

# 2025-011 ADOT Project Development On-Call

Arizona Department of Transportation  
Engineering Consultants Section  
205 S. 17th Avenue, Mail Drop 616E  
Phoenix, Arizona 85007

April 1, 2025

Re: 2025-011 Project Development On-Call

Dear Members of the Selection Committee,

Burgess & Niple (B&N) offers a highly qualified team with substantial ADOT and Local Public Agency (LPA) experience for the new Project Development On-Call (PDOC) contract. B&N's history with ADOT dates back to 1984; since then we have been providing a wide variety of engineering and planning services similar to those anticipated with this PDOC contract. B&N requests to be selected for the contract. B&N will commit Project Principal Jason Pagnard, Project (Contract) Manager David Lenzer, and our identified Task Order (TO) Project Managers to the extent necessary to meet and exceed ADOT's quality and schedule expectations for this contract. Their 20 years working together provides ADOT with a steady, successful leadership team skilled in ADOT's processes. The B&N team will deliver projects on-schedule, within budget and meeting ADOT's expectations.

The B&N team is bolstered with 15 subconsultants, including a diverse range of Disadvantaged Business Enterprises (DBEs). For each PDOC task order, B&N promises to make a Good Faith Effort in meeting and exceeding required DBE goals. B&N is not a certified DBE; however, we will ensure arrangements with DBEs have been made prior to any task order submission to meet all DBE requirements. We look forward to building upon our strong history with ADOT and ask that you select B&N for this PDOC contract.

Respectfully Submitted,



Jason Pagnard, PE (AZ#47958)  
Project Principal  
p. 480.580.4333 (mobile)  
e. jason.pagnard@burgessniple.com



David Lenzer, PE (AZ#61197)  
Project (Contract) Manager  
p. 480.427.9575 (mobile)  
e. david.lenzer@burgessniple.com

## Extensive Understanding of ADOT's Standards, Processes and Groups

B&N has been an ADOT partner for over four decades. Under B&N's previous PDOC contracts, we completed over 20 task order assignments. We also proactively serve ADOT and LPAs under a variety of contracts for projects such as freeway widenings, bridge engineering, management consultant services and supplemental staff. Through this extensive involvement with ADOT projects and initiatives, B&N has a thorough understanding of ADOT's processes, standards and groups. This understanding enables the B&N team to hit the ground running, serving ADOT immediately.

## Meeting All Deadlines with a Proven Track Record of Promised Project Delivery

B&N understands the importance of adhering to ADOT's 20/30/30/20 targeted quarterly project advertisement schedule and of using Workfront to keep ADOT leadership, PMs, technical groups and key stakeholders engaged and aligned. 20/30/30/20 and Workfront help avoid delivery bottlenecks and support ADOT's commitments to its LPA partners and others. To take advantage of unique opportunities, B&N has partnered with ADOT PMG, C&S and others during past on-calls to accelerate project schedules to balance overall program delivery schedule.

## On-Call Engineering Consultants Throughout the State

Our engineers, designers and planners provide a wide variety of on-call engineering services for ADOT and LPAs throughout the state of Arizona. B&N and our team offer diverse skill sets to improve the safety and operational characteristics of roadways and facilities. Our team is constructed to provide ADOT with a highly qualified team that meets PDOC contract DBE goals. We have the expertise – and ADOT experience – to take on all project types such as pavement preservation and rehabilitation, roadway design, traffic design including ITS upgrades, transportation alternatives including ADA and path projects, RSAs and other safety assessments, facilities/maintenance design, bridge design, PBPD, and more.

## Our Commitment to ADOT!

On-Call contracts, like the PDOC, are the foundation of B&N's workload in Arizona. We treat them with the utmost importance. Our multi-discipline team is excited and thrives on the wide range of project types. When combined with our substantial ADOT experience, our team provides ADOT highly qualified professionals that are eager to partner with you for successful project delivery.

# SOQ Proposal Certification Form

## Engineering Consultants Section SOQ Proposal Certifications Form

Contract #: 2025-011

Consultant Name: Burgess & Niple, 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 <b>at least 51%</b> 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: Jason Pagnard

Title: Vice President

Signature: 

Date: 3/21/2025

Revised 2/11/2022

# Participation in Boycott of Israel Form

**ARIZONA DEPARTMENT OF TRANSPORTATION  
ENGINEERING CONSULTANTS SECTION  
PARTICIPATION IN BOYCOTT OF ISRAEL - CONSULTANT CERTIFICATION FORM  
ADOT ECS Contract No.: 2025-011**

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.

Burgess & Niple, Inc.		
Company Name	Signature of Person Authorized to Sign	
1500 North Priest Drive, Suite 102	Jason Pagnard	
Address	Printed Name	
Tempe AZ 85288	Vice President	3/21/2025
City State Zip	Title	Date

Participation in Boycott of Israel – Consultant Certification  
Form Revised - 4/28/2020



# ADOT Project Development - Consultant Services Matrix

**ADOT Project Development On-Call - Consultant Services Matrix**

**ADOT Contract No.:** 2025-011

**Prime Consultant Name:** Burgess & Niple, Inc.

Please indicate in the Matrix below whether the prime Consultant and/or Subconsultant in-house resources will provide services for the following Key Technical Disciplines.

Key Technical Discipline	Technical Sub Areas	Prime Consultant	Subconsultant(s) (include firm name)	ADOT Technical On-Call**
Roadway Design		Burgess & Niple		N/A
	Fringe-Urban Highway Design	Burgess & Niple		N/A
	Rural Highway Design	Burgess & Niple		N/A
	Controlled Access Urban Highway.	Burgess & Niple		N/A
	Local Roads	Burgess & Niple		N/A
	Roundabout	Burgess & Niple		N/A
	Intersection Improvements	Burgess & Niple		N/A
	ADA/Sidewalk/MUP	Burgess & Niple		N/A
	Climbing Lanes	Burgess & Niple		N/A
	Shoulder Widening	Burgess & Niple		N/A
	Interchange Improvements	Burgess & Niple		N/A
Survey & Mapping			Trace, Cooper Aerial, Aerotech	N/A
	Aerial Survey, Mapping		Aerotech	N/A
	Field Survey		Trace, Cooper Aerial, Aerotech	N/A
	Bathymetric Survey		Cooper Aerial, Aerotech	N/A
Landscape and Irrigation Design & Erosion Control		Burgess & Niple	Ninyo & Moore, J2, Logan	N/A
	Erosion Control	Burgess & Niple	J2, Logan	N/A
	Irrigation Design		J2, Logan	N/A
	Hardscape Aesthetics		J2, Logan	N/A
	Landscape Design		J2, Logan	N/A
	SWPPP	Burgess & Niple	Ninyo & Moore, J2, Logan	N/A
	Seeding Mix Design		J2, Logan	N/A
Materials Design		Burgess & Niple	Ninyo & Moore, Ethos	N/A
	Asphaltic Pavement		Ninyo & Moore, Ethos	N/A
	Concrete Pavement		Ninyo & Moore, Ethos	N/A
	Pavement Life Extension	Burgess & Niple	Ninyo & Moore, Ethos	N/A
	Rockfall Mitigation	Burgess & Niple	Ninyo & Moore, Ethos	N/A
	Life Extension Projects	Burgess & Niple	Ninyo & Moore, Ethos	N/A
				N/A
	PBPD	Burgess & Niple	Ninyo & Moore, Ethos	N/A
Bridge/Structural Design		Burgess & Niple	Ethos	N/A
	Bridge	Burgess & Niple	Ethos	N/A
	Deck Overlay	Burgess & Niple	Ethos	N/A
	Deck Replacement	Burgess & Niple	Ethos	N/A

# ADOT Project Development - Consultant Services Matrix

	Screen Wall	Burgess & Niple	Ethos	N/A
	ABC	Burgess & Niple	Ethos	N/A
	Retaining Wall	Burgess & Niple	Ethos	N/A
	Noise Wall	Burgess & Niple	Ethos	N/A
	Signal/Lighting/Sign Foundations	Burgess & Niple	Ninyo & Moore, Ethos	N/A
	Sign/Pole Design	Burgess & Niple	Ethos	N/A
	Steel Structures	Burgess & Niple	Ethos	N/A
Geotechnical Studies/Design		Burgess & Niple	Ninyo & Moore, Ethos	N/A
				N/A
				N/A
	FWD		Ninyo & Moore, Ethos	N/A
	Pavement Coring		Ninyo & Moore, Ethos	N/A
	Drilling/Foundation Design		Ninyo & Moore, Ethos	N/A
	Slope Stability /Soil Nail		Ninyo & Moore, Ethos	N/A
	Rockfall Mitigation, Rock Scaling	Burgess & Niple	Ninyo & Moore, Ethos	N/A
	Drilled Shaft		Ninyo & Moore, Ethos	N/A
	MSE Walls	Burgess & Niple	Ninyo & Moore, Ethos	N/A
Drainage Design		Burgess & Niple	JE Fuller, J2	N/A
	Pipe Culvert/Box Culvert	Burgess & Niple	JE Fuller, J2	N/A
	Drainage Retrofit	Burgess & Niple	JE Fuller, J2	N/A
	Hydraulic/Hydrologic Drainage Analysis - HEC RAS, HEC1		JE Fuller, J2	N/A
	2D Hydraulic Modeling		JE Fuller, J2	N/A
	Drainage Channel and Structures		JE Fuller, J2	N/A
	Bridge Hydraulics		JE Fuller, J2	N/A
	LOMR / CLOMR		JE Fuller, J2	N/A
	Scour Analysis/Retrofit	Burgess & Niple	JE Fuller, J2	N/A
Traffic/Safety Engineering Design		Burgess & Niple	4M, United Civil, H R Green	N/A
	Temporary Traffic Control	Burgess & Niple	United Civil	N/A
	Signing/Pavement Marking/Striping	Burgess & Niple	United Civil, H R Green	N/A
	Traffic Signal Design	Burgess & Niple	United Civil, H R Green	N/A
	Street Lighting Design	Burgess & Niple	United Civil, H R Green	N/A
	Intersection Lighting Design	Burgess & Niple	United Civil, H R Green	N/A
	High Mast Lighting	Burgess & Niple	United Civil, H R Green	N/A
	RSA	Burgess & Niple	4M, United Civil, H R Green	N/A
	VISSIM	Burgess & Niple	United Civil, H R Green	N/A
	Intersection Control Evaluation (ICE)	Burgess & Niple	United Civil, H R Green	N/A

# ADOT Project Development - Consultant Services Matrix

	Dynamic Messaging Signs (DMS)	Burgess & Niple	United Civil, H R Green	N/A
	Smart Work Zones	Burgess & Niple	United Civil, H R Green	N/A
Intelligent Transportation Systems		Burgess & Niple	United Civil, H R Green	N/A
	Broadband, Fiber Optic	Burgess & Niple	United Civil, H R Green	N/A
	Speed Feedback	Burgess & Niple	United Civil, H R Green	N/A
	Wrong Way Detection	Burgess & Niple	United Civil, H R Green	N/A
	CCTV	Burgess & Niple	United Civil, H R Green	N/A
	DMS	Burgess & Niple	United Civil, H R Green	N/A
Cost Estimations/Specifications		Burgess & Niple	United Civil, H R Green	N/A
	Unit Cost Verification	Burgess & Niple	United Civil, H R Green	N/A
	Bid Justification	Burgess & Niple	H R Green	N/A
	Special Provisions	Burgess & Niple	United Civil, H R Green	N/A
				N/A
				N/A
Environmental Services**			Logan, Pinyon, Tierra	
	Noise Analysis		Pinyon	
	404 Permit / 408 Permit		Logan, Pinyon, JE Fuller	
	Cultural Surveys		Logan, Pinyon, Tierra, H R Green	
	Air Quality Analysis		H R Green, Pinyon	
	Biological Evaluation		Logan, Pinyon, Tierra	
	Section 4(f) analysis		Logan, Pinyon, Tierra, H R Green	
	Hazardous Materials Analysis		Pinyon, Tierra, Ninyo & Moore, H R Green	
	Public Involvement		Logan, Pinyon, HR Green	
	Other NEPA Documentation		Tierra, JE Fuller, H R Green	
Right-Of-Way Mapping, & Plans**		Burgess & Niple	Trace, Cooper, Aerotech, Tierra	
	Legal Description		Trace, Cooper, Aerotech	
	Right of Way Plans		Cooper Aerial, Aerotech	
	TCE	Burgess & Niple	Trace, Cooper, Aerotech, Tierra	
	Right of Way Cost Determination	Burgess & Niple	Aerotech, Tierra	
Utility Locating - SUE**			T2	
Facilities/Maintenance Design (e.g. Rest Area, Port of Entry, Airport etc.)		Burgess & Niple	Jensen, Pinyon	N/A
	Vertical Design	Burgess & Niple		N/A
	MEP	Burgess & Niple	Jensen	N/A
	ADEQ Approvals		Pinyon	N/A
List any Other expertise that pertains to the	Independent Cost Estimating (ICE)	Burgess & Niple		N/A

# ADOT Project Development - Consultant Services Matrix

project	3D Modeling Visual Simulations Public Relations Cost Risk Analysis Value Engineering	Burgess & Niple		
	ROW Acquisition/ Relocation		Tierra	
	Road Safety Assessments	Burgess & Niple		
	Safe Routes to School	Burgess & Niple		

\*\* Consultants may, but are not required to, include the prime Consultant’s in-house resources or subconsultants to provide services associated with ROW Mapping & Plans, Utility Locating (SUE) and Environmental Services as part of their team. Prime Consultants must identify in the Consultant Services Matrix if they are proposing to include their firm’s resources or Subconsultants (or both) to perform these services or if they elect to utilize consultants contracted through existing ADOT ROW, or EP on-call contracts to perform these services. Evaluation scores and comments will not be affected by the prime Consultant's decision to include or exclude these services as part of their SOQ/proposal or future Task Order Assignments.

- *Prime Consultant's electing to perform these services with their own in-house resources or Subconsultants must demonstrate their technical qualifications in their SOQ proposal (following the SOQ Technical Evaluation Criteria) and perform these services in conformance with the Scope of Work and minimum state and federal standards/regulations.*
- *Consultants electing to use available ADOT EP or ROW on-call contracts will not be included as part of the consultant selection process associated with these on-call contracts, but will still be responsible for managing and delivering the project per the agreed upon scope, schedule and budget for the associated task order they were assigned.*

# TECHNICAL EVALUATION CRITERIA

## 1. Understanding & Approach

### Introduction

B&N was founded in 1912, the same year that Arizona became a state. Our firm has grown to a staff of over 600 employees in 27 offices across the nation. B&N has been serving ADOT and Arizona Local Public Agencies (LPAs) since 1984 – over 40 years! Throughout our successful history with ADOT, B&N has provided planning and design services to deliver ADOT’s Five-Year Program and Local Governments’ Federal-Aid transportation programs.

### 1a) General Contract & Design Process

#### General Contract

We recognize from our experience that the PDOC is a critical mechanism for ADOT, along with LPAs, to deliver a wide range of services to improve the safety and operational characteristics of roadways and facilities around the state. With the PDOC,

**B&N...**

- 1 Knows ADOT’s processes and expectations.
- 2 Utilizes ADOT’s standards, guidelines, & tools.
- 3 Partners with ADOT PMG, districts, and technical groups.
- 4 Embraces ADOT’s priorities and initiatives.

ADOT is establishing a pool of consultants to deliver projects with design budgets up to \$1,000,000. B&N offers ADOT a full-service team with a wide range of technical expertise and capabilities.

Project development is a team effort, administered by ADOT PMG. PMG is responsible for managing project schedules, monitoring budgets, and facilitating

project team activities. The schedule is one of the most important performance metrics. To avoid project delivery bottlenecks, ADOT uses a 20/30/30/20 project advertisement target by quarter. **B&N’s approach is to proactively partner with PMG, districts, technical groups, LPAs and stakeholders to meet ADOT’s goals.** A strong partnership leads to a more efficient team, better quality services and

deliverables, and meeting project schedule and budget commitments. Projects utilize various funding sources, including federal aid. Federalized projects require specific knowledge of processes to maintain funding eligibility. **B&N knows these processes and has built a highly qualified team to meet DBE goals for each task order.**

#### Task Order Assignment Initiation

Task orders are awarded on a competitive basis to the most qualified firm. **Jason Pagnard, principal, is one of only four consultants who partnered with ADOT to review and refine the PDOC process in 2021. David Lenzer, contract manager, partnered with ADOT through the ACEC/ADOT working groups to further refine the process over the past four years.** Task order initiation is completed within 50 days of selection notification and generally follows this process:

1. ADOT provides notice and issues a request for Statement of Interest (SOI);
2. B&N’s Contract Manager, David Lenzer, assembles a highly qualified team tailored to the project and prepares the SOI;
3. ADOT reviews the SOI and awards the task order assignment;
4. PMG/B&N hold the initial consultant scoping meeting within 10 days of selection notification;
5. B&N prepares the cost proposal, using the current ECS Contract Modification Checklist, and submits it within 17 days of selection notification;
6. ADOT and B&N finalize the cost proposal and ECS issues Notice to Proceed (NTP).

