing and marking, traffic control, geotechnical investigation, and environmental clearance studies. Niel provided roadway design and QA/QC reviews.

I-40: 4th Street Bridge Replacement & Butler Avenue Bridge Rehabilitation, Flagstaff, AZ, ADOT. *Design Engineer.*

This project used phased construction and cross-over traffic control on I-40 to replace two bridges on 4th street and place a bridge deck overlay on the Butler Avenue bridges. The bridge replacements used accelerated bridge construction with a bridge slide to reduce closure durations on 4th Street to only 2 weeks. Niel provided roadway design and QA/QC reviews. ▶ **The team produced the PS&E package (NTP to bid advertisement) in 10 months, 1 week ahead of schedule.**

I-10 Fairway Drive TI, Phoenix, AZ, ADOT. *Design Engineer.*

Niel was responsible for the preparation of final design documents to construct a new TI on I-10 between Dysart Road and Avondale Boulevard. The project includes a new two-span bridge over I-10, more than 41,000 square feet of retaining walls, new auxiliary lanes on I-10, 900 linear feet of arterial roadway and associated drainage, signal, FMS, and lighting improvements. The new TI will improve commercial truck access to I-10 for warehouses south of I-10.

PROJECT EXPERIENCE



SHERRICK CAMPBELL, PE, CFM
DRAINAGE LEAD

Education:

- BS, Civil Engineering, Arizona State University

Registrations:

- Professional Engineer, AZ #34569
- Professional Engineer, TX #108153
- Professional Engineer, NM #23446
- Certified Floodplain Manager, #US-05-01710

Years of Experience: 27**Company Title:** Drainage Team Lead

and Project Manager, responsible for providing drainage analysis and coordinating offsite and onsite drainage designs

VALUE TO ADOT

- ✓ Experienced in drainage design and analysis, including hydrologic and hydraulic analysis of existing and proposed drainage systems
- ✓ Brings extensive drainage analysis and design experience roadway projects ranging from pavement rehabilitation to roadway design
- ✓ Adds significant FCDMC experience in preparing Conditional and Letter of Map Revision (CLOMR/LOMR) applications based on both design and refined mapping and study.

White Tanks Area 4 Candidate Assessment Report (CAR), Maricopa County, AZ, Maricopa County Department of Transportation (MCDOT).

Senior Water Resources Engineer. This planning study determined the preferred ultimate and interim access to existing and future parking lot locations for Area 4 located within the White Tank Mountain Regional Park. As part of this study, interim and ultimate access road and feasible parking lot location alternatives for Area 4 were developed and evaluated in regard to access, circulation, drainage, and environmental considerations. The scope of work included the preparation of a CAR. Sherrick was responsible for developing the initial hydrology and a concept drainage plan for submittal to MCDOT.

Ironwood Drive Roadway Enhancements, Pinal County, AZ.

Drainage Engineer. Sherrick was responsible for the hydrologic and hydraulic analysis for culvert and storm drain retrofits along a 5-mile segment of Ironwood Drive in Pinal County. The roadway project encompassed a widening from 2 feet to 12 feet, flatter fore slopes (6:1) and left/right turn lanes at intermediate access points. The results of the analyses were compiled in a drainage report to accompany the final construction plans, specifications and cost estimate prepared for this construction project.

Litchfield Road, Northern Parkway to Peoria Avenue, Maricopa County, AZ, (MCDOT).

Drainage Engineer. Sherrick led the development of the drainage aspect of the scoping assessment for Litchfield Road, which encompasses a roadway widening and storm drainage improvements for accommodation of both onsite and offsite storm flows.

Lower Buckeye Road, 67th Avenue to 71st Avenue, Maricopa County, AZ, MCDOT.

Drainage Engineer. Sherrick developed the drainage component of the project scoping assessment in 2016 and has continued to provide analysis and design support during the design phase. This work has included the design of a storm drain lateral with outfall into the regional storm drain.

SR 101L Spillway Erosion Protection Design, Salt River Pima-Maricopa Indian Community.

Drainage Engineer. Sherrick developed a hydrologic/hydraulic analysis coupled with the development of construction documents in support of the mitigation design for significant erosion hazards on the Salt River Pima-Maricopa Indian Community.