We understand that the use of the SOI questionnaire format piloted during the current PDOC contract will be expanded extensively during the 2025 PDOC.

#### Design Process

Successful project delivery is based on a thorough understanding of ADOT’s development process. It consists of three major components: Scoping, Design and Clearances. **Table 1 on page 10** shows the development process, interrelationships of activities and critical steps. **Table 2 on page 12** shows

the technical elements including memos, reports, and plans; the institutional elements including clearances and processes; and the associated tasks involved in project delivery. B&N will complete the process in accordance with the ADOT Project Development Process Manual, the LPA Projects Manual and other pertinent manuals, guidelines and standards.

**-Scoping:** Scoping sets the primary project parameters for design. The project scope is detailed, the schedule is developed and the cost estimate is prepared. These parameters are recorded in a scoping document. The type of scoping document depends on the complexity of a project and typically includes, from least to most complex: Scoping Letter (SL); Project Assessment (PA); or Design Concept Report (DCR). **B&N is experienced in preparing all three types of scoping documents for ADOT, using the scoping document guidelines and requirements set by the Roadway Predesign and Review Section.** The majority of PDOC task orders are completed with a SL or PA. When a DCR is required, we are prepared to complete the additional needed tasks including alternative development and analysis, public input, a robust environmental analysis and more. The scoping process for SLs, PAs and DCRs is outlined in **Table 1 (1A) on page 10.**

**Technical Reports** – Depending on the project, various technical analyses and documentation may need to be prepared. Examples include the AASHTO Controlling Design Criteria Report, Design Decision Document, Drainage Report and Structures Selection Report. Additional reports are listed by technical discipline in **Table 2 on page 12.**

**Coordination and Stakeholder Alignment** – An important aspect of Scoping is developing consensus around the project scope. This includes ADOT PMG, district, technical groups, stakeholders and LPAs. When the project includes federal funds, stakeholder engagement with the LPA includes federal process navigation and technical coordination. B&N takes a proactive approach in managing the engagement process. When needed, B&N conducts outreach efforts with individual stakeholders to facilitate consensus on sensitive issues.

**Table 1: Scoping & Final Design Process**

**(1A) Scoping Process\***

**(1B) Final Design Process**

PROJECT INITIATION   50 DAYS	PROJECT INITIATION   50 DAYS (Start Here if Scoping Not Included in TO)
<ul style="list-style-type: none"> <li>Consultant Scoping Meeting</li> <li>Scope/Fee/Schedule</li> <li>Negotiation</li> <li>NTP</li> </ul>	<ul style="list-style-type: none"> <li>Consultant Scoping Meeting</li> <li>Scope/Fee/Schedule</li> <li>Negotiation</li> <li>NTP</li> </ul>
SCOPING DATA COLLECTION   2 WEEKS	FINAL DESIGN DATA COLLECTION   1 MONTH
<ul style="list-style-type: none"> <li>Record Drawings &amp; ROW Plans</li> <li>Traffic &amp; Crash Data</li> <li>Permits &amp; Utility Data</li> <li>Survey &amp; Mapping</li> </ul>	<ul style="list-style-type: none"> <li>Scoping Documentation</li> <li>Record Drawings &amp; ROW Plans</li> <li>Field Review</li> <li>Technical Reports</li> <li>Supplemental Survey &amp; Mapping</li> </ul>
KICK-OFF MEETING/FIELD REVIEW   2 WEEKS	STAGE III (60%) DEVELOPMENT   ~4 MONTHS
<ul style="list-style-type: none"> <li>Prepare Checklist</li> <li>Identify Issues</li> <li>Discuss Schedule</li> <li>Identify If Additional Reports are Needed</li> <li>Conduct Field Review/ Take Photos &amp; Video</li> <li>Prepare Site Visit Summary</li> </ul>	<ul style="list-style-type: none"> <li>Survey Control (S)</li> <li>Environmental Document (F)</li> <li>Plan/Profile Sheets (P)</li> <li>Typical Sections (F)</li> <li>Summary Sheets (P)</li> <li>Detail Sheets (P)</li> <li>Staking &amp; Joint Layout Plans (P)</li> <li>Cross Sections (P)</li> <li>Drainage Plans (P)</li> <li>Traffic Control Plans (P)</li> <li>Signing &amp; Marking Plans (P)</li> <li>Signal &amp; ITS Plans (P)</li> <li>Lighting Plans (P)</li> <li>Construction Schedule (P)</li> <li>Special Provisions &amp; Estimate (P)</li> <li>Comment Resolution</li> </ul>
ENVIRONMENTAL CLEARANCE NEEDS (Ends by Stage IV)	ENVIRONMENTAL CLEARANCE PRIOR TO STAGE IV
<ul style="list-style-type: none"> <li>Verify Environmental scope per the PEDS</li> <li>Commence Clearance Process</li> <li>Perform Agency Scoping</li> <li>Conduct Background Research</li> <li>Obtain Permits for Field Work</li> <li>Complete Draft Document</li> </ul>	<ul style="list-style-type: none"> <li>Plan/Profile Sheets (F)</li> <li>Typical Sections (F)</li> <li>Summary Sheets (F)</li> <li>Detail Sheets (F)</li> <li>Stalking &amp; Joint Layout Plans (F)</li> <li>Cross Sections (P)</li> <li>Drainage Plans (F)</li> <li>Traffic Control Plans (F)</li> <li>Signing &amp; Marking Plans (F)</li> <li>Signal &amp; ITS Plans (F)</li> <li>Lighting Plans (F)</li> <li>Incorporate EPIC sheet (F)</li> <li>Construction Schedule (F)</li> <li>Special Provisions &amp; Estimate (F)</li> <li>Comment Resolution</li> </ul>
INITIAL SCOPING DOCUMENT (15%)   ~2 MONTHS	STAGE IV (95%) DEVELOPMENT   ~3 MONTHS
<ul style="list-style-type: none"> <li>Prepare Initial Scoping Document:                             <ul style="list-style-type: none"> <li>Introduction</li> <li>Background Data</li> <li>Project Scope</li> <li>Development Considerations</li> <li>Other Requirements</li> <li>Estimated Cost</li> <li>PRB/PPAC Action</li> <li>Service Involvement</li> <li>Concept Drawing</li> <li>Needed Technical Reports</li> </ul> </li> <li>Circulate for Review</li> <li>Coordinate with Reviewers/Gain Consensus</li> <li>Prepare &amp; Distribute Summary of Comments</li> <li>Conduct Comment Resolution Meeting (if needed)</li> </ul>	<ul style="list-style-type: none"> <li>Plan/Profile Sheets (S)</li> <li>Typical Sections (S)</li> <li>Summary Sheets (S)</li> <li>Detail Sheets (S)</li> <li>Stalking &amp; Joint Layout Plans (S)</li> <li>Cross Sections (F)</li> <li>Drainage Plans (S)</li> <li>Traffic Control Plans (S)</li> <li>Signing &amp; Marking Plans (S)</li> <li>Signal &amp; ITS Plans (S)</li> <li>Lighting Plans (S)</li> <li>Construction Schedule (S)</li> <li>Special Provisions &amp; Estimate (S)</li> <li>Comment Resolution</li> </ul>
SUMMARY OF CONTENTS (SOC)   ~1 MONTH	U&RR & ROW CLEARANCES PRIOR TO STAGE V
<ul style="list-style-type: none"> <li>Prepare SOC</li> <li>Reach Consensus</li> <li>Distribute SOC</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate with C&amp;S to Finalize Bid Package</li> <li>Respond to Contractor's Inquiries</li> <li>Support ADOT with Addenda Preparation</li> </ul>
FINAL SCOPING DOCUMENT (30%)   ~1 MONTH	STAGE V (100%) DEVELOPMENT   ~2 MONTHS
<ul style="list-style-type: none"> <li>Revise &amp; Finalize Scoping Document</li> <li>Obtain Signatures for Project Determination &amp; Circulate</li> </ul>	<ul style="list-style-type: none"> <li>Plan/Profile Sheets (S)</li> <li>Typical Sections (S)</li> <li>Summary Sheets (S)</li> <li>Detail Sheets (S)</li> <li>Stalking &amp; Joint Layout Plans (S)</li> <li>Cross Sections (F)</li> <li>Drainage Plans (S)</li> <li>Traffic Control Plans (S)</li> <li>Signing &amp; Marking Plans (S)</li> <li>Signal &amp; ITS Plans (S)</li> <li>Lighting Plans (S)</li> <li>Construction Schedule (S)</li> <li>Special Provisions &amp; Estimate (S)</li> <li>Comment Resolution</li> </ul>
	BID ADVERTISEMENT   1 MONTH
	<ul style="list-style-type: none"> <li>Coordinate with C&amp;S to Finalize Bid Package</li> <li>Respond to Contractor's Inquiries</li> <li>Support ADOT with Addenda Preparation</li> </ul>
	POST-DESIGN SERVICES   CONSTRUCTION
	<ul style="list-style-type: none"> <li>Attend Partnering Precon Meeting</li> <li>Respond to RFIs</li> <li>Assist Construction Field Office</li> <li>Review Shop Drawings</li> <li>Complete Record Drawings</li> </ul>

\*Durations shown are for typical SL. Durations vary for SL vs PA vs DCR.  
**I** = Initial Concepts  
**P** = Preliminary  
**F** = Final  
**S** = Sealed

**- Design:** There are five stages in the design, which are outlined in **Table 1**. Depending on the nature of the project, stages can sometimes be consolidated if ADOT concurs. B&N proactively completes and reviews the Stage Deliverables Checklists with our ADOT PM prior to every submittal. We track and focus on critical path items throughout the process, including required clearances. Important stage activities are outlined below.

**- Stage I (15%):** Typically prepared during Scoping, this is often the first visual representation of the project limits and basic features. Depending on the project type, key tasks include development of the alignment and grade, roadway typical sections, earthwork limits and construction estimate.

**- Stage II (30%):** Also typically prepared during Scoping, Stage II includes more features and detail than Stage I. Key tasks include development of plans, construction estimate, relevant technical reports and studies and environmental documents. B&N works to proactively identify right-of-way (ROW) and temporary construction easement (TCE) limits, environmental disturbance areas and required permits to ensure clearances are on track.

**- Stage III (60%):** Building on Stage II, the B&N team is focused on detailed development of the plans and special provisions. ROW/TCE limits are finalized early in the process to allow clearances to continue moving forward. All final technical reports will be submitted during this stage. We will aggressively pursue environmental clearance to be secured shortly after the completion of Stage III as Stage IV cannot be submitted without it.

**- Stage IV (95%):** This stage further develops Stage III materials incorporating review comments, adds the public interest finding (PIF) if needed, final materials memorandum and requirements of the environmental document. B&N ensures both Utility & Railroad (U&RR) and ROW clearances are finalized prior to the Stage V submittal.

**- Stage V (100%):** Also called the final Plans Specifications & Estimate (PS&E) submittal, Stage V is the complete construction package. B&N will address any final comments and confirm that all clearances, agreements and approvals have been obtained. Sealed documents are readied for bid advertisement.

**- Clearances: B&N prioritizes and proactively manages activities to obtain required clearances: Environmental, U&RR and ROW.** These critical clearances are needed by specific milestones to complete the design process.

**Environmental Clearance** – Issued by ADOT Environmental Planning (EP), Environmental Clearance is to be completed prior to the Stage IV (95%) submittal. The NEPA process will be followed. On-call projects are typically cleared under a Categorical Exclusion (CE); we are prepared to develop higher level documents as well. Environmental tasks are defined by the Project Environmental Data Sheet (PEDS) and may include: Agency Scoping, Clean Water Act, Haz/Mat, Air Quality, Noise Analysis, Biological Resources, and Cultural Resources. Environmental is often on the critical path. **B&N mitigates this schedule risk by performing scoping and field survey work early.**

**U&RR Clearance** – Issued by ADOT U&RR Engineering, U&RR Clearance needs completed prior to submitting Stage V (100%). Proactive coordination with ADOT, utility owners and railroads is vital. B&N will maintain a utility coordination contact log to document correspondence. To expedite the process, B&N will conduct utility locating (SUE) activities, identify prior rights, hold coordination meetings and facilitate conflict resolution. Our first approach, however, is to design around and avoid conflicts. If conflicts are unavoidable, we engage utility owners for prompt resolution. Conflict specific clearance from each utility owner in writing is required to clear the project for construction and for inclusion in the project Special Provisions.

**ROW Clearance** – Issued by ADOT ROW Group, ROW Clearance needs completed prior to submitting Stage V (100%). B&N will identify ROW and TCE needs as early as possible so that initial acquisition procedures, if needed, can begin quickly. B&N will identify ROW needs by Stage II and finalize them by Stage III.

### **- Additional Project Delivery Elements:**

**Continued Project Coordination** – Coordination is critical throughout the development process. Progress meetings will occur on a frequency appropriate for the project. Workfront is used to streamline reviews and comment resolution meetings after stage submittals. Additional meetings with individual groups or stakeholders will be conducted as needed to proactively resolve issues.

Task Order PMs will engage ADOT Contracts and Specifications (C&S) throughout the design process. During bidding, B&N will provide support to C&S by responding to contractor inquiries and prepare addenda if needed. B&N's proactive coordination with C&S provides a smooth transition when the project moves to construction (Post-Design phase).

**Post-Design Services** – B&N will participate in the preconstruction/partnering meeting. During construction, B&N will respond to RFIs, review shop drawings and complete record drawings. **B&N understands that timely responses are critical to controlling costs and prioritizes responsiveness. B&N has staff with construction backgrounds who will be engaged when needed.**

### **Technical Elements, Institutional Elements and Tasks Associated with Key Disciplines**

Based on a 40+ year history with ADOT, B&N's understanding of the technical elements, institutional elements and tasks associated with Key Technical Disciplines are outlined in **Table 2 on page 12.**

### **Special Issues/Risks and Approach**

**- Performance Based Practical Design (PBPD) and Design Decision Documents:** ADOT has published *Guiding Principles for PBPD* and integrated PBPD principles through RDG revisions. To support the implementation of PBPD, ADOT has revamped the design process, replacing Design Exceptions with the Design Decision Document. B&N partnered with ADOT to develop these guidelines and understands that PBPD will further be implemented through AASHTO and additional ADOT RDG updates.

Effective PBPD implementation guides scoping and design decisions and helps manage scope-creep and project costs. We will implement PBPD on projects and prepare additional documentation when applicable.

**- Project Cost Estimates:** Accurate project cost estimates are critical. **B&N, as part of the ADOT Management Consultant team for the MAG RTPFP, developed and maintains the cost estimation model that is now used by ADOT for programming.**

This model is updated based on current bids and produces accurate cost estimates. B&N will leverage this tool for PDOC projects, adapting it to geographic location and project size, to guide project scoping and design decisions.

**- Proactive Project Management:** B&N's approach to project development is to be proactive. Although we understand PMG administers the project, and others have responsibilities, we proceed with a sense of ownership. This includes maintaining Workfront data and schedule integrity, monitoring costs, engaging LPAs and stakeholders, and partnering with PMG to resolve issues.

### **Being Responsive & Emphasizing Communication:**



**B&N has a culture of providing exceptional client service** – we return calls and emails promptly. Cell phone numbers are provided for quick access. Standard communication includes recurring coordination activities such as status updates and progress meetings. In these meetings, critical path items will be discussed.



Internally, **B&N will conduct recurring project team meetings and distribute project work plans.** Early planning helps avoid potential issues, rework and lost time.



Should an unforeseen major issue arise, our approach is simple – hit it head on! **B&N will immediately contact the ADOT project manager and discuss any issues with options to resolve it.** The discussion would include potential implications for design and construction, costs and schedule.



If the project is in construction, **response time is critical, and RFIs are prioritized to maintain progress.**

**Table 2: Technical & Institutional Elements**

Key Discipline & Tasks	Technical and Institutional Elements	B&N Team Value
<b>Roadway Design:</b> <i>Geometrics; OpenRoads Designer (ORD) Modeling; intersection/interchange design; ADA design; roundabout design; construction sequencing; earthwork</i>	Scoping documents (SL, PA, DCR); roadway construction documents (plans, specifications and estimate); AASHTO Controlling Design Criteria Report; Design Decision Documentation; ADA Compliance and Feasibility Report; Earthwork Summary; adherence to ADOT design guidelines and policies	<ul style="list-style-type: none"> <li>- Leadership has 45 years combined roadway experience.</li> <li>- Substantial ADOT experienced technical staff knowing ADOT processes, providing efficiency and quality.</li> <li>- Technical staff proficient with ORD.</li> </ul>
<b>Survey &amp; Mapping:</b> <i>Aerial and ground topographic survey; DTM generation; survey control</i>	Topographic survey; aerial imagery; ORD compatible deliverable; survey control data	<ul style="list-style-type: none"> <li>- Combining aerial and ground survey allows us to create a cohesive spatial and geomatic solution.</li> </ul>
<b>Landscape Design &amp; Erosion Control:</b> <i>Landscaping and irrigation design; aesthetic treatments to wall/bridge; plant inventory; seeding; SWPPP/erosion control plans; Best Management Practices (BMPs)</i>	Landscaping, irrigation, erosion control and SWPPP construction documents; adherence to Landscape Architecture Guidelines including coordination with PMG, Roadside Development and district, for all landscape decisions	<ul style="list-style-type: none"> <li>- Team member Logan Simpson authored the ADOT LPA Project Manual.</li> </ul>
<b>Materials Design/Geotechnical Studies:</b> <i>Field investigation and lab analysis; review of historic data; pavement and foundation design</i>	Pavement Design Summary; Materials Design Report; Geotechnical Investigation Report; Bridge Foundation Report; pavement and subgrade treatment recommendations; percolation rate data	<ul style="list-style-type: none"> <li>- Recent experience of technical staff on 25+ ADOT PDOC tasks within the last 7 years providing familiarity and understanding of expectations.</li> </ul>
<b>Bridge Design:</b> <i>Structure (bridge, wall and culvert) analysis and design; sign structure and foundation design; structural details</i>	Structure/Bridge Selection Report; Hydraulics Report; Wall Report; structural construction documents	<ul style="list-style-type: none"> <li>- Familiar with nearly all bridges in Arizona</li> <li>- Performed structural design on 4 DB projects</li> </ul>
<b>Drainage Design:</b> <i>Onsite/offsite analysis and design; hydrologic/hydraulic analysis; floodway/floodplain analysis; permit identification; basin design; water quantity and quality calculations</i>	Drainage Report; CLOMR/LOMR; drainage construction documents; Clean Water Act permit preparation; coordination with FEMA and USACE	<ul style="list-style-type: none"> <li>- B&amp;N has partnered with both J2 and JE Fuller to provide drainage services throughout Arizona including the preparation of CLOMR/LOMR and securing Clean Water Act permits.</li> </ul>
<b>Traffic/Safety Engineering Design:</b> <i>Coordination with MPO; develop forecast; existing/horizon year analysis and traffic simulation; signing, pavement marking, signal, lighting design; MOT; RSAs; crash analysis; predictive safety analysis; HSIP</i>	Traffic projections; Traffic Analysis Report; Transportation Management Plan memorandum; signing, pavement marking, signal and lighting construction documents; MOT plans; coordinate with district/LPA on TC specs; develop user delay calculation; Road Safety Assessment (RSA)	<ul style="list-style-type: none"> <li>- Full-service traffic analysis and design services</li> <li>- Leader in AZ for safety engineering completing HSM-based analysis, regional safety plans, HSIP applications, predictive analysis, RSAs, custom tools and more.</li> </ul>
<b>Intelligent Transportation Systems:</b> <i>Evaluation of existing equipment; IMS and FMS design including wrong way detection</i>	ITS and FMS construction documents; coordination with Systems Technology Group; complete Systems Engineering Checklist	<ul style="list-style-type: none"> <li>- Experience with Systems Technology Group and district for new ADOT ITS facilities and preparing PIFs</li> </ul>
<b>Environmental Services:</b> <i>Clearances for field investigations; NEPA document determination; cultural, biological and historic resource determination; HAZMAT identification including asbestos and lead paint; ESAs; permit identification</i>	NEPA documentation; Phase 1 ESAs; Environmental Clearance (prior to Stage IV); permit preparation; Noise Impact Analysis; guiding LPAs through the federal process; coordination with ADOT on-call support	<ul style="list-style-type: none"> <li>- Environmental staff includes NEPA, biological, cultural, permitting, public involvement, and visual resource specialists.</li> </ul>
<b>ROW Mapping &amp; Plans:</b> <i>Existing ROW delineation; ROW type identification (fee, TCE or other easement); ROW acquisition</i>	Existing and proposed ROW base maps; ROW plans and exhibits; ROW Clearance (prior to Stage V); guiding LPAs through the ROW process; coordination with ADOT on-call support	<ul style="list-style-type: none"> <li>- Extensive experience with ADOT including completion of 50+ projects for ADOT.</li> </ul>
<b>Utility Locating – SUE:</b> <i>Research (as-built review, AZ811 and permit requests); designation and location; conflict identification and resolution; coordination with public/private utilities</i>	Existing utility basemap; utility relocation plans; Utility Report; Utility Relocation/Service Agreements; Utility and Railroad Clearance (prior to Stage V); coordination with ADOT on-call support	<ul style="list-style-type: none"> <li>- Extensive experience working with each ADOT District.</li> <li>- Team member T2 is ADOT SUE representative on three separate GEC contracts.</li> </ul>
<b>Facilities/Maintenance Design:</b> <i>Pump/lift station analysis and design; water and sewer line design; parking lot rehabilitation</i>	Construction documents; extensive coordination with district/technical staff to address unique project needs (e.g. Urban Pump House Operations Unit)	<ul style="list-style-type: none"> <li>- Familiarity with ADOT facilities from designing 10+ ADOT pump stations and repairs to the I-10 Deck Park Tunnel.</li> </ul>

Our approach is based on a successful combination of experience, project understanding and coordination with PMG, districts, technical groups, LPAs and others. For example, with some pavement preservation projects, specifications with a simplified plan set can be sufficient. We are currently working with ADOT on streamlined final plan sets through the current PDOC along US 93 and I-40.

**Did You Know?!**  
 B&N eliminated unneeded sheets to streamline the plan set for the SR 101L, I-10 to I-17, adaptive ramp meter project. In lieu of plan sheets for nearly 22 miles of urban freeway, we partnered with ADOT Central District and PMG to gain concurrence with minimalist approach utilizing a key map, details and tables.

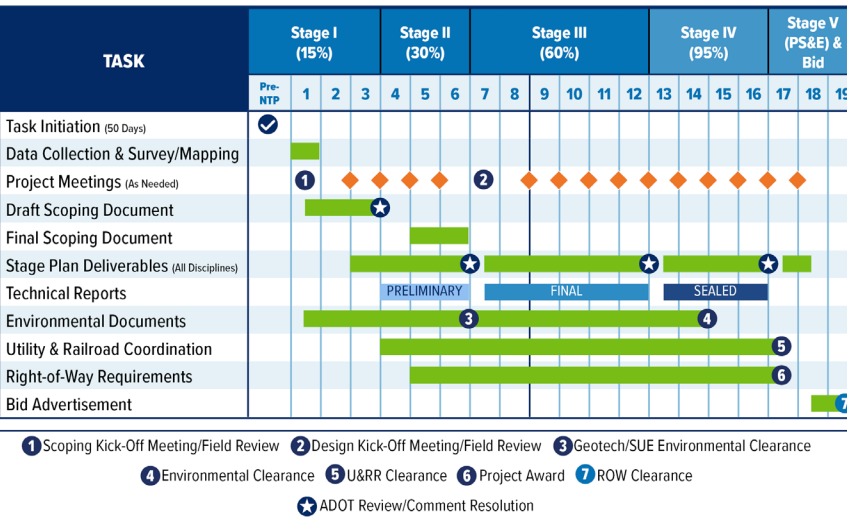
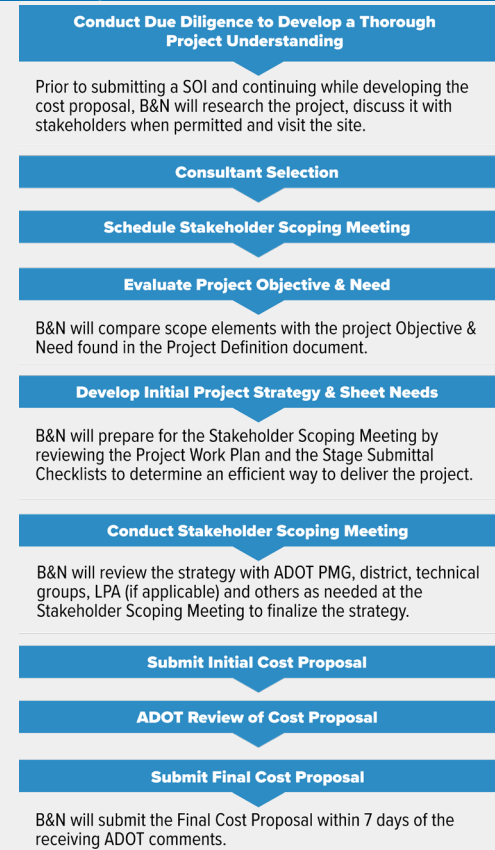
**Figure 1: Typical Project Schedule in Months**

**Figure 2: Typical RSA Schedule in Months**

	MONTH 1	MONTH 2	MONTH 3
DEVELOP BACKGROUND INFO	█		
FIELD REVIEW		● ● ● ●	
DRAFT RSA TO ADOT PM		✓	
DRAFT RSA TO TEAM		✓	
FINAL RSA TO ADOT PM			✓
FINAL RSA TO TEAM			✓
FINAL RSA			✓

● STARTUP MEETING    ● PRELIMINARY FINDINGS MEETING    ✓ SUBMITTAL

**Figure 3: Task Order Scope of Work**



**- Schedule Management and Workfront:**

Schedule management is critically important to ADOT’s 20/30/30/20 project advertisement targets. We have been collaborating with ADOT PMG to maintain schedules on Workfront for all of our ADOT design projects.

B&N closely tracks schedules; it is a point of emphasis in progress meetings. **Figure 1** presents a typical schedule. Strategies to avoid/mitigate delays include:

- Monitor schedule deadlines frequently
- Facilitate critical path elements including ROW, U&RR and Environmental Clearances
- Include float in the schedule
- Use broad staffing resources to shift priorities and meet schedule demands
- Avoid rework through frequent coordination and QA/QC reviews.

**- Road Safety Assessments (RSAs):** RSAs typically have a more compressed work cadence and schedule that is typically three months long as shown in **Figure 2**. B&N develops project specific RSA schedules that consider special events, seasonal travel trends, and the schedules of schools in order to develop a comprehensive assessment of all users. RSAs typically include Human Factors expert, Mike Kuzel.

**-Risk Management:** B&N prioritizes risk management, which is discussed in detail in QA/QC on **Page 20**. Risks are monitored throughout project development and if any of these challenges do arise, we implement the preplanned corrective actions.

**- Prompt Issues Resolution:** Issues management involves proactive communications, clear documentation and flexibility. We attack issues with a sense of urgency to keep the project on schedule and budget under control. B&N will:

1. Promptly contact the ADOT project manager and discuss potential outcomes.
2. Provide information to facilitate resolution.
3. Review the issue with stakeholders.
4. Track the issue and document the status and resolution via spreadsheet.

Though we believe it is B&N’s charge to manage issues, a unified ADOT/B&N project management team is most effective in resolving issues.

**1b) Scopes of Work and Efficient Documents**

**Figure 3** outlines our approach to establishing a task order scope of work that meets the needs of the project while producing construction documents that are efficient and eliminates unneeded plan sheets.

## 2. Team Experience and Qualifications

The following table shows our project experience associated with all Key Technical Disciplines. Nearly all projects were completed under on-call contracts; the remainder are presented as additional ADOT experience.

Client, Project Name -Location, (★ LPA Project), (● On-Call Project)

	Roadway Design	Survey & Mapping	Landscape & Erosion	Materials Design	Bridge Design	Geotechnical Studies	Drainage Design	Traffic/Safety	ITS	Cost Estimation	Environmental	Right-of-Way	Utility Locating	Facilities	Other	Schedule Met?	
Pavement Pres/Rehab	<b>ADOT, F0638: US 93, Placeritas Creek to Date Creek Pavement Rehabilitation – Yavapai County, AZ ●</b>																
	X	X	X		X		X	X	X	X	X					Active	
	<b>Description:</b> The ADOT PDOC project includes the final design phase preparing Plans, Specifications and Estimates (PS&E) for roadway rehabilitation and associated improvements to US 93 which is functionally classified as a Rural Principal Arterial roadway and includes approximately 10 miles of two-lane highway and 6 miles of four-lane divided highway. The project intent is to rehabilitate the 16 miles of roadway corridor. <b>Role of Firm:</b> Prime; <b>PM:</b> Lenzer; <b>Key Discipline Lead:</b> Scatena, Holzmeister, Hayes; <b>Subconsultants:</b> Cooper, J2, Logan Simpson, Trace; <b>Const. Cost:</b> \$36.4M																
Pavement Pres/Rehab	<b>ADOT, F0754: I-40, McCarrell – Querino Pavement Rehabilitation – Holbrook, AZ ●</b>																
	X	X	X		X		X	X	X	X	X	X	X			Active	
	<b>Description:</b> ADOT PDOC scoping/design project for pavement rehabilitation to 12 miles of I-40 from milepost 330.6 to milepost 342.2. Improvements include milling the pavement surface and replacing it with new asphaltic concrete, guardrail installation, drainage work, bridge rehabilitation, signing, pavement marking, and traffic control. <b>Role of Firm:</b> Prime; <b>PM:</b> Scatena; <b>Key Discipline Lead:</b> Lenzer, Whiten, Holzmeister, Hayes; <b>Subconsultants:</b> Cooper, J2, Logan Simpson, Trace; <b>Const. Cost:</b> \$51M																
Roadway	<b>ADOT, T0503: Skyline Drive Roadway Reconstruction – Huachuca City, AZ ★●</b>																
	X	X	X	X		X	X	X		X	X	X	X			Active	
	<b>Description:</b> LPA project through prior ADOT PDOC. Scoping and design to reconstruct and widen 1,200 feet of Skyline Drive. Improvements include roadway reconstruction, reconciling right-of-way, curb and gutter, sidewalks, ADA improvements, driveways, and drainage system. Traffic control specifications were developed through close coordination with multiple stakeholders including the school district and the region’s landfill operator. <b>Role of Firm:</b> Prime; <b>PM:</b> Lenzer; <b>Key Discipline Lead:</b> Hall, Lemka, Scatena, Whitten, Huston, Hayes; <b>Subconsultants:</b> Ethos, J2, Logan Simpson, Tierra, Trace; <b>Const. Cost:</b> \$2M																
Roadway	<b>ADOT, T0061: Southern Avenue Widening (Delaware Dr to Ironwood Dr) – Apache Junction, AZ ★●</b>																
	X	X	X	X			X	X	X	X	X	X	X			Yes	
	<b>Description:</b> LPA project through prior ADOT PDOC. Scoping, design and post design to reconstruct and widen 1/2 mile of Southern Avenue. Improvements include roadway reconstruction widening to 5 lanes with new pavement, curb and gutter, sidewalks, bicycle lanes, driveways, storm drain system and roadway lighting. <b>Role of Firm:</b> Prime; <b>PM:</b> Lenzer; <b>Key Discipline Lead:</b> Biscan, Scatena, Holzmeister, Hayes; <b>Subconsultants:</b> J2, Logan Simpson; <b>Const. Cost:</b> \$2.4M																
Roadway	<b>ADOT, H8874: US 60/Grand Avenue (Greenway Rd to Thunderbird Rd) – El Mirage, AZ ★●</b>																
	X	X	X	X			X	X	X	X		X	X			Yes	
	<b>Description:</b> Scoping, design and post design to reconstruct over 1.2 miles of frontage road along US 60/Grand Avenue through prior ADOT PDOC. Improvements included roadway reconstruction, curb and gutter, sidewalk and ADA improvements, drives, drainage system, lighting, landscaping, and decorative fencing. <b>Role of Firm:</b> Prime; <b>PM:</b> Lenzer; <b>Key Discipline Lead:</b> Biscan, Scatena, Holzmeister; <b>Subconsultants:</b> J2, T2 (fka Cardno); <b>Const. Cost:</b> \$5.2M																
Traffic	<b>ADOT, F0203: SR 101L Adaptive Ramp Metering – Maricopa County, AZ ●</b>																
	X							X	X	X	X	X	X			Yes	
	<b>Description:</b> Scoping, design and post design for a new adaptive ramp metering system along Loop 101 between I-10 and I-17 (23-miles) through prior ADOT PDOC. The project is in support of the Loop 101 Mobility Grant. Project included new ITS equipment, ramp improvements, and coordination with concurrent projects in area. <b>Role of Firm:</b> Prime; <b>PM:</b> Lenzer; <b>Key Discipline Lead:</b> Scatena; <b>Subconsultants:</b> None; <b>Const. Cost:</b> \$2.8M																
Traffic	<b>ADOT, H8813: SR 303L I-10 - Northern Ave FMS – Maricopa County, AZ ●</b>																
	X	X						X	X	X	X	X	X			Yes	
	<b>Description:</b> Scoping, design and post design for a new freeway management system ITS project from I-10 to Northern Avenue through prior ADOT PDOC. Improvements include installation of DMS, CCTV, ramp meters, mainline detection loops and wrong-way driver detection equipment. <b>Role of Firm:</b> Prime; <b>PM:</b> Lenzer; <b>Key Discipline Lead:</b> Biscan, Scatena, Hayes; <b>Subconsultants:</b> Logan Simpson, T2 (fka Cardno); <b>Const. Cost:</b> \$3.9M																