El Rio Buckeye Levees DCR, Buckeye, AZ, Flood Control District of Maricopa County (FCDMC).

Senior Water Resources Engineer. Sherrick provided an internal drainage analysis for a proposed Levee System DCR. The proposed levee system encompasses approximately 8 miles along the north bank of the Gila River in Buckeye. The project included the analysis and conceptual design of an interior drainage network for drainage and outfall of storm flows originating on the interior side of the levee. The project included two phases of geotechnical investigation along the project alignment. AECOM coordinated site access with the District, advanced soil borings, collected samples and coordinated laboratory testing, and provided preliminary geotechnical recommendations for design and construction of an earthen levee system to mitigate flooding of residential and agricultural lands within the floodplain.

Rawhide Wash Channelization Design Concept, FCDMC.

Project Manager. Sherrick led the development of a design concept for the future channelization of Rawhide Wash from Scottsdale Road to the Loop 101. Concept included a data collection effort, preliminary channelization and hydraulic analysis, cost estimate, and stakeholder coordination with the City of Phoenix and the ASLD.

Woolsey Gillespie Flood Hazard Assessment, FCDMC.

Project Manager. Sherrick led the development of a flood hazard assessment for Phase 2 of the Woolsey Gillespie Study Area. Work included a data collection effort, detailed hydrologic and grid-based hydraulic analysis of the study area, identification and prioritization of problematic areas, and development of a series of mitigation concepts for provision to the Woolsey Flood Protection District for their use in maintenance and operations programming.

Ralston Road at Vekol Wash DCR, Pima County Regional Flood Control District.

Project Manager. Sherrick led the development of a design concept for the future Ralston Road Crossing at Vekol Wash. The work encompassed data collection effort and the development of a series of three concepts for the proposed roadway crossing. Preliminary cost estimates were included as part of the effort.



KATE BONDY, PE, PTOE
TRAFFIC LEAD

Education:

- BS, Civil Engineering, Arizona State University

Registrations:

- Professional Engineer, AZ #45815
- Professional Traffic Operations Engineer, #3160

Years of Experience: 19

Company Title: Regional Traffic Lead, responsible for managing the traffic team in Arizona and adjacent states

VALUE TO ADOT

- ✓ Extensive experience preparing DCRs, traffic studies, and modeling
- ✓ Traffic engineering lead on 10+ ADOT DCR projects
- ✓ Knows ADOT traffic analysis and design standards and preferences
- ✓ Experience working with MAG on reviewing and developing inputs to the travel demand model for use in future condition build alternatives for planning and DCR projects

PROJECT EXPERIENCE

North-South Corridor Tier 2 EIS & DCR, US 60 to Arizona Farms Road, AZ, ADOT.

Traffic Lead. This project is evaluating new freeway alignments within the Tier 1 corridor that was selected in 2021. The 1,500-foot Tier 1 corridor will be refined to an approximate 400-foot R/W width for the Recommended Build Alternative and will include traffic interchanges, drainage improvements, bridge concepts, and other improvements. The EIS process includes extensive tribal consultation and coordination to identify and avoid archaeological sites and TCPs.

US 60, Crismon Road to Ironwood Drive DCR, Apache Junction, AZ, ADOT.

Traffic Lead. The project includes the preparation of a DCR to widen 3 miles of US 60 with an additional general purpose lane and an HOV lane in each direction of travel between Crismon Road and Ironwood Drive. The project also includes the study and analysis of an ultimate location/configuration for a full access traffic interchange at Meridian Road. Traffic lead in preparing the traffic report, performing crash analysis, and evaluating the operational analysis of the corridor. This analysis includes the use of the Corsim and Synchro traffic modeling software to analyze existing and future conditions with and without the additional lanes and an ultimate traffic interchange at Meridian Road. **Kate coordinated with MAG to develop future traffic projections for a new TI at Meridian Road.**

US 60 (Grand Avenue)/Bell Road TI DCR/EA, Surprise, AZ, ADOT.