Client, Project Name -Location, (★ LPA Project), (● On-Call Project)

	Roadway Design	Survey & Mapping	Landscape & Erosion	Materials Design	Bridge Design	Geotechnical Studies	Drainage Design	Traffic/Safety	ITS	Cost Estimation	Environmental	Right-of-Way	Utility Locating	Facilities	Other	Schedule Met?
<b>Traffic</b>	<b>City of Peoria, Beardsley Frontage Road Traffic Weaving Study – Peoria, AZ ●</b>															
		X						X		X						Yes
	<b>Description:</b> B&N studied the traffic operations along Beardsley Road at the 81st Avenue Roundabout and SR 101L Frontage Road connection. The study determined mitigation strategies to address various operation and safety issues such as weaving, skewed lane utilization, and excessive speeding.															
	<b>Role of Firm:</b> Prime; <b>PM:</b> Lemka; <b>Key Discipline Lead:</b> Scatena, Biscan, Hall; <b>Subconsultants:</b> None; <b>Const. Cost:</b> \$50k															
<b>Transportation Alternatives</b>	<b>ADOT, T0504: Skyline Drive Multi-Use Path – Huachuca City, AZ ★ ●</b>															
	X	X	X	X		X	X			X	X	X				Active
	<b>Description:</b> LPA project through prior ADOT PDOC. Scoping and design to construct a new shared use path adjacent to the Town’s main park. Improvements include roadway edge reconstruction, right-of-way acquisition, driveways, drainage improvements, and landscaping.															
	<b>Role of Firm:</b> Prime; <b>PM:</b> Lenzer; <b>Key Discipline Lead:</b> Hall, Scatena, Holzmeister; <b>Subconsultants:</b> J2, Trace; <b>Const. Cost:</b> \$450k															
<b>Road Safety Assessments (RSAs)</b>	<b>ADOT, T0070: Paradise Lane Sidewalk Improvements – Glendale, AZ ★ ●</b>															
	X	X	X					X		X	X	X	X			Yes
	<b>Description:</b> LPA project through prior ADOT PDOC. Scoping, design and post design for new sidewalks, sidewalk ramps and driveways in compliance with the City of Glendale’s ADA Transition Plan to provide ADA-compliant pedestrian connectivity between 59th Avenue to 55th Avenue.															
	<b>Role of Firm:</b> Prime; <b>PM:</b> Lenzer; <b>Key Discipline Lead:</b> Scatena, Hayes; <b>Subconsultants:</b> Logan Simpson, T2 (fka Cardno); <b>Const. Cost:</b> \$270k															
<b>Transportation Alternatives</b>	<b>MAG, Safe Routes to School Projects – Maricopa County, AZ ●</b>															
										X					X	Yes
	<b>Description:</b> B&N developed 26 Safe Routes to School across Peoria and Fountain Hills, Arizona. Services included observations, school outreach, surveying parents, documentation of existing conditions, strategy development, mapping updates, interactive platform development, static maps, etc.															
	<b>Role of Firm:</b> Prime; <b>PM:</b> Biscan; <b>Key Discipline Lead:</b> None; <b>Subconsultants:</b> United Civil Group; <b>Const. Cost:</b> N/A															
<b>Road Safety Assessments (RSAs)</b>	<b>ADOT, M7200: SR 101L/Maryland Avenue TI RSA – Glendale, AZ ●</b>															
								X		X						Yes
	<b>Description:</b> B&N led an RSA to identify solutions to wrong way driving (WWD) at the SR 101/Maryland TI. In addition to typical RSA elements, the scope included a literature review of WWD best practices and an agency peer exchange to identify effective solutions.															
	<b>Role of Firm:</b> Prime; <b>PM:</b> Biscan; <b>Key Discipline Lead:</b> Lenzer; <b>Subconsultants:</b> 4M, H R Green (fka YSM), United Civil Group; <b>Const. Cost:</b> N/A															
<b>Road Safety Assessments (RSAs)</b>	<b>ADOT, M7200: US 89 RSA – Coconino County, AZ ●</b>															
								X		X						Yes
	<b>Description:</b> B&N led three RSAs spanning approximately 12 miles of US 89. In addition to typical RSA elements, this project sought to mitigate resident concerns related to blowing dust. Efforts included a human factors expert. Recommendations included countermeasures and CMFs, B/C estimates, and implementation horizons.															
	<b>Role of Firm:</b> Prime; <b>PM:</b> Biscan; <b>Key Discipline Lead:</b> Hall, Scatena; <b>Subconsultants:</b> 4M, United Civil Group; <b>Const. Cost:</b> N/A															
<b>Road Safety Assessments (RSAs)</b>	<b>ADOT, M7200: SR 85 RSA – Pima County, AZ ●</b>															
								X		X						Yes
	<b>Description:</b> B&N led three RSAs spanning 20+ miles of SR 85 that followed the standard FHWA RSA process. Drones were used to capture queuing data for holiday weekend traffic. Recommendations included maps, countermeasures and CMFs, B/C estimates, and recommended implementation horizons.															
	<b>Role of Firm:</b> Prime; <b>PM:</b> Biscan; <b>Key Discipline Lead:</b> Hall; <b>Subconsultants:</b> 4M, United Civil Group; <b>Const. Cost:</b> N/A															

Client, Project Name -Location, (★ LPA Project), (● On-Call Project)

Facilities

Other

	Roadway Design	Survey & Mapping	Landscape & Erosion	Materials Design	Bridge Design	Geotechnical Studies	Drainage Design	Traffic/Safety	ITS	Cost Estimation	Environmental	Right-of-Way	Utility Locating	Facilities	Other	Schedule Met?
<b>ADOT, H8783: I-10 Pump Station Improvements – Phoenix, AZ ●</b>									X	X	X	X		X	X	Yes
<p><b>Description:</b> Scoping, design and post design for the rehabilitation and modernization of three pump stations through prior ADOT PDOC. Mechanical, electrical and communication improvements were designed for each site. Work was closely coordinated with the City of Phoenix and scheduled around monsoon season.</p> <p><b>Role of Firm:</b> Prime; <b>PM:</b> Scatena; <b>Key Discipline Lead:</b> Lenzer; <b>Subconsultants:</b> Jensen; <b>Const. Cost:</b> \$3.6M</p>																
<b>ADOT, F0590: Port of Entry (POE) Barrier Protection Final Design – Various Locations, AZ ●</b>	X	X	X	X			X	X		X	X			X		Yes
<p><b>Description:</b> Design and post-design for barrier improvements at five Port-of-Entry sites across Arizona requiring broad coordination effort with five different ADOT Districts. The work included temporary concrete barriers, guardrails, crash cushions, asphaltic concrete pavement, pipe removal, valley gutter, and catch basin replacement.</p> <p><b>Role of Firm:</b> Prime; <b>PM:</b> Scatena; <b>Key Discipline Lead:</b> Lenzer, Hall, Holzmeister, Hayes; <b>Subconsultants:</b> J2, Logan Simpson, Trace; <b>Const. Cost:</b> \$3.4M</p>																
<b>ADOT, F0070: SR 260 Kohls Ranch Waterline Removal – Payson, AZ ●</b>	X	X	X				X			X	X	X	X	X		Yes
<p><b>Description:</b> Scoping, design and post design for the removal of the water supply system along SR 260 through prior ADOT PDOC. Plans were completed for the draining, lining removal and filling of the Lewis Pit and R-4 reservoirs, the removal of a pump house and landscaping the disturbed area.</p> <p><b>Role of Firm:</b> Prime; <b>PM:</b> Scatena, Holzmeister; <b>Key Discipline Lead:</b> Scatena; Holzmeister; <b>Subconsultants:</b> J2; <b>Const. Cost:</b> \$1.3M</p>																
<b>ADOT, Management Consultant Contract – MAG Region, AZ</b>	X			X	X		X	X	X	X				X	X	Yes
<p><b>Description:</b> Scoping, planning, construction cost model development and parametric cost estimates as a subconsultant for the Regional Transportation Plan Freeway Program (RTPFP) Management Consultant (MC). B&amp;N manages the parametric cost model &amp; has completed 300+ cost estimates for all types of projects in the MAG region.</p> <p><b>Role of Firm:</b> Subconsultant; <b>PM:</b> Lenzer; <b>Key Discipline Lead:</b> Biscan, Hall, Scatena, Whitten; <b>Subconsultants:</b> None; <b>Const. Cost:</b> N/A</p>																
<b>ADOT, Performance Based Practical Design Guidelines – Statewide, AZ</b>	X							X							X	Yes
<p><b>Description:</b> B&amp;N supported ADOT in developing additional guidance and documentation to expand the application of PBPD. Peer exchanges, internal stakeholder meetings, web content, and summary documents were developed, as well as strategizing for implementation.</p> <p><b>Role of Firm:</b> Prime; <b>PM:</b> Biscan; <b>Key Discipline Lead:</b> Lenzer, Scatena; <b>Subconsultants:</b> None; <b>Const. Cost:</b> N/A</p>																
<b>ADOT, H8815: I-40 Bridges at 4th Street UP and Butler Ave TI Overpass – Flagstaff, AZ ●</b>	X					X	X	X	X		X	X				Yes
<p><b>Description:</b> Scoping for the bridge deck rehabilitation for the Butler Avenue TI overpass (#2076 &amp; #2077) and 4th Street underpass (#1182 &amp; #1183) through prior ADOT PDOC. Preliminary plans were prepared for deck sealing with substructure rehabilitation for the 4th Street bridges and deck epoxy overlay for the Butler Avenue TI bridges. Scoping to widen the 4th Street underpass bridges was then performed at the City of Flagstaff’s request.</p> <p><b>Role of Firm:</b> Prime; <b>PM:</b> Lenzer; <b>Key Discipline Lead:</b> Scatena; <b>Subconsultants:</b> None; <b>Const. Cost:</b> \$13.2M</p>																
<b>Coconino County, Volunteer Wash RBC Replacement – Parks, AZ ●</b>								X								Yes
<p><b>Description:</b> This project designed the replacement of an aging box culvert that was installed with the first paving of Route 66 and widened decades later. The structure received a failing rating due to significant alkali-silica reactions. This box will be replaced in-kind with a new ADOT standard structure.</p> <p><b>Role of Firm:</b> Prime; <b>PM:</b> Hall; <b>Key Discipline Lead:</b> Lenzer, Hayes; <b>Subconsultants:</b> Logan Simpson, Ninyo &amp; Moore; <b>Const. Cost:</b> \$1M</p>																

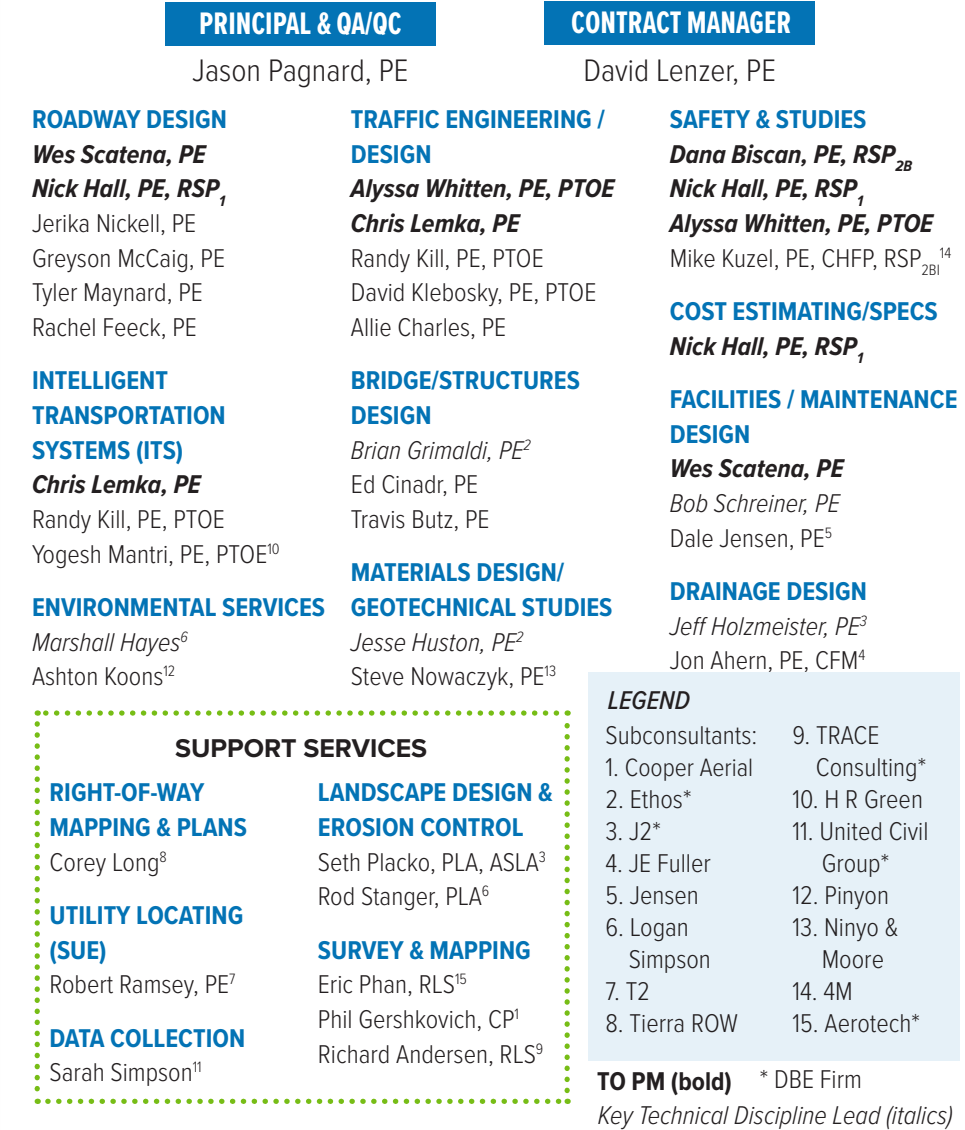
The table below highlights the unique value and further underscores the strength of our subconsultants' qualifications.

Table 3 - Subconsultant Experience		
Firm Name & Role	Firm Contact	Similar Experience
<b>4M Consulting Group</b> <i>Role: Traffic/Safety</i>	Michael Kuzel, PE, CHFP, RSP <sub>2B1</sub>	- ADOT, SR 101L/Maryland TI RSA - ADOT, SR 85 RSA
<b>Aerotech Mapping - DBE</b> <i>Role: Survey &amp; Mapping</i>	Leo Torres, CP	- ADOT, El Mirage Road
<b>Cooper Aerial Surveyors</b> <i>Role: Survey &amp; Mapping</i>	Phil Gershkovich, CP	- US 93, Placeritas Creek to Date Creek
<b>Ethos Engineering - DBE</b> <i>Role: Geotechnical Studies; Materials Design; Bridge Design</i>	Jesse Huston, PE Brian Grimaldi, PE	- ADOT, El Mirage Road - ADOT, I-10 Broadway Curve - ADOT, Pavement Life Extension
<b>J2 Engineering &amp; Design - DBE</b> <i>Role: Drainage Design; Landscape Design &amp; Erosion Control</i>	Jeff Holzmeister, PE Seth Placko, PLA, ASLA	- ADOT, Ports of Entry - ADOT, US 93, Placeritas Creek to Date Creek - MCDOT, Northern Parkway
<b>JE Fuller Hydrology &amp; Geomorphology</b> <i>Role: Drainage</i>	Jon Ahern, PE, CFM	- Flagstaff, Butler-Fourth - ADOT, I-10 Broadway Curve
<b>Jensen Engineering</b> <i>Role: Facilities/Maintenance Design</i>	Dale Jensen, PE	- ADOT, I-10 Pump Station Improvements - Mesa, Pasadena Pump Station
<b>H R Green</b> <i>Role: Traffic/Safety Engineering Design; ITS</i>	Yogesh Mantri, PE, PTOE	-ADOT, SR 101L/Maryland Avenue TI RSA
<b>Logan Simpson Design</b> <i>Role: Environmental Services, Landscape Design &amp; Erosion Control</i>	Marshall Hayes Wayne Colebank, PLA	- ADOT, US 93, Placeritas Creek to Date Creek - ADOT, Skyline Drive
<b>Ninyo &amp; Moore</b> <i>Role: Geotech Studies; Materials Design</i>	Steven Nowaczyk, PE	- Coconino County, Volunteer Wash - Flagstaff Butler-Fourth
<b>Pinyon Environmental</b> <i>Role: Environmental Services</i>	Ashton Koons	- ADOT, County Road 220 - ADOT, I-19 Irvington TI
<b>T2 Utility Engineers</b> <i>Role: Utility Locating; Survey &amp; Mapping</i>	Robert Ramsey, PE Ken Converse, PLS	- ADOT, Skyline Drive - ADOT, I-10, SR 202L to SR 347
<b>Tierra Right-of-Way Services</b> <i>Role: Right-of-Way Mapping &amp; Plans</i>	Corey Long	- ADOT, Skyline Drive
<b>United Civil Group - DBE</b> <i>Role: Data Collection</i>	Sarah Simpson	- ADOT, US 89 RSA - ADOT, SR 85 RSA
<b>TRACE Consulting - DBE</b> <i>Role: ROW Mapping &amp; Plans; Survey &amp; Mapping</i>	Richard Andersen, RLS	- ADOT, Skyline Drive

### 3. Team Capability Team Qualifications

B&N has assembled a uniquely qualified team based on our relevant experience providing services to ADOT over many years. Our staff has the knowledge, skills and abilities to work with PMG, District staff, FHWA and other ADOT stakeholders to deliver successful and timely project development tasks. See **Page 18** to learn more about our key personnel, Task Order PMs and key discipline leads.

#### Figure 4 - Organizational Chart



## Knowledge, Skills and Abilities

B&N has assembled a highly qualified, ADOT experienced team of professionals with diversity of knowledge, skills and abilities to successfully delivery any type and size of task order. Presented below are our leads for Key Technical Disciplines, including their roles, licenses/certifications, time commitment, education, years' experience and firm.



### Jason Pagnard

Principal & QA/QC | AZ PE #47958 | 40% | BSCE | 25 Years | B&N

#### Knowledge, Skills and Abilities:

- Brings nearly two decades of ADOT experience
- Familiar with ADOT ECS requirements
- Responsible for staffing, quality and performance
- Background in transportation studies and design



### David Lenzer

Project (Contract) Manager | AZ PE #61197 | 70% | BSCE | 20 Years | B&N

#### Knowledge, Skills and Abilities:

- Specializes in project management for ADOT
- Has strong agency, utility and stakeholder relationships
- Developed ADOT MC program project cost model
- Leads projects from scoping through construction



### Dana Biscan - Task Order PM

Safety Lead | AZ PE #47853, RSP<sub>2B</sub> #48 | 60% | BSCE | 22 Years | B&N

#### Knowledge, Skills and Abilities:

- Skilled in Highway Safety Manual and safety tools
- Transportation Alternatives implementation experience
- Safety behavioral expert
- Led PBPD guidelines development for ADOT



### Wes Scatena - Task Order PM

Roadway & Facilities/Maintenance Lead | AZ PE #73019 | 50% | BSCE | 9 Years | B&N

#### Knowledge, Skills and Abilities:

- Pavement pres/rehab experience
- Current Supplemental ADOT PM
- Familiar with ADOT standards and processes



### Alyssa Whitten - Task Order PM

Traffic & Safety Lead | AZ PE #69096, PTOE #5918 | 60% | MSCE | 10 Years | B&N

#### Knowledge, Skills and Abilities:

- Skilled in traffic design
- Familiar with ADOT traffic design standards/Traffic Engineering Guidelines and Processes (TGP)
- Crash data analysis & traffic safety background



### Chris Lemka - Task Order PM

Traffic & ITS Lead | AZ PE #37302 | 50% | BSCE | 27 Years | B&N

#### Knowledge, Skills and Abilities:

- Skilled in all aspects of traffic design
- Led City of Peoria Citywide ITS Transition
- Transportation Alternatives implementation experience



### Nick Hall - Task Order PM

Roadway, Safety & Cost Estimation/ Specifications Lead | AZ PE #67637, RSP #211 | 65% | MPA, BSCE | 12 Years | B&N

#### Knowledge, Skills and Abilities:

- Skilled in pavement preservation
- Strong Northern Arizona agency relationships
- Skilled in roadway design and developing specifications/ special provisions



### Bob Schreiner

Facilities/Maintenance Lead | AZ PE #72548 | 55% | BSCE, MSCE | 37 Years | B&N

#### Knowledge, Skills and Abilities:

- Specializes in pump stations, drainage, and utilities
- Extensive general civil engineering site design
- Experienced designing ADOT pump stations



### Jeff Holzmeister

Drainage Lead | AZ PE #23170 | 30% | MS, BSCE | 42 Years | J2

#### Knowledge, Skills and Abilities:

- Experienced drainage and civil engineer for ADOT
- Expert in surface water hydrology, open channel hydraulics, sediment transport analyses, permits, etc.



### Marshall Hayes

Environmental Services Lead | 30% | BS, CB&E | 12 Years | Logan Simpson

#### Knowledge, Skills and Abilities:

- 10 years of ADOT experience
- Familiar with ADOT standards and processes
- Specializes in NEPA process compliance



### Brian Grimaldi

Bridge/Structural Lead | AZ PE #44976 | 50% | BS | 26 Years | Ethos

#### Knowledge, Skills and Abilities:

- Bridge; retaining/noise wall; foundation design; structural evaluation; assessment and design; structures aesthetic treatment
- Combination of design and construction expertise



### Jesse Huston

Materials Design & Geotechnical Studies Lead | AZ PE #47791 | 40% | MSCE | 25 Years | Ethos

#### Knowledge, Skills and Abilities:

- Has completed similar roles on over 200 ADOT projects
- Managed four ADOT Subsurface Investigation On-Call contracts, currently serving on a fifth contract
- Well versed in AASHTO and ADOT design requirements for structures and pavements

## 1. Key Personnel

### 1a) Project Principal - Jason Pagnard

**Authority to Meet Commitments:** Jason is an owner, vice president and director responsible for B&N's Arizona Offices in Tempe and Flagstaff. He has the authority to commit B&N's resources and act on behalf of the firm regarding contractual matters, disputes, quality and delivery of services.

**Record of Past Performance:** Jason has a strong record of past performance on projects of similar type and size. For over 17 years, Jason has been responsible for the contracting, staffing and delivery for all B&N's transportation projects in Arizona. This includes numerous on-call contracts similar to the PDOC, such as:

- *ADOT Project Development On-Call*
- *ADOT District Minor On-Call*
- *ADOT Bridge Engineering On-Call*
- *ADOT Transp. Planning On-Call*

**Responsiveness:** On-call contracts are the workload foundation for B&N's local office; Jason treats them with the utmost importance. This especially includes being responsive to ADOT in both the TO assignment initiation and project delivery. Jason drives partnering throughout our staff and engages ADOT on a regular basis, seeking input so our performance exceeds expectations.

### 1b) Contract Manager - David Lenzer

**Knowledge, Skills and Abilities:** David is B&N's Transportation Scoping and Design Section director and owner of the firm. His career has focused on the development of DOT and LPA projects, providing him the necessary knowledge of providing quality services to ADOT, FHWA, LPAs, MPOs and other agency stakeholders. He knows all phases of ADOT's project development processes, ADOT's systems, and importance of meeting your 20/30/30/20 project delivery commitments. David's ADOT experience includes: Developing and managing scopes, schedules, and budgets; Identifying and monitoring risks; Conducting in-person and virtual meetings; Implementing PBPD; Preparing scoping documents; Developing construction documents and generating cost estimates; Facilitating IGAs; Aligning stakeholders; and using Workfront.

**Record of Past Performance:** David has successfully delivered over 20 PDOC task orders. A diverse sample of his PDOC projects include:

- *US 93 Pavement Rehabilitation*
- *SR 101L Adaptive Ramp Metering*
- *Skyline Drive Roadway/Path Projects*
- *I-40 Bridges at 4th Street/Butler Avenue*

**Responsiveness:** David receives strong evaluation scores, positive client feedback, and repeat business for his performance with on-call contracts with ADOT, MCDOT, and Coconino County. He is committed to responsiveness and customer service, providing several means of direct communication and responding promptly. His ability to expedite projects, such as the Southern Avenue LPA to obtain newly available funding, underscores his commitment to responsiveness and coordinating many activities in a short time.

### 1c) Task Order Project Managers

#### Dana Biscan - Task Order PM (Safety, Transportation Alternatives)

Dana has led numerous RSAs, SRTS, and other safety efforts across the state for ADOT and other agencies. Her safety work includes rural, urban, vulnerable road user, and freeway-focused study locations. Dana has utilized ACIS, IHSDM, and CMF Clearinghouse; her experience includes project assessments, safety studies, RSAs, SRTS assessments, and public and stakeholder engagement.

**Record of Past Performance:** Dana has successfully delivered multiple PDOC task orders. A sample of her past projects include:

- *SR 85 RSA*
- *US 89 RSA*
- *SR 101L/Maryland Avenue TI RSA*
- *City of Fountain Hills MS/HS SRTS*

**Responsiveness:** Dana thrives when conducting the extensive coordination needed to complete RSA and SRTS projects in their condensed schedule.

#### Wes Scatena - Task Order PM (Pavement, Roadway, Facilities)

Wes serves as a supplemental PM for ADOT and has led numerous projects there and as a consultant. His teams have delivered work involving roadway widening, intersection improvements, ITS and signal improvements, pump stations and POE sites.

**Record of Past Performance:** Wes has successfully delivered multiple PDOC task orders. A sample of his PDOC projects include:

- *Statewide Port-of-Entry Site Improvements*
- *Lake Havasu Traffic Signal (LPA)*
- *I-40 Pavement Rehabilitation*
- *I-40 Variable Speed Limit*

**Responsiveness:** Wes prides himself in his strong, proactive and responsive communication to align stakeholders and develop consensus-driven solutions.

#### Alyssa Whitten - Task Order PM (Traffic, Safety)

Alyssa has served as lead traffic engineer for various traffic and safety projects including signal/lighting improvements, STSPs and safety studies.

**Record of Past Performance:** Alyssa has delivered a variety of traffic on-call tasks:

- *City of Prescott Safety Study*
- *City of Phoenix 7th Avenue HAWK*

**Responsiveness:** Alyssa prioritizes client needs and responds to requests and inquiries within 24 hours.

#### Chris Lemka - Task Order PM (Traffic, ITS, TAs)

As a former City Traffic Engineer, Chris has unique insights on LPA needs, challenges and opportunities. Chris has served as a PM on all types of traffic and TA projects.

**Record of Past Performance:** Chris has successfully delivered traffic and TA projects:

- *City of Peoria HSIP Improvements*
- *City of Peoria Citywide ITS Transition*

**Responsiveness:** Chris's agency experience provides his project teams unique insight on the importance of timely, responsive and thorough communication.

#### Nick Hall - Task Order PM (Pavement, Roadway, Safety, TAs)

Nick brings a well-balanced perspective to his projects through his experience as a heavy civil contractor, an agency lead engineer and a design consultant.

**Record of Past Performance:** Nick has successfully completed multiple on-call tasks:

- *Coconino County Volunteer Wash*
- *City of Flagstaff RAISE Grant*

**Responsiveness:** Nick understands the relationships and interactions between parties and how to deliver the best project based on individual and cumulative needs.

## 2. QA/QC

**B&N has a 100+ year history providing quality services and deliverables.** Consistent with this long tradition, B&N prides itself on providing ADOT high-quality deliverables. B&N Project Principal and QA/QC Manager Jason Pagnard will collaborate with Contract Manager David Lenzer to implement our internal Quality Control process. Throughout the project, Jason Pagnard performs periodic check-ins with ADOT to gain your perspective with our performance. At project completion, we hold lessons learned discussions to continue improving our quality.

### Quality Control Program

B&N's approach to quality combines proactive management of people and procedures to produce high quality deliverables and services. A project-specific Quality Control Plan is developed for each task order. We use a color-coded system with staff initials for reviews to indicate: designed by, checked by, corrected by, back checked by and verified by. **This approach to quality to produce high-quality deliverables has been successfully implemented on past PDOC tasks.** All deliverables, including reports and stage submittals, will undergo a thorough internal process that includes:

- **Kickoff Meeting** – Conducting internal kickoff meeting to set team quality expectations/accountability and discuss the project objectives, scope, schedule and budget.
- **Progress Meetings** – Holding frequent recurring team meetings to determine actual progress versus planned progress.
- **Checklists** – Following project specific quality checklists for all deliverables, including ADOT's stage submittal checklists.
- **Quality Reviews** – Conducting independent reviews of calculations, reports, and plans by experienced engineers not directly affiliated with the project at least two weeks in advance of submittal. Performing inter-discipline cross checks. Review subconsultant deliverables at least two weeks prior to submittal.

- **Constructability Reviews** – Conducting stage submittal constructability reviews by staff with construction experience for project phasing, conflict identification, construction documents clarity and ease of construction.
- **Project Monitoring** – Closely monitoring the work of team members in terms of their work, scope requirements, project budget, and schedules. Budgets and schedules are monitored weekly and activity adjustments are made when needed.
- **Reporting** – Providing monthly progress reports to communicate with you. Each succeeding month's tasks will be outlined, and the status of the previous month's tasks reported.

The Quality Control Plan is incorporated into the Project Work Plan. The Project Work Plan will be distributed to B&N and subconsultant project staff. This document is essential to providing high-quality deliverables produced from kickoff to close-out. Early planning helps to avoid potential issues, rework and lost time. Key elements typically included in the Project Work Plan are:

- Quality Control Plan
- Critical success factors
- Process and standards
- Communications protocols
- Scope, Schedule and Budget

### Quality Engineer's Estimate

B&N developed and maintains the cost model for the MAG RTPFP. B&N engages with ADOT C&S, contractors and vendors multiple times a year to keep unit prices current. B&N has completed 300+ cost estimates for all types of projects in the MAG region using the model; we can expand its use statewide.

### Risk Management

We develop project-specific risk registers at the project outset. It is monitored and revised as needed throughout the project. Our risk management process includes:

- Utilize team and stakeholder input to identify risks
- Characterize risks as opportunities or threats

- Develop mitigation strategies and build float into the project schedule
- Evaluate and rank risks by likelihood and severity
- Identify, monitor, update and discuss risks with the ADOT PM throughout the project
- Implement risk mitigation strategies as needed

This proactive process controls scope, manages costs and keeps schedules for ADOT.

### Proven Methods for Optimal Results

**B&N's QA/QC process is applied to all of our projects, including our ADOT PDOC task orders.**

Our process is proven and results in:

- Clear and accurate construction documents
- Management of scope creep and budget impacts
- Decreases in RFIs and change orders
- Improvements in ADOT and contractor partnering

## 3. DBE Commitment

**B&N commits to meeting and exceeding the 11.96% DBE goal for each task order.**

Our team includes highly capable certified DBE members with an excellent history for quality work and timeliness of services for ADOT and B&N. Our DBE subconsultants provide services across multiple disciplines so that we can continue to meet and exceed contract DBE requirements on every task order.

Prior to task order SOI submission, B&N will:

- Review the scope of work and identify technical disciplinary needs
- Review our DBE team member strengths and alignment with the project needs
- Arrange a team that is most qualified and meets the required DBE goals



**B&N has a strong history of meeting DBE goals and was recognized by ADOT Business Engagement and Compliance (BECO) on a previous PDOC contract.**

## PERSONNEL INFORMATION

Years with the Firm: 25

Total Years Experience: 25

Existing/Corporate Responsibility:

Arizona Director & Corporate

Secretary

Existing/Corporate Title:

Vice President

Education:

BSE, Civil Engineering - University of Toledo

Licenses: AZ PE #47958

### WHY JASON?

- ✓ Project Principal for B&N's ADOT contracts, including PDOC
- ✓ Engaged with IDO, TSMO and MPD
- ✓ Substantial Scoping, Design and Post Design Experience
- ✓ Diverse Urban and Rural Roadway Experience
- ✓ Skilled in PBPD



## Jason Pagnard, PE

### Project Principal and QA/QC

Availability: 40% | Commitment: 40%

"I was honored to partner with ADOT, FHWA, and the consultant community to review and enhance the PDOC. It is another example of my commitment to ADOT and its success."

## Background

Jason is an owner, vice president and director responsible for B&N's Arizona Office located in Tempe. He has the authority to commit B&N's resources and act on behalf of the firm regarding contractual matters, disputes, quality, and delivery of services. For nearly 20 years, Jason has been responsible for the contracting, staffing, and delivery for all B&N's transportation projects in Arizona.

Jason is responsible for B&N's high-quality deliverables, on-time and on budget. He drives partnering fundamentals throughout our staff and engages clients on a regular basis, seeking input to continually improve our performance to meet and exceed ADOT's expectations.