Traffic Lead. The project includes the preparation of a DCR and EA to reconstruct the Bell Road intersection along Grand Avenue into a grade separated intersection. Prepared the traffic report and evaluated the operational analysis of the roadway alternatives. This analysis included the use of the Synchro to analyze existing and future conditions for each alternative. Kate participated in the alternative selection process assisting in a detailed alternative evaluation. VISSIM model simulations were also prepared in conjunction with this project for use at the public hearings. **Kate developed an MOT plan to keep Bell Road and Grand Avenue open during construction of the new grade-separated interchange.**

SR-101L, I-17 to Princess Drive DCR, Maricopa County, AZ, ADOT.

Traffic Lead. AECOM completed a DCR and CE for improvements to the SR 101L corridor from I-17 to Princess Drive. This project completed the ADOT scoping document and received FHWA clearance for the addition of a general-purpose lane in each direction of travel, and additional lanes near the I-17 TI and the SR 51 TI. The CE was completed in compliance with NEPA requirements and was approved by the FHWA. **Kate coordinated with multiple stakeholders, including ADOT, MAG, FHWA, MCDOT, USBR, CAWCD, ASLD, and the cities of Phoenix and Scottsdale.** This project included traffic projections using the MAG regional TDM, and traffic operational analysis of the SR 101L corridor.

SR 24, SR 202L to Ironwood Road DCR/EA, Maricopa County, AZ, ADOT.

Traffic Engineer. This project prepared a DCR and EA to identify improvements for the new 4-mile-long SR 24 freeway corridor from SR 202L to Ironwood Road, including the new SR 24/SR 202L freeway interchange, and four new TIs as part of the MAG Regional Transportation Plan Freeway Program (RTPFP). This project also included the development of 30% plans and a traffic report.

US 60 (Grand Avenue), SR 303L to 99th Avenue DCR, Maricopa County, AZ, ADOT.

Traffic Lead. This project prepared a DCR to evaluate the widening of Grand Avenue to provide three lanes in each direction between SR 303L and 99th Avenue, as identified in the RTPFP. This study also evaluated the addition of turn lanes along US 60, where warranted and involved coordination with the Cities of Surprise and El Mirage, Town of Youngtown, Maricopa County, and the BNSF Railroad.

Pima Freeway (SR 101L), Princess Drive to SR-202L DCR, Maricopa County, AZ, ADOT.

Traffic Lead. This project prepared a DCR to evaluate general-purpose lane improvements along SR 101L from Princess Drive/Pima Road to SR 202L, as identified in the RTPFP. This project will result in the addition of one general-purpose lane in each direction of travel. This project also evaluated options to improve the traffic operations approaching and departing the SR-101L/SR-202L north of the TI.



CHRIS LABYE, PE
STRUCTURES LEAD

Education:

- BSE, Civil Engineering (emphasis in structural engineering and post-graduate work in geotechnical engineering), University of Colorado at Boulder

Registrations:

- Professional Engineer, AZ # 37863
- Professional Engineer, CO #39153

Years of Experience: 26

Company Title: Senior Bridge Engineer, responsible for transportation structures design and analysis

VALUE TO ADOT

- ✓ Extensive DCR and preliminary design experience as a structural lead, including 50+ miles of the MAG Regional Freeway system and numerous new TIs requiring continuous access throughout construction
- ✓ Structures lead for new TIs for the US 60, Crismon to Ironwood, US 60/ Bell Road, and Grand Avenue/35th Avenue/Indian School Road DCR

PROJECT EXPERIENCE

North-South Corridor Tier 2 EIS & DCR, US 60 to Arizona Farms Road, AZ, ADOT.

Structures Lead. This project is evaluating new freeway alignments within the Tier 1 corridor that was selected in 2021. The 1,500-foot Tier 1 corridor will be refined to an approximate 400-foot R/W width for the Recommended Build Alternative and will include traffic interchanges, drainage improvements, bridge concepts, and other improvements. The EIS process includes extensive tribal consultation and coordination to identify and avoid archaeological sites and TCPs.

US 60/35th Avenue/Indian School Road TI DCR/EA, Phoenix, AZ, ADOT.

Lead Bridge Engineer. The study is evaluating numerous alternatives to improve intersection operations and safety and to reduce vehicle/train conflicts, including grade-separating 35th Avenue from the BNSF Railway. Chris is leading the structural effort, including providing preliminary bridge structures and walls for performance evaluation of numerous raised and depressed grade separations to determine a preferred alternative. He is developing preliminary structural recommendations for the preferred alternative at the 35th Avenue/ Indian School Road intersection at US 60. His current recommendations utilize shallow Utah Bulb-Tee precast girders to minimize structural depth to limit profile and roadway impacts at the TI.