His technical expertise consists of over 25 years of experience in all phases of transportation project delivery including planning, scoping, design and post-design services. His diverse project experience includes all types of facilities in urban and rural areas, such as freeways, highways, arterial streets, local roads, traffic interchanges, signalized intersections and modern roundabouts. He has been involved in the planning and engineering of nearly 400 miles of Arizona freeways, highways and major arterials. In addition to his engineering abilities, he is skilled with delivering presentations to elected leaders, engaging stakeholders, involving the general public and building consensus.

Jason has a strong record of past performance on projects of similar type and size. Jason has been responsible for numerous on-call contracts, including ADOT, providing the same type of professional engineering services needed for ADOT's Project Development On-Call.

## Relevant Experience

### ADOT Project Development On-Calls

Role: Project Principal

Project Principal for an ADOT on-call contract to complete a diverse range of projects. B&N provided services included scoping, design, and post design services for twenty-two task orders. Project types included roadway, bridge and various structures, ITS, pedestrian facilities, facilities and more. Sample projects include:

- **H8874: US 60/Grand Avenue Frontage Road**  
Role: Project Principal  
Project Principal for the scoping and design of the 1+ mile frontage road reconstruction in El Mirage. Improvements include pavement and sidewalk replacement, new drainage system and large culvert, landscaping, decorative fencing and street lighting.
- **H8945: US 191 Bridges Deck Rehabilitation**  
Role: Project Principal  
Project Principal for scoping the bridge deck rehabilitation of three

bridges: Agua Sal Bridge #1004/1005 and Lukachukai Wash Bridge #1006. B&N recommended and developed preliminary plans for the total bridge replacement of the bridges and the partial deck replacement for Agua Sal Bridge South.

- **H8813: SR 303L FMS**

Role: Project Principal

Project Principal for the scoping and final design for a FMS project along SR 303L, from I-10 to Northern Avenue. Improvements include installation of DMS, CCTV, ramp meters, mainline detection loops, and wrong-way driver detection equipment to reduce traffic congestion and improve motorist safety.

- **F0070: SR 260 Kohls Ranch Water Main Removal**

Role: Project Principal

Project Principal for scoping and final design for removal of the water supply system along SR 260 including plans for draining, lining removal and filling of the Lewis Pit and R-4 reservoirs, and removal of a pump house.

- **H8815: I-40/Butler Avenue OP and I-40/4th Street UP Bridge Deck Rehabilitation**

Role: Project Principal

Project Principal for scoping the bridge deck rehabilitation for the Butler Avenue TI overpass (#2076 & #2077) and 4th Street underpass (#1182 & #1183) bridges in Flagstaff. B&N recommended and developed preliminary plans for deck sealing with substructure rehabilitation for the 4th Street bridges and deck epoxy overlay for the Butler Avenue TI bridges. B&N performed scoping to widen 4th Street at the City's request.

- **T0061: Southern Avenue, Ironwood to Delaware (LPA)**

Role: Project Principal

Project Principal for the scoping and final design for the reconstruction and widening of Southern Avenue as a LPA project for the City of Apache Junction. Improvements include roadway reconstruction of the two-lane roadway to a five-lane roadway with new pavement, curb and gutter, sidewalk, sidewalk ramps, bicycle lanes, driveways, storm drain system and roadway lighting.

- **HS020: Road Safety Assessment (RSA) at SR 77 and SR 377**

Role: Project Principal

Project Principal for a RSA at the intersection of SR 77 and SR 377 in Holbrook per the FHWA Road Safety Audit Guidelines. The RSA included project meetings and field review over three consecutive days. The field review included observation of operations during AM and PM peak hours, nighttime conditions, and one off-peak time. The project identified factors that may affect safety and recommended short-term, low-cost and long-term mitigation measures.

**BURGESS & NIPLE**

- **T0069: Camelback Road Sidewalk (LPA)**

- Role: Project Principal*

- Project Principal for the scoping and final design for the construction of a new 0.5-mile sidewalk as a LPA project for the City of Glendale. Improvements include a new sidewalk and PROWAG compliant sidewalk ramps and drive aprons along the north side of Camelback Road.

- **T0070: Paradise Lane Sidewalk (LPA)**

- Role: Project Principal*

- Project Principal for scoping and final design for the construction of a new 0.5-mile sidewalk as a LPA project for the City of Glendale. Improvements include a new sidewalk and PROWAG compliant sidewalk ramps and drive aprons along the north side of Paradise Lane.

- **H8783: I-10 Pump Stations Rehabilitation**

- Role: Project Principal*

- Project Principal for the scoping and design for the rehabilitation and modernization of three pump stations on I-10: 3rd Avenue, 3rd Street, and 16th Street. Mechanical, electrical and communication improvements were designed for each site. Work was closely coordinated with the City of Phoenix and scheduled around monsoon season.

- **F0156: US 60 Fence Replacement**

- Role: Project Principal*

- Project Principal for over 14 miles of fence replacement along US 60, from Salt River Canyon to Cibecue, on the Fort Apache Indian Reservation (White Mountain Apache Tribe). The project removed existing fencing and installed new fencing, cattle guards and gates in challenging terrain.

- **F0178: RSA at Stardust Trail**

- Role: Project Principal*

- Project Principal for a RSA for Stardust Trail in Coconino County per the FHWA Road Safety Audit Guidelines. The RSA included project meetings and field review over three consecutive days. The field review included observation of operations during AM and PM peak hours, nighttime conditions, and one off-peak time. The project identified factors that may affect safety and recommended short-term, low-cost and long-term mitigation measures. The RSA recommended a formal school zone, signing and pavement marking, and bike/pedestrian accommodations.

- **F0203: SR 101L Adaptive Ramp Meters**

- Role: Project Principal*

- Project Principal for the scoping and final design of an adaptive ramp meter system along a 23-mile segment of SR 101L, from I-10 to I-17. The project is in support of the Loop 101 Mobility Grant. New ITS equipment, ramp improvements, and coordination with other concurrent projects were included.

- **F0754: I-40; McCarrell to Querino Pavement Rehabilitation**

- Role: Project Principal*

- Project Principal for scoping and final design. Purpose of the project is to extend the pavement's usable service life. This is done through milling the pavement surface and replacing it with pavement sections of stonematrix asphalt (SMA) and asphaltic-concrete end product (AC-EP). Other work includes guardrail installation, end treatments, bridge rehabilitation, improvements to pipe and box culverts, signing, pavement marking, and traffic control.

- **F0638: US 93; Placeritas Creek to Date Creek Pavement Rehab**

- Role: Project Principal*

- Project Principal for the final design of this 16-mile project. Scope elements include a 4-1/2" mill with stone matrix asphalt (SMA) to extend pavement service life. Other components include embankment curb, MASH upgrades to guardrail/end treatments, and drainage improvements to culverts and spillways. He is supporting ADOT for ROW, environmental, and utility clearances.

- **F0590: Ports of Entry Barrier Protection Final Design**

- Role: Project Principal*

- Project Principal for final design and post-design services. The work included temporary concrete barriers, guardrails, crash cushions, asphaltic concrete pavement, pipe removal, valley gutter, and catch basin replacement. The POE sites were in Page, San Simon, Topock, Sanders, and Yuma. The project required a broad coordination effort with five different ADOT Districts.

- **T0503/T0504: Skyline Drive Roadway & Path Projects (LPA)**

- Role: Project Principal*

- Project Principal for scoping and final design services. The work includes roadway widening, full depth pavement replacement, drainage improvements, utility coordination, shared use path design, and public engagement activities for a LPA project in Huachuca City.

## **F0124: SR202L San Tan Additional GPL Scoping and Final Design, I-10 to Val Vista**

### *Role: Senior Engineer*

Senior Engineer for scoping and NEPA documentation for 11 miles of urban freeway widening. Final design is for the segment between SR 101L and Val Vista. B&N completed alternatives development, traffic engineering analysis, crossroad design, and TI ramps design at McQueen Road and Cooper Road TIs.

## **F0424: ADOT SR303L New TIs Design**

### *Role: Senior Engineer*

Senior Engineer for final design of improvements for new TIs at 51st Avenue and 43rd Avenue, under an expedited schedule. B&N designed traffic elements and maintenance of traffic during construction.

## **ADOT Management Consultant for the MAG RTP Freeway Program**

### *Role: B&N Project Principal and Construction Cost Estimator*

B&N is a key contributor on a team assisting ADOT and MAG in the management of the RTPFP. Jason is B&N's Project Principal/Contract Manager. B&N is providing, among many services, cost estimating, programming support, value engineering, scoping and project coordination activities.

## **ADOT Performance Based Practical Design Guidelines and Implementation**

### *Role: Project Principal*

Project Principal for the development of ADOT's new PBPD guidelines. The guidelines were developed in partnership with groups within ADOT IDO, TSMO, and MPD.

## **ADOT Temporary Part-Time Project Delivery Manager**

### *Role: Project Principal*

Project Principal for a contract that provided personnel to ADOT PMG to operate as an extension of ADOT staff for program delivery in support of the 20/30/30/20 goals.

## PERSONNEL INFORMATION

Years with the Firm: 20

Total Years Experience: 20

Existing/Corporate Responsibility:

Senior Project Manager

Existing/Corporate Title:

Transportation Scoping & Design

Section Director

Education:

BSE, Civil Engineering - Case

Western Reserve University

Licenses: AZ PE #61197

### WHY DAVID?

- ✓ Diverse PDOC Project Management experience
- ✓ Knows ADOT processes and standards
- ✓ Successfully guides LPAs through ADOT project development
- ✓ Urban and Rural Project Experience
- ✓ Skilled in PBPD



## David Lenzer, PE

Project (Contract) Manager

Availability: 70% | Commitment: 70%

"I enjoy leading a project from scoping through final design and into construction. In the past five years, I have partnered with PMG staff to take eight projects through the entire project development process to improve our communities."

ADOT | Project Development: On-Call

## BURGESS & NIPLE

### Background

David has 20 years of experience as a contract manager, project manager, and lead engineer. He is B&N's Transportation Scoping and Design Section director and is a newly elected owner of the firm. His career has focused on the project development of DOT and LPA projects, providing him the necessary knowledge of providing quality services to ADOT, FHWA, LPAs, MPOs, and other agency stakeholders. He knows all phases of ADOT's project development processes (i.e. scoping, design, clearances, and post design services) and ADOT's systems.

David is proactive in his project management efforts; he provides the hands-on leadership to identify potential risks early to mitigate issues and maintain project budget and schedules. His experience is diverse and includes the design of urban and rural highways and streets, traffic interchanges and intersections, active transportation facilities (bicycle and pedestrian improvements), traffic engineering improvements, and safety improvements. David successfully manages multi-disciplined project teams to coordinate roadway, drainage, traffic control, signals and lighting, construction sequencing, structures, right-of-way, environmental and utilities relocation.

David is detailed, focused and drives his team to produce high quality plans, comprehensive reports and studies. His extensive experience and innovative ideas will help identify cost-saving ideas for each task order. David has managed many projects that provide similar services as requested in this on-call.

### Relevant Experience ADOT Project Development On-Calls

Role: Project (Contract) Manager

Contract Manager for an ADOT on-call contract to complete a diverse range of projects. B&N provided services included scoping, design, and post design services for twenty-two task orders. Project types included roadway, bridge and various structures, ITS, pedestrian facilities, facilities and more.

#### ■ F0638: US 93; Placeritas Creek to Date Creek Pavement Rehab

Role: Project Manager

Project Manager for the final design of this 16-mile project. Scope elements include a 4-1/2" mill with stone matrix asphalt (SMA) to extend pavement service life. Other components include embankment curb, MASH upgrades to guardrail/end treatments, and drainage improvements to culverts and spillways. He is supporting ADOT for ROW, environmental, and utility clearances.

#### ■ F0754: I-40; McCarrell to Querino Pavement Rehabilitation

Role: Contract Manager

Contract Manager for scoping and final design. Purpose of the project is to extend the pavement's usable service life. This is done through milling the pavement surface and replacing it with pavement sections of stonematrix asphalt (SMA) and asphaltic-concrete end product (AC-EP). Other work includes guardrail installation, end treatments, bridge rehabilitation, improvements to pipe and box culverts, signing, pavement marking, and traffic control.

#### ■ T0061: Southern Avenue, Ironwood to Delaware (LPA)

Role: Project Manager

Project Manager for the scoping and final design for the reconstruction and widening of Southern Avenue as a LPA project for the City of Apache Junction. Improvements include roadway reconstruction of the two-lane roadway to a five-lane roadway with new pavement, curb and gutter, sidewalk, sidewalk ramps, bicycle lanes, driveways, storm drain system and roadway lighting.

#### ■ H8874: US 60/Grand Avenue Frontage Road

Role: Project Manager

Project Manager for the scoping and design of the 1+ mile frontage road reconstruction in El Mirage. Improvements include pavement and sidewalk replacement, new drainage system and large culvert, landscaping, decorative fencing and street lighting.

#### ■ T0503/T0504: Skyline Drive Roadway & Path Projects (LPA)

Role: Project Manager

Project Manager for scoping and final design services. The work includes roadway widening, full depth pavement replacement, drainage improvements, utility coordination, shared use path design, and public engagement activities for a LPA project in Huachuca City.

#### ■ T0069: Camelback Road Sidewalk (LPA)

Role: Project Manager

Project Manager for the scoping and final design for the construction of a new 0.5-mile sidewalk as a LPA project for the City of Glendale. Improvements include a new sidewalk and PROWAG compliant ramps and drive aprons along the north side of Camelback Road.

#### ■ T0070: Paradise Lane Sidewalk (LPA)

Role: Project Manager

Project Manager for scoping and final design for the construction of a new 0.5-mile sidewalk as a LPA project for the City of Glendale. Improvements include a new sidewalk and PROWAG compliant ramps and drive aprons along the north side of Paradise Lane.

- **F0590: Ports of Entry Barrier Protection Final Design**

- Role: Contract Manager*

- Contract Manager for final design and post-design services. The work included temporary concrete barriers, guardrails, crash cushions, asphaltic concrete pavement, pipe removal, valley gutter, and catch basin replacement. The POE sites were in Page, San Simon, Topock, Sanders, and Yuma. The project required a broad coordination effort with five different ADOT Districts.

- **F0070: SR 260 Kohls Ranch Water Main Removal**

- Role: Project Manager*

- Project Manager for scoping and final design for removal of the water supply system along SR 260 including plans for draining, lining removal and filling of the Lewis Pit and R-4 reservoirs, and removal of a pump house.

- **H8783: I-10 Pump Stations Rehabilitation**

- Role: Contract Manager*

- Contract Manager for the scoping and design for the rehabilitation and modernization of three pump stations on I-10: 3rd Avenue, 3rd Street, and 16th Street. Mechanical, electrical and communication improvements were designed for each site. Work was closely coordinated with the City of Phoenix and scheduled around monsoon season.

- **F0156: US 60 Fence Replacement**

- Role: Project Manager*

- Project Manager for over 14 miles of fence replacement along US 60, from Salt River Canyon to Cibecue, on the Fort Apache Indian Reservation (White Mountain Apache Tribe). The project removed existing fencing and installed new fencing, cattle guards and gates in challenging terrain.

- **H8813: SR 303L FMS**

- Role: Project Engineer*

- Project Engineer for the scoping and final design for a FMS project along SR 303L, from I-10 to Northern Avenue. Improvements include installation of DMS, CCTV, ramp meters, mainline detection loops, and wrong-way driver detection equipment to reduce traffic congestion and improve motorist safety.

- **F0203: SR 101L Adaptive Ramp Meters**

- Role: Project Engineer*

- Project Engineer for the scoping and final design of an adaptive ramp meter system along a 23-mile segment of SR 101L, from I-10 to I-17. The project is in support of the Loop 101 Mobility Grant. New ITS equipment, ramp improvements, and coordination with other concurrent projects were included.

- **H8815: I-40/Butler Avenue OP and I-40/4th Street UP Bridge Deck Rehabilitation**

- Role: Project Manager*

- Project Manager for scoping the bridge deck rehabilitation for the Butler Avenue TI overpass (#2076 & #2077) and 4th Street underpass (#1182 & #1183) bridges in Flagstaff. B&N recommended and developed preliminary plans for deck sealing with substructure rehabilitation for the 4th Street bridges and deck epoxy overlay for the Butler Avenue TI bridges. B&N performed scoping to widen 4th Street at the City's request.

- **H8945: US 191 Bridges Deck Rehabilitation**

- Role: Project Engineer*

- Project Engineer for scoping the bridge deck rehabilitation of three bridges: Agua Sal Bridge #1004/1005 and Lukachukai Wash Bridge #1006. B&N recommended and developed preliminary plans for the total bridge replacement of the bridges and the partial deck replacement for Agua Sal Bridge South.

- **M7200: Road Safety Assessments (RSAs)**

- Role: Contract Manager*

- Contract Manager for RSAs completed through the PDOC including multiple on SR 85 approaching the border, US 89 north of Flagstaff, Maryland Avenue/SR 101 TI, SR 77 and SR 377 intersection in Holbrook, and Stardust Trail in Coconino County per the FHWA Road Safety Audit Guidelines. The RSA included project meetings and field review over three consecutive days. The field review included observation of operations during AM and PM peak hours, nighttime conditions, and one off-peak time. The project identified factors that may affect safety and recommended short-term, low-cost and long-term mitigation measures.

- **ADOT, T0428: El Mirage Road: SR 303L to Jomax Road DCR/EA**

- Role: Project Manager*

- David manages the day-to-day project activities, coordinates with Peoria to navigate the project through the ADOT design process, and interfaces with stakeholders. B&N is preparing the Design Concept Report and Environmental Assessment for El Mirage Road from SR 303L through Happy Valley Road to Jomax Road. The new roadway traverses unincorporated Maricopa County and the City of Peoria. Our team will be collaborating with ADOT, Peoria, MAG, Maricopa County, and Surprise to validate the land use and forecast traffic volumes for 2050.

- **ADOT, F0124: SR202L San Tan Additional GPL Scoping and Final Design, I-10 to Val Vista**

- Role: Senior Engineer*

- Senior Engineer for scoping and NEPA documentation for 11 miles of urban freeway widening. Final design is for the segment between SR 101L and Val Vista. B&N completed alternatives development, traffic engineering analysis, and crossroad and TI ramps design at McQueen and Cooper TIs.

- **ADOT, F0424: SR303L New TIs Design**

- Role: Senior Engineer*

- Senior Engineer for final design of improvements for new TIs at 51st Avenue and 43rd Avenue, under an expedited schedule. B&N completed traffic and maintenance of traffic design.

- **ADOT Management Consultant for the MAG RTP Freeway Program**

- Role: B&N Project Manager/Senior Project Engineer*

- David is B&N's Project Manager and Senior Project Engineer on a team assisting ADOT and MAG in the management of the RTPFP. B&N is providing, among many services, cost estimating, programming support, value engineering, scoping and project coordination activities. David leads the maintenance of the construction cost model.

- **ADOT Performance Based Practical Design Guidelines and Implementation**

- Role: Senior Engineer*

- David leveraged his local and national PBPD expertise as a technical expert on roadway design to support the development and implementation of ADOT's PBPD Guidelines. David collaborated with ADOT senior staff to help author the guidelines, which are furthering ADOT's PBPD initiative. The guidelines provide ADOT staff and others with processes and procedures to evaluate the performance of existing facilities and proposed alternatives.

# PERSONNEL INFORMATION

**Years with the Firm:** 16  
**Total Years Experience:** 22  
**Existing/Corporate Responsibility:**  
 Senior Project Manager  
**Existing/Corporate Title:**  
 Transportation Planning and Safety  
 Section Director  
**Education:**  
 BSE, Civil Engineering - Arizona  
 State University  
**Licenses:** AZ PE #47853 | RSP<sub>2B</sub>  
 #48

## WHY DANA?

- ✓ Experienced RSA Team Leader
- ✓ Supported Development of ADOT's PBPD Guidance
- ✓ Excels at balancing safety and mobility in active transportation project scoping



**Dana Biscan, PE, RSP<sub>2B</sub>**  
*Task Order PM (Safety, Transportation Alternatives)*

**Availability:** 60% | **Commitment:** 60%

**BURGESS & NIPLE**

## Background

Dana has 22 years of planning and design experience with a focus on transportation safety. She has led numerous RSAs, SRTS, and other safety efforts across the state for ADOT and other agencies. Her safety work includes rural, urban, vulnerable road user, and freeway-focused study locations. Her diverse background includes delivering complex projects that balance stakeholder needs and technical engineering analysis and design. Dana has utilized ACIS, IHSDM, CMF Clearinghouse, and other tools which can inform studies and design. Dana's experience includes project assessments; safety studies; grant applications; HSIP applications; concept development, evaluation, and prioritization; and public and stakeholder engagement. One of Dana's many strengths is her focus on building consensus and the development of implementation strategies, where recommendations are actionable and live beyond the planning or study process.

## Relevant Experience

- **ADOT, M7200: Road Safety Assessments (RSAs)**  
*Role: Project Manager*  
 Dana has led eight RSAs for ADOT, including multiple on SR 85 approaching the border, US 89 north of Flagstaff, Maryland Avenue/SR 101 TI, SR 77 and SR 377 intersection in Holbrook, and Stardust Trail in Coconino County per the FHWA Road Safety Audit Guidelines. The RSA included project meetings and field review over three consecutive days. The field review included observation of operations during AM and PM peak hours, nighttime conditions, and one off-peak time. The project identified factors that may affect safety and recommended short-term, low-cost and long-term mitigation measures.
- **ADOT, SR 89 Transportation Study/Pre-Scoping**  
*Role: Project Manager*  
 Dana led the pre-scoping of four near-term projects identified through this planning effort through the Planning On-call. Pre-scoping solidified the project scope, schedule, and budget, ascertaining the degree of environmental analysis required, identifying potential risks to project delivery, and including 15% plans.
- **ADOT, PARA Pre-Scoping Projects: Valencia Road Widening and Willcox Sidewalk Improvements**  
*Role: Project Manager*  
 Dana led the PARA pre-scoping efforts through the Planning On-Call as part of a pilot project that helped develop ADOT's process. These scoping documents served to solidify the project scope, schedule and budget; ascertain the degree of environmental analysis required to identify potential risks to project delivery and include 15% plans.
- **MAG, Road Safety Assessments**  
*Role: RSA Team Leader*  
 Dana served as RSA team leader for five RSAs for MAG near light rail stations; three of the sites leveraged AI analytics for near-misses with surrogate safety measures, including the post encroachment time (PET) and time to collision (TTC). B&N developed recommendations to enhance the safety of all users. B&N collected drone data and contracted with an AI firm to generate this data. B&N is experienced in leveraging available technologies to enhance field data collection, and surrogate data sets.
- **PAG, Road Safety Assessments**  
*Role: Project Manager*  
 Dana recently completed six RSAs for PAG, including one design RSA. B&N partnered with stakeholders to identify context-sensitive safety solutions. Design adjustments and modifications were explored, such as temporarily mounting a HAWK on Palo Verde Road and bike/ped path alignments at driveways for Grant Road, as well as striping modifications on a pending pavement rehabilitation project along Silverbell Road.
- **City of Flagstaff, Butler Avenue and Fourth Street Improvements**  
*Role: Senior Safety Engineer*  
 Dana is integrating safety solution identification and evaluation for all users, informing design choices at the intersection, midblock crossings, and corridor-wide to create safe and inviting multimodal facilities while maintaining vehicular utility. B&N is providing design services to the City of Flagstaff to widen Butler Road East of the I-40 TI to 4th Street, including improvements at the intersection. The project's focus is to flush out latent demand for cyclists and pedestrians to reduce vehicle miles traveled (VMT) and, in turn, greenhouse gas emissions. Facility safety and comfort for all users are key.
- **Town of Gilbert, Trail Crossing Assessment Phase II**  
*Role: Project Manager*  
 Dana is currently leading this project to prioritize and recommend treatments to enhance safety at over 20 urban trail crossings. This includes developing a local Pedestrian Hybrid Beacon warrant process sensitive to the local context, providing crash data analysis and HSIP application support, and developing a local project prioritization process that integrates safety into capital improvement planning.

- **MAG, Town of Fountain Hills - McDowell Mountain Elementary School and Fountain Hills Middle School Safe Routes to School**  
*Role: Project Manager*  
 Dana led these SRTS projects, which included observations, school outreach, parent surveys, documentation of existing conditions, strategy development in alignment with the five Es, recommendations, prioritization, and mapping updates.
- **MAG, Town of Fountain Hills - Fountain Hills High School Safe Routes to School**  
*Role: Project Manager*  
 Dana led this SRTS, including observations, school outreach, parent surveys, documentation of existing conditions, strategy development in alignment with the five Es, recommendations, prioritization, and mapping updates.
- **MAG, City of Peoria 24 Safe Routes to School**  
*Role: Project Manager*  
 Dana led the development of GIS-based interactive mapping and static maps for 24 schools in the City of Peoria, Arizona. The project included multiple school districts within Peoria. Her team provided an interactive platform and targeted future expansion of its SRTS program with dynamic implementation. B&N partnered with City GIS staff and webmasters to ensure the project handoff would be seamless and that the city could easily maintain the deliverables.
- **NCHRP, 20-24(145) Harnessing the Safe System Approach to Improve Traffic Safety**  
*Role: Technical Expert*  
 Dana is providing safety expertise in researching the implementation of the Safe System Approach for local agencies. This research aims to (1) raise awareness among transportation agency leadership of the benefits of the SS approach and (2) develop a toolkit of materials to implement, sustain, and institutionalize the SS approach throughout the stages of the infrastructure project lifecycle.
- **NCHRP, 17-127 Guide for Applying HSM2**  
*Role: Technical Expert*  
 Technical Expert Dana is supporting the development of a resource for local agencies to implement principles from the forthcoming 2nd Edition of the Highway Safety Manual. This includes a synthesis of current HSM implementations and a detailed review of the existing HSM best practices for predictive analysis, SPF development, and countermeasure evaluation.
- **FHWA, Backcasting Approaches to Support Vision Zero-Based Goals**  
*Role: Subject Matter Expert*  
 Dana and the B&N team are supporting FHWA's approach to backcasting. This scenario planning framework is beneficial in identifying what steps may need to be taken to achieve zero-based goals. Backcasting starts by identifying a desired future and then determining what needs to happen to achieve that future ("normative" planning).
- **ADOT, Arizona-Specific Safety Performance Functions (SPFs)**  
*Role: Project Manager*  
 Dana is leading the efforts to develop SPFs that reflect Arizona roadway characteristics and conditions and inform ADOT on the current state of its data collection effort to enhance its future crash prediction capacity further. The team reviewed State and Arizona local agency practices regarding developing and using SPFs for safety performance evaluation. The team also reviews and evaluates existing ADOT and local agency data systems for database development.
- **MAG, Framework for Implementing a NMU Network Screening Method**  
*Role: Project Manager*  
 Dana is providing leadership and safety planning expertise in the development of the NMU network screening framework for MAG. She is reviewing the data analysis, gaps, and additional sources to strengthen the framework.
- **MAG, Framework for the Implementation of HSM-Based Predictive Safety Analysis**  
*Role: Project Manager*  
 Dana led this study to assess data needs/gaps and establish a suitable framework for adopting HSM-based predictive safety analysis by MAG. B&N reviewed eight potential network screening tools under consideration by ADOT, ADOT's ACIC, and MAG's RTSIMS. The study also considered HPMS, traffic count, and junction information from ADOT. B&N reviewed eight potential network screening tools under consideration by the Arizona Department of Transportation (ADOT), ADOT's ACIC, and MAG's RTSIMS. The study also considered HPMS, traffic count, and junction information available from ADOT. B&N reviewed MAG's existing programs, such as the Road Safety Assessment Program, Safe Routes to School, RSP, and other opportunities to integrate the HSM-based methodology.
- **ADOT, Performance Based Practical Design (PBPD) Guidelines**  
*Role: Project Manager*  
 Dana led the effort to develop and implement a unified approach to PBPD and Value Engineering (VE) principles. The PBPD Guidelines will guide project managers, design reviewers, and consultants when applying PBPD principles to new projects. As part of this project, B&N established a working group of ADOT staff across multiple disciplines to engage in the PBPD development process and create consistent direction.

## PERSONNEL INFORMATION

Years with the Firm: 8

Total Years Experience: 9

Existing/Corporate Responsibility:

Project Manager

Existing/Corporate Title:

Project Manager

Education:

BS, Civil Engineering - Arizona State University

Licenses: AZ PE #73019

### WHY WES?

- ✓ Skilled in roadway design and developing specifications/special provisions
- ✓ Current ADOT supplemental PM
- ✓ Familiar with ADOT standards and processes



### Wes Scatena, PE

Task Order PM (Pavement Preservation, Pavement Rehabilitation, Roadway, Facilities)

Availability: 50% | Commitment: 50%

**BURGESS & NIPLE**

### Background

Wes is a Project Manager and Transportation Engineer at B&N and a Project Manager for ADOT on the current Temporary Part-Time Project Delivery Manager contract. He has worked in both roles for the past 3 years. Prior to that, he has gained roadway and traffic design experience at B&N on both ADOT and local projects, after beginning his career as an EIT at ADOT.

In his B&N consultant role, he has designed roadway improvements, facilities improvements, signing & striping, and MOT across the State of Arizona. Projects he has designed have been located on SR 101L, SR 202L, SR 303L, I-10, I-40, Northern Parkway, and various arterial streets. The scopes of his projects have included: interchange improvements, intersection improvements, freeway widening, arterial widening, pavement rehabilitation, signalization, ITS, FMS, and pump station rehabilitation.

In his ADOT PM role, he has successfully delivered both State and LPA projects to advertisement. His knowledge of ADOT standards and processes, federal requirements, project clearances, and ability to manage a broad project team facilitates the timely delivery of his projects to construction. He has delivered federally funded projects for the City of Avondale, City of Apache Junction and Lake Havasu City through ADOT. He has also been responsible for the delivery of pavement rehabilitation and intelligent transportation systems projects for ADOT on US 60, I-10, and I-40.

### Relevant Experience

- **F0754: I-40; McCarrell to Querino Pavement Rehabilitation (Rehab)**  
*Role: Project Manager*  
Project Manager for scoping and final design. Purpose of the project is to extend the pavement's usable service life. This is done through milling the pavement surface and replacing it with pavement sections of stone-matrix asphalt (SMA) and asphaltic-concrete end product (AC-EP). Other work includes guardrail installation, end treatments, bridge rehabilitation, improvements to pipe and box culverts, signing, pavement marking, and traffic control.
- **F0638: US 93; Placeritas Creek to Date Creek Pavement Rehab**  
*Role: Deputy Project Manager*  
Deputy PM and lead engineer for the final design of this 16-mile project. Scope elements include a 4-1/2" mill with stone matrix asphalt (SMA) to extend pavement service life. Other components include embankment curb, MASH upgrades to guardrail/end treatments, and drainage improvements to culverts and spillways. He is supporting ADOT for ROW, environmental, and utility clearances.
- **F0598: US 60; SR 61 - Wildcat Creek Pavement Rehab**  
*Role: ADOT Project Manager*  
ADOT PM for final design. The work involves milling the existing travel

lanes, replacing them with asphaltic concrete and chip seal, and milling and replacing the turnouts with asphaltic concrete. The pullouts will be milled and replaced with compacted AC millings. The work also includes shoulder buildup, replacement of existing guardrails, drainage improvements, seeding, and application of pavement markings.

- **H8874: US 60 Frontage Road Pavement Rehab (LPA)**  
*Role: Project Engineer*  
Project Engineer for the scoping and design of the 1+ mile frontage road reconstruction in El Mirage. Improvements include pavement and sidewalk replacement, new drainage system and large culvert, landscaping, decorative fencing and street lighting.
- **F0124: SR 202L; Gilbert Road to I-10 Roadway Widening**  
*Role: Roadway Lead*  
Roadway lead for service TI and arterial cross-street improvements during final design of the project. The scope included realigning the SR 202L TIs with McQueen and Cooper Roads as well as pavement rehabilitation and pedestrian improvements on Price Road, Dobson Road, Alma School Road, Arizona Ave, McQueen Road, Cooper Road, Gilbert Road, and Val Vista Drive.
- **T0375: Ironwood Drive; Baseline Avenue to Elliot Road Widening (LPA)**  
*Role: ADOT Project Manager*  
ADOT PM for final design to widen Ironwood Drive within the City of Apache Junction. The work included widening the outside shoulder and installing edge line striping and rumble strips.
- **T0061: Southern Avenue, Ironwood Drive to Delaware Drive Widening (LPA)**  
*Role: Deputy Project Manager*  
Deputy PM and project engineer for scoping and final design for the reconstruction and widening of 0.5 miles of Southern Ave for the City of Apache Junction. Improvements included roadway reconstruction of the two-lane roadway to a five-lane roadway with new pavement, curb and gutter, sidewalk, sidewalk ramps, bicycle lanes, driveways, storm drain and lighting.
- **F0590: Ports of Entry Barrier Protection Final Design**  
*Role: Deputy Project Manager*  
Deputy PM and lead engineer for final design. PM for post-design services. The work included temporary concrete barriers, guardrails, crash cushions, asphaltic concrete pavement, pipe removal, valley gutter, and catch basin replacement. The POE sites were in Page, San Simon, Topock, Sanders, and Yuma. The project required a broad coordination effort with five different ADOT Districts.

- **H8783: I-10 Pump Station Improvements**

- Role: Project Manager*

- Project Manager for the final design and post-design services for three pump stations' electrical and control system improvements. The services performed include demolition, plan drawing, panel elevations, control panel layouts, schematic and wiring diagrams, fiber design, installation plans, specifications, scheduling, and cost estimation.