US 60, Crismon Road to Ironwood Drive DCR, Mesa and Apache Junction, AZ, ADOT.

Lead Bridge Engineer. Chris prepared structural recommendations for a DCR for the general-purpose lane widening of US 60 between Crismon Road and Ironwood Drive. The project included widening three bridge structures and evaluating a full TI at Meridian Road. The full interchange at Meridian Road required reconstruction of the existing bridge structure and straddle bents over the CAP Canal.

US 60 (Grand Avenue)/Bell Road TI DCR, Maricopa County, AZ, ADOT.

Lead Bridge Engineer. Chris prepared structural recommendations for a DCR to provide a new grade separation of Bell Road. This new grade separation occurred at an existing at-grade intersection with Bell Road and Grand Avenue as well as an at-grade crossing with Union Pacific Railroad. Several MOT and bridge phasing concepts were evaluated to keep Bell Road and Grand Avenue open.

I-10 Near Term Improvement Study, DCR, Phoenix, AZ, ADOT.

Lead Bridge Engineer. Chris prepared structural recommendations for a DCR for the general-purpose lanes widening of I-10 between SR 143 and the SR 202L system TIs. This concept included the evaluation of two bridge widenings and eight new bridge structures as well as the reconstruction of structures of the SR 143 System TI. The project also included the development of retaining wall and noise wall estimates.

SR 202L, Red Mountain Freeway, I-10 to SR 101L GP Lanes, DCR, Environmental Document, Stage II Design, and Design-Build Scope of Work, Phoenix and Tempe, AZ, ADOT.

Lead Bridge Engineer. This project consisted of 10 miles of freeway widening to accommodate general-purpose lanes. The preliminary design included construction access to the Salt River and Indian Wash bridges. This \$208 million project included 24 bridge widenings, including the mile-long Salt River Bridges, the Indian Bend Wash Bridges over Tempe Town Lake, and bridges over the Grand Canal, Light Rail, and the UPRR. Work included individual Section 401/404 permitting.

SR 101L, Price Freeway GP Lanes, Baseline Road to SR 202L, Santan Freeway DCR and ED, Chandler and Tempe, AZ, ADOT.

Lead Bridge Engineer. This project consisted of 6 miles of freeway widening to accommodate future general purpose lanes and included a bridge widening at Chandler Boulevard TI Overpass, drainage modifications, and environmental analyses. The project included assessment and development of new retaining wall construction behind existing retaining walls and assessing viable wall/ramp realignment alternatives in close proximity to the twin 10-foot-diameter Tempe Drain pipes.



ABBY TOMLINSON
PUBLIC INVOLVEMENT LEAD

Education:

- MA, Mass Communication, Texas Tech University
- BA, Public Involvement, Texas Tech University

Years of Experience: 14

Company Title: Public Involvement Manager, responsible for leading public outreach activities on a range of projects and managing a 24-member team

VALUE TO ADOT

- ✓ *Brings a unique combination of skills, experience, and training, positioning her well for public involvement and stakeholder coordination leadership roles on a variety of projects and initiatives*
- ✓ *Experienced in execution and management of all aspects of public involvement, including high-level stakeholder coordination, management of the NEPA public involvement process, coordination and development of multi-platform communications campaigns, as well as grass-roots stakeholder engagement*
- ✓ *Supported ADOT in leading statewide public meetings for the NEVI Plan*

PROJECT EXPERIENCE

2022 Electric Vehicle Infrastructure Plan & 2023 Update, AZ, ADOT. *Public Involvement Lead.* AECOM supported ADOT in developing its statewide electrification plan aligned with National Electric Vehicle Infrastructure (NEVI) requirements. The plan's goal is to evaluate and identify future charging infrastructure needs in the state of Arizona and identify charging infrastructure locations along designated Alternate Fuel Corridors. The plan accounts for needs of disadvantaged communities as defined by the Justice40 program. **▶ Abby led a statewide stakeholder engagement and outreach program, including tribal nation coordination.**

Project Connect Orange Line EIS, Austin, TX, Capital Metropolitan Transportation Authority. *Public Involvement Lead.* Abby led the public involvement tasks for pre-construction project development for the spine of Austin's future transit system. She managed the development and execution of the entire stakeholder engagement strategy, including all messaging and materials for the general public, media, elected officials, environmental justice, and internal audiences. **▶ She provided a collaborative approach to engagement through hands-on community workshops, virtual engagement tools, and one-on-one stakeholder meetings with key audiences and community members.**

Gulf Freeway (I-45S) Planning and Environmental Linkages (PEL) Study and I-45N PEL Study, Houston, TX, TxDOT. *Public Involvement Lead.* Abby is leading materials development and logistical planning for stakeholder and public outreach efforts for these two PEL studies. In addition to stakeholder meetings with

agency partners and elected officials, this project includes both virtual and in-person outreach to the general public. Outreach includes traditional open houses, as well as virtual engagement strategies including virtual presentations, social media outreach, and virtual surveys through MetroQuest.

▶ Abby supports the technical team by providing guidance for the structure of engagement with technical stakeholders as well as materials development for the public.

I-635/I-20 Pre-NEPA Planning, Dallas, TX, TxDOT Dallas District. *Public Involvement Lead.* Abby led the public involvement tasks for this pre-NEPA planning effort to evaluate the addition of frontage roads along 30+ miles of I-635/I-20 between US 80 and SH 161 in the Dallas area. She conducted all PI activities, including comprehensive services in planning, scheduling, coordinating, conducting, documenting, and exhibit preparation for public meetings, as well as developing media packets, and maintaining public contact lists, public comment inventories, and associated summary reports.

Dallas to Houston High-Speed Rail EIS, Dallas, TX, Federal Rail Administration. *Public Involvement Lead.* Abby led the public involvement tasks for environmental justice-focused outreach efforts for this EIS-level document. **▶ She worked closely with the environmental team to develop an appropriately scaled notification plan and outreach effort to target environmental justice populations and solicit key feedback on proposed mitigation measures.**

Transportation Planning and Programming Extension of Staff, Statewide, TX, TxDOT. *Public Involvement Lead.* Abby is supporting TxDOT's statewide outreach oversight team, located within the TPP organization. She supports long-term initiatives including the development of statewide engagement toolkits targeted at typically underserved populations; assisting in the outreach related to Unified Transportation Plan updates, including managing and reporting out on comments received from the public; development of a suite of materials related to online engagement, including tear sheets and presentations on each of three major platforms (MetroQuest, Bang the Table and Social Pinpoint); development of content sites on each platform at the request of District project teams. Abby and her bilingual team review public involvement materials from district staff and other consultants all over the state for quality and consistency, in addition to providing Spanish translation and QC support statewide.

Grain Belt Express EIS, Kansas and Missouri, Invenergy. *Public Involvement Lead.* Abby is leading public involvement efforts for this 530-mile transmission line project across two midwestern states. She led the development of all content, including a property owner mailing to a 3,000-person list developed by the AECOM team, a website, and all materials and logistics for two virtual engagement sessions and four public meetings across the two states. Materials included a presentation, a set of exhibits, a fact sheet, and logistics included coordination of two teams from three different entities across the two states for a week of activities.

From: ADOT Business Engagement and Compliance Office <AZUTRACS-Support@azdot.gov>
Sent: Monday, July 29, 2024 9:21 PM
To: Lassiter, Genie
Cc: ContractorCompliance@azdot.gov
Subject: Bidders List for AECOM Technical Services 01

AECOM Technical Services 01, AZUTRACS Number: [10053](#) has submitted a Bidder/Proposer list for **2025-002** on 07/29/2024 at 8:21 PM MST (UTC - 07:00).