- **T0399: McCulloch Boulevard and Jamaica Boulevard Traffic Signal (LPA)**

- Role: ADOT Project Manager*

- ADOT PM for final design of an LPA project administered by ADOT, on behalf of Lake Havasu City, to signalize the intersection of McCulloch Boulevard at Jamaica Boulevard through use of HSIP funds. The project consisted of installing a traffic signal, speed feedback signs, ADA sidewalk ramp improvements, slurry seal, signing, and pavement markings.

- **T0394: Avondale City-Wide Emergency Vehicle Preemption (EVP) Component Replacement (LPA)**

- Role: ADOT Project Manager*

- ADOT PM for final design of an LPA procurement project with the City of Avondale. The project consisted of upgrading EVP equipment at 26 intersections within the City limits.

- **F0203: SR 101L Adaptive Ramp Metering: I-10 to I-17**

- Role: Deputy Project Manager*

- Deputy PM for the final design and post-design services of the installation of fiber optic network infrastructure, ramp detector stations, pole flashers, ramp meter signals and assemblies, controllers, and related equipment.

- **H8813: SR 303L: I-10 to Northern Avenue**

- Role: Deputy Project Manager*

- Deputy PM for the study, final design, and post-design services of a freeway management system ITS project along SR-303L, from I-10 to Northern Avenue. Improvements include the installation of DMS, CCTV, ramp meters, mainline detection loops, and wrong-way driver detection.

- **F0499: I-40 W Broadband; California State Line to Flagstaff**

- Role: ADOT Project Manager*

- ADOT PM for final design of an ITS/Broadband project located in Mohave, Yavapai, and Coconino Counties, on I-40, starting at MP 0.1 and extending East to MP 201.4 (Country Club Drive), east of the City of Flagstaff. The work included installation of conduit and pull box system, fiber optic cables, node buildings, load centers and other related work. Clearances were key to delivering this project on schedule as a project length of greater than 200 miles makes identification and mitigation of environmental, utility, and right-of-way issues challenging.

- **F0281: I-40; Transwestern Road to I-17 Variable Speed Limit (VSL) System**

- Role: ADOT Project Manager*

- ADOT PM for the final design of a VSL system installation project located in Coconino County on I-40 from milepost 185 to 195. The work consisted of VSL sign installation, closed circuit television cameras (CCTV), fiber optic in cable in conduit, road surface state sensors, and loop detectors.

- **F0642: SR 387; Viola Street and Pinal Avenue HAWK**

- Role: ADOT Project Manager*

- ADOT PM for final design to install a pedestrian hybrid beacon crossing Pinal Avenue (SR 387) at the intersection of Pinal Avenue and Viola Street in Casa Grande. The work includes associated electrical, culvert extension, signing, pavement marking, and ADA improvements.

- **T0503/T0504: Skyline Drive Roadway & Path Projects (LPA)**

- Role: Project Engineer*

- Project Engineer for scoping and final design services. The work includes roadway widening, full depth pavement replacement, drainage improvements, utility coordination, shared use path design, and public engagement activities for a LPA project in Huachuca City.

- **T0069: Camelback Road Sidewalk (LPA)**

- Role: Project Engineer*

- Project Engineer for the scoping and final design for the construction of a new 0.5-mile sidewalk as a LPA project for the City of Glendale. Improvements include a new sidewalk and PROWAG compliant sidewalk ramps and drive aprons along the north side of Camelback Road.

- **T0070: Paradise Lane Sidewalk (LPA)**

- Role: Project Engineer*

- Project Engineer for scoping and final design for the construction of a new 0.5-mile sidewalk as a LPA project for the City of Glendale. Improvements include a new sidewalk and PROWAG compliant sidewalk ramps and drive aprons along the north side of Paradise Lane.

- **T0428: El Mirage Road; 303L to Jomax Road DCR/EA**

- Role: Project Engineer*

- Project Engineer for a project where B&N is preparing a design concept report and an environmental assessment for El Mirage Road from SR 303L through Happy Valley Road to Jomax Road. The corridor traverses unincorporated Maricopa County and the City of Peoria. B&N is the prime consultant tasked with roadway design, traffic signal design, utility coordination, right-of-way coordination, and stakeholder coordination. The project will feature two bridge structures, the first being a structure over McMicken Wash and the second being a structure over the Beardsley Canal. The project will also feature extensive public involvement given the priority and high stakes nature of the project within the surrounding community. B&N is collaborating with ADOT, Peoria, MAG, Maricopa County, and Surprise to validate the land use and forecast traffic.

- **ADOT Management Consultant for the MAG RTP Freeway Program**

- Role: Project Engineer*

- Project Engineer for a project where B&N is a key contributor on a team assisting ADOT and MAG in the management of the RTPFP. B&N is providing, among many services, cost estimating, programming support, value engineering, scoping and project coordination activities. Wes serves as B&N's lead cost estimator and assists with the maintenance of the construction cost model.

- **ADOT Performance Based Practical Design Guidelines and Implementation**

- Role: Project Engineer*

- Project Engineer for the development of ADOT's new PBPD guidelines. The guidelines were developed in partnership with groups within ADOT IDO, TSMO, and MPD.

# PERSONNEL INFORMATION

**Years with the Firm:** 1  
**Total Years Experience:** 10  
**Existing/Corporate Responsibility:**  
 Project Manager  
**Existing/Corporate Title:**  
 Project Manager  
**Education:**  
 MS, Civil and Environmental  
 Engineering - Arizona State  
 University  
**Licenses:** AZ PE #69096 |  
 PTOE #5918

## WHY ALYSSA?

- ✓ Specializes in traffic design
- ✓ Familiar with ADOT traffic design standards/TGPs
- ✓ Crash data analysis & traffic safety background



**Alyssa Whitten, PE, PTOE**  
*Task Order PM (Traffic, Safety)*  
**Availability:** 60% | **Commitment:** 60%

## BURGESS & NIPLE

### Background

Alyssa is a senior traffic engineer with 10 years of traffic design and studies experience. She has served as lead traffic engineer for various traffic signal design, pedestrian hybrid beacon design, signing and pavement marking design, roadway lighting, traffic control, intersection alternatives analyses, and traffic signal timing and optimization projects. Her experience also includes Design Concept Reports (DCRs), traffic impact studies, strategic transportation safety plans (STSPs), and safety studies.

Alyssa’s approach to successful project delivery includes a focus on client service and identification and resolution of critical path items that may impact project schedule. Alyssa is currently managing a Maricopa Association of Governments (MAG) Traffic Signal Optimization Project (TSOP) with the Town of Gilbert. The project required traffic data collection that had to be accelerated in order to meet the overall project timeline. Alyssa took a proactive approach to scheduling traffic counts with a subconsultant in order to alleviate any schedule concerns. The traffic counts were collected and processed on time and the project was able to progress on schedule.

Alyssa currently serves as a subject matter expert in traffic signal design for the City of Phoenix. This role involves participation in traffic signal design reviews and pre-construction field reviews. In this role, Alyssa encourages participation among various City stakeholders, the project designer, and the project owner to ensure that all design elements are discussed and agreed upon prior to project construction. Alyssa encourages open communication with all project team members by asking direct questions to the various stakeholders and ensuring resolution prior to meeting or field review conclusion.

### Relevant Experience

- **ADOT, T0428: El Mirage Road; 303L to Jomax Road DCR/EA**  
*Role: Traffic Engineer Lead*  
 B&N is preparing a design concept report and an environmental assessment for El Mirage Road from SR 303L through Happy Valley Road to Jomax Road. The corridor traverses unincorporated Maricopa County and the City of Peoria. B&N is the prime consultant tasked with roadway design, traffic signal design, utility coordination, right-of-way coordination, and stakeholder coordination. The project will feature two bridge structures, the first being a structure over McMicken Wash and the second being a structure over the Beardsley Canal. The project will also feature extensive public involvement given the priority and high stakes nature of the project within the surrounding community. B&N is collaborating with ADOT, Peoria, MAG, Maricopa County, and Surprise to validate the land use and forecast traffic.

- **MCDOT, Northern Parkway; Agua Fria River to 91st Avenue**  
*Role: Senior Traffic Engineer*  
 Alyssa is currently developing maintenance of traffic (MoT) plans and temporary traffic signals. This project is the final segment of the Northern Parkway program, an extensive effort to construct a limited access corridor between SR 303L and SR 101L. The project includes converting the existing diamond TI at SR 101L to a Diverging Diamond Interchange.
- **City of Phoenix, Development Transportation Planning for Large High-Growth Development**  
*Role: Senior Traffic Engineer*  
 Alyssa is supporting the City of Phoenix by serving as a subject matter expert in traffic signal design and traffic analysis. This contract supports both the Development Coordination Section and the Traffic Services Division at Phoenix. Alyssa has assisted in reviewing traffic impact analyses for significant development projects and has reviewed traffic plans at various stages of submittal as part of weekly review meetings.
- **City of Peoria, 83rd Avenue HAWK Signal**  
*Role: Traffic Engineer*  
 Alyssa provided engineering services to replace the existing two-stage crossing and rectangular rapid flash beacons on the east side of Peoria High School on 83rd Avenue. She also worked closely with City staff to evaluate various design options to resolve utility conflicts, manage curbside traffic, and increase pedestrian visibility to create a safer road crossing opportunity for the Peoria High School student population.
- **Town of Gilbert, Trail Crossings Prioritization and Improvements**  
*Role: Traffic Engineer*  
 Alyssa is developing preliminary concept designs for the Town’s system of uncontrolled canal trail crossings at arterial intersections. The improvements consist of adding signalization or a HAWK at the trail crossings. The project is also developing a prioritization system to assist the Town in targeting investments across its trail system.
- **Lake Havasu MPO, Bicyclist and Pedestrian Plan**  
*Role: Traffic Engineer*  
 Alyssa assisted with the network screening and prioritization of bicycle and pedestrian facilities across the LHMPPO region. The Team reviewed existing crash data and bicycle and pedestrian volume data to analyze the region for “hot spots” for vulnerable road users. Safety countermeasures and other recommendations were provided within the plan to assist the region with future safety project planning and programming.

## PERSONNEL INFORMATION

Years with the Firm: 1

Total Years Experience: 27

Existing/Corporate Responsibility:

Arizona Traffic Section Director

Existing/Corporate Title:

Arizona Deputy Director

Education:

BS, Civil Engineering - Arizona State University

Licenses: AZ PE #37302

### WHY CHRIS?

- ✓ HSIP PM for intersection safety improvements
- ✓ Worked with ADOT as City rep. for ITS and TMC improvements
- ✓ Extensive experience with TA and SRTS projects



### Chris Lemka, PE

Task Order PM (Traffic, ITS, Transportation Alternatives)

Availability: 50% | Commitment: 50%

**BURGESS & NIPLE**

## Background

Chris has extensive experience in traffic engineering and project management, particularly with projects involving the Arizona Department of Transportation (ADOT). He has managed all traffic-related projects, capital budgets, and stakeholder coordination, demonstrating strong leadership and problem-solving skills.

Chris's work with ADOT highlights his expertise in delivering complex transportation projects. He has collaborated with multiple jurisdictions and agencies to address operational and safety challenges, implement innovative solutions. His ability to navigate sensitive issues tactfully and empathetically has fostered productive relationships with stakeholders. His role in multi-jurisdictional efforts like the Northern Parkway project underscores his capacity to coordinate large-scale initiatives involving diverse stakeholders.

Chris has consistently delivered projects on time and within budget throughout his career. As the City Traffic Engineer, he was directly responsible and accountable to elected officials and their constituents for successfully delivering transportation and traffic projects as programmed in the Capital Improvement Program.

Chris excels in stakeholder coordination, as demonstrated by his work on the Northern Parkway project involving multiple jurisdictions and agencies. His leadership in addressing sensitive neighborhood concerns, school circulation and safety issues, development challenges, and CIP implementation showcases his ability to build relationships and tackle complex community concerns. Chris is renowned for his tact, empathy, and capacity to find positive solutions to intricate projects.

## Relevant Experience

- **ADOT, F0590: Ports of Entry Barrier Protection Final Design**

*Role: Traffic Engineer*

Design and post-design for barrier improvements at five Port-of-Entry (POE) sites across Arizona. The work included temporary concrete barriers, guardrails, crash cushions, asphaltic concrete pavement, pipe removal, valley gutter, and catch basin replacement.

- **ADOT, F0754: I-40; McCarrell to Querino Pavement Rehabilitation**

*Role: Traffic Engineer*

The purpose of the project is to extend the pavement's usable service life. This is done through milling the pavement surface and replacing it with pavement sections of stone-matrix asphalt (SMA) and asphaltic-concrete end product (AC-EP). Other work includes guardrail installation, end treatments, bridge rehabilitation, improvements to pipe and box culverts, signing, pavement marking, and traffic control.

- **ADOT, T0503/T0504: Skyline Drive Roadway & Path Projects (LPA)**

*Role: Traffic Engineer*

Chris managed the traffic component of this LPA project through a prior ADOT PDOC. Traffic control changes and a new striping design were developed through close coordination with stakeholders, including the school district and the region's landfill operator.

- **ADOT, T0428: El Mirage Road; 303L to Jomax Road DCR/EA**

*Role: Traffic Engineer*

B&N is preparing a design concept report and an environmental assessment for El Mirage Road from SR 303L through Happy Valley Road to Jomax Road. The corridor traverses unincorporated Maricopa County and the City of Peoria. B&N is the prime consultant tasked with roadway design, traffic signal design, utility coordination, right-of-way coordination, and stakeholder coordination. The project will feature two bridge structures, the first being a structure over McMicken Wash and the second being a structure over the Beardsley Canal. The project will also feature extensive public involvement given the priority and high stakes nature of the project within the surrounding community. B&N is collaborating with ADOT, Peoria, MAG, Maricopa County, and Surprise to validate the land use and forecast traffic.

- **ADOT, City of Glendale, City of Peoria, Beardsley Frontage Road Traffic Weaving Study**

*Role: Project Manager*

B&N studied the traffic operations along Beardsley Road at the 81st Avenue Roundabout and Frontage Road connection. The goal was to determine mitigation strategies to address various operational and safety issues, such as weaving, skewed lane utilization, and excessive speeding. Ultimately, it was decided to implement a new striping and signing concept to remove one lane on Beardsley Road before entering the frontage road to reduce weaving conflicts. The study and implementation highlights the collaboration between ADOT, Glendale, and Peoria, with B&N managing the study and design.

- **City of Peoria, Updating City Traffic Signal Standards**

*Role: City Traffic Engineer*

Chris led the initiative to update traffic signal standards to comply with AASHTO requirements. This project involved coordinating with contractors and pole manufacturers, standardizing fabrication sizes and installation techniques for poles, mast arms, and foundations, implementing flexible foundation sizes to avoid underground utility conflicts, and reducing overall construction costs through improved standards.

- **City of Peoria, Pinnacle Peak Road: 99th to 102nd Avenues Roadway Design and Construction**

- *Role: Project Manager*

- Chris oversaw the design and construction of roadway improvements to provide secondary access to Peoria's Pinnacle Peak Public Safety Facility. The project included: Installation of a new 16" waterline, traffic signal improvements, sidewalk construction, streetlight installation, and coordination with utility companies, Circle K, private property owners, and existing residents. The total construction budget was \$1.8 million, with a 120-calendar day construction timeline. Under Chris's management, the project was completed within budget and on schedule.

- **City of Peoria, Traffic Signal Warrant and Safety Studies**

- *Role: Project Director*

- Chris implemented a comprehensive approach to traffic signal management and safety: Developed a prioritization methodology to rank warranted intersections for CIP programming, oversaw the construction of more than 20 new signals and HAWKS since 2018, implemented new procedures for calculating clearance intervals, converted all signals to new timing within six months, secured ongoing funding for converting left turns to flashing yellow arrows, and conducted proactive reviews of crash history and traffic volumes to enhance safety.

- **City of Peoria, Intelligent Transportation Systems (ITS)**

- *Role: City Traffic Engineer/Project Manager*

- As the City Traffic Engineer, Chris spearheaded Peoria's transition to new and innovative technology. His achievements in this role included: Converting to all video detection systems, implementing a 96-hour loop recording for CCTVs, establishing a redundant communication loop to north Peoria, upgrading all field switches to EtherWan, implementing two adaptive signal corridors (with funding secured for two more), upgrading the traffic center, and transitioning to new ATMS software.

- **City of Peoria, 75th/Peoria Avenues Design and Construction for HSIP Improvements – Project Manager (LPA Project)**

- *Role: City Traffic Engineer*

- Chris represented the city for this ADOT-administered HSIP project, which included \$6 million in federal funding and \$1.5 million in local funds. The safety project encompassed: Raised medians for access control, consolidation of driveways, addition of bike lanes, new bus bays, and traffic signal