Bidders/Proposers for this firm include:

Firm Name	AZUTRACS #	Expiration Date	Email Address	Phone Number
AZTEC Engineering Group, Inc.	11419	12/27/2024	MChase@aztec.us	602-454-0402
Central Creative	10143	11/08/2026	kristin@centralcreativeaz.com	602-750-7139
Cooper Aerial	16537	03/27/2027	Phil@cooperaerial.com	602-678-5111
Ethos Engineering, LLC	10363	06/04/2027	pgarza@ethosengineers.com	480-326-8487
Jacobs Engineering Group Inc.	10561	12/15/2024	troy.sieglitz@jacobs.com	602-253-1200
Kimley-Horn & Associates, Inc.	10608	06/11/2027	raj.christian@kimley-horn.com	602-371-4560
Logan Simpson Design, Inc.	10647	10/19/2024	marketing@logansimpson.com	480-967-1343
Newton Environmental Consulting, LLC	10770	03/09/2026	angie@newtonec.com	602-332-9642

Per RFQ requirement, this list includes any firm that discussed teaming with AECOM, regardless of final teaming agreements.

CONSULTANT INFORMATION PAGES (CIP)

CONTRACT NO.: 2025-002

CONTACT PERSON: Jennifer Bixby, PE, PTOE

E-MAIL ADDRESS: jennifer.bixby@aecom.com

TITLE: Vice President

CONSULTANT FIRM: AECOM Technical Services, Inc.

ADDRESS: 7720 North 16th Street, Suite 100

CITY, STATE, ZIP: Phoenix, AZ 85020

TELEPHONE: 480.363.0447

FAX NUMBER: 602.371.1615

UNIQUE ENTITY ID# (FROM SAM WEBSITE): EPUXNLX5EYC4

ADOT CERTIFIED DBE FIRM? (YES/NO) No

SUBCONSULTANT(S):	TYPE OF WORK	ADOT CERTIFIED DBE FIRM (YES/NO)
<u>Central Creative</u>	<u>Public Invlmt & Related Services</u>	<u>Yes</u>
<u>Cooper Aerial</u>	<u>Survey, Mapping, Aerial</u>	<u>No</u>
<u>Ethos Engineering, LLC</u>	<u>Geotech, Material Testing, Subsurface</u>	<u>Yes</u>
<u>Jacobs Engineering Group Inc.</u>	<u>Environmental & Related Services</u>	<u>No</u>
<u>Kimley-Horn & Associates, Inc.</u>	<u>Utilities & Related Services</u>	<u>No</u>
<u>Newton Environmental Consulting, LLC</u>	<u>Environmental & Related Services</u>	<u>Yes</u>
<u></u>	<u></u>	<u></u>

NOTE: This page is not evaluated by the Selection Panel but is used by Engineering Consultants Section for administrative purposes.

SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	Central Creative
CONTACT PERSON:	Kristin Darr
E-MAIL ADDRESS:	kristin@centralcreativeaz.com
TITLE:	Principal and Owner
ADDRESS:	24 West Camelback Road
	#A479
CITY, STATE ZIP:	Phoenix, AZ. 85013
TELEPHONE:	602.750.7139
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	TEXGV9TJ58B4

SUBCONSULTANT FIRM NAME:	Cooper Aerial Surveys Co.
CONTACT PERSON:	Phil Gershkovich
E-MAIL ADDRESS:	phil@cooperaerial.com
TITLE:	President
ADDRESS:	11402 North Cave Creek Road
CITY, STATE ZIP:	Phoenix, AZ 85020
TELEPHONE:	602.678.5111 x289
FAX NUMBER:	602.678.5228
UNIQUE ENTITY ID #:	ZKNMTNFPGM57

NOTE: Each Subconsultant listed in the SOQ must be included in the Subconsultant Table of the CIP. Add additional Subconsultant Table pages as necessary. The CIP is not evaluated by the Selection Panel but is used by Engineering Consultants Section for administrative purposes.

*Please confirm that each Subconsultant listed is in the eCMS database. If a Subconsultant's name is not in the eCMS database, contact ECS at E2@azdot.gov and allow two (2) business days to have the Subconsultant added to eCMS. Click [Here](#) check the eCMS database or go to ECS Website.

SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	Ethos Engineering, LLC
CONTACT PERSON:	Keith Dahlen, PE
E-MAIL ADDRESS:	kdahlen@ethosengineers.com
TITLE:	Principal
ADDRESS:	9180 South Kyrene Road
	Suite 104
CITY, STATE ZIP:	Tempe, AZ 85284
TELEPHONE:	480.275.7332
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	QQGVC86EHVA5

SUBCONSULTANT FIRM NAME:	Jacobs Engineering Group Inc.
CONTACT PERSON:	Troy Sieglitz, PE
E-MAIL ADDRESS:	troy.sieglitz@jacobs.com
TITLE:	Project Manager & Authorized Signatory
ADDRESS:	1501 West Fountainhead Parkway
	Suite 401
CITY, STATE ZIP:	Tempe, AZ 85282
TELEPHONE:	480.966.8188
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	XYWAPRMSBN37

NOTE: Each Subconsultant listed in the SOQ must be included in the Subconsultant Table of the CIP. Add additional Subconsultant Table pages as necessary. The CIP is not evaluated by the Selection Panel but is used by Engineering Consultants Section for administrative purposes.

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SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	Kimley-Horn & Associates, Inc.
CONTACT PERSON:	Raj Christian, PE
E-MAIL ADDRESS:	raj.christian@kimley-horn.com
TITLE:	Senior Vice President
ADDRESS:	1661 East Camelback Road
	Suite 400
CITY, STATE ZIP:	Phoenix, AZ 85016
TELEPHONE:	602.944.5500
FAX NUMBER:	602.944.7423
UNIQUE ENTITY ID #:	V8PKGG6NLKV6

SUBCONSULTANT FIRM NAME:	Newton Environmental Consulting, LLC
CONTACT PERSON:	Angela Newton
E-MAIL ADDRESS:	angie@newtonec.com
TITLE:	Principal
ADDRESS:	9859 East Winchcomb Drive
CITY, STATE ZIP:	Scottsdale, AZ, 85260
TELEPHONE:	602.332.9642
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	UFLBN1TNC5H9

NOTE: Each Subconsultant listed in the SOQ must be included in the Subconsultant Table of the CIP. Add additional Subconsultant Table pages as necessary. The CIP is not evaluated by the Selection Panel but is used by Engineering Consultants Section for administrative purposes.

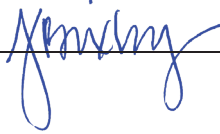
*Please confirm that each Subconsultant listed is in the eCMS database. If a Subconsultant's name is not in the eCMS database, contact ECS at E2@azdot.gov and allow two (2) business days to have the Subconsultant added to eCMS. Click [Here](#) check the eCMS database or go to ECS Website.

DBE GOAL ASSURANCE/DECLARATION

This Contract is Race Neutral (No DBE Goal-DBE use encouraged).

By signing below, and in order to submit an SOQ proposal and be considered to be awarded for this contract, in addition to all other pre-award requirement, the consultant/Proposer certifies that they will meet the established DBE goal or will make good faith efforts to meet the goal for the contract and that arrangements with certified DBEs have been made prior to SOQ and/or Cost Proposal submission. The proposer will meet the established DBE goal or will make good faith efforts to meet the goal on each Task Order assignment associated with the contract and that arrangements with certified DBEs have been made prior to SOQ and/or Task Order proposal submission.

Signature



07/30/2024

Date

Jennifer Bixby, PE, PTOE

Printed Name

Vice President

Title

SOQ SUBMITTAL CHECKLIST

Place a check mark on the left side of the table indicating compliance with the following items. Only include the Supplemental Services Disclosure Form listed below if the form is requested in the Request for Qualifications:

✓	SOQ is within the page limit indicated in the RFQ
✓	SOQ is combined into one PDF Document no larger than 15 MB
✓	All Amendments are Included and Signed
✓	Introduction Letter (Including all required elements/statements)
✓	SOQ Proposal Formatted According to Requirements Listed in RFQ Section IV, #11.
✓	Correct SOQ Certification List (15 pt OR 9 pt) Signed and Dated by a Principal or Officer of the Firm
✓	Completed Consultant Information Pages (CIP)(Including listing DBE firms, if applicable)
✓	DBE Goal Assurance/Goal Declaration completed (located at the top of this page)
✓	All Subconsultants & Proposed Work Type listed on CIP (Including indicating DBE firms)
✓	Any Additional Required Documents (Specific to RFQ such as Resumes for all Key Personnel named)
✓	Commenting or User Rights Feature Enabled in SOQ PDF Document
	Supplemental Services Disclosure Form (Required for <u>Supplemental Services</u> Type Contracts ONLY)

NOTE: This page is not evaluated by the Selection Panel but is used by Engineering Consultants Section for administrative purposes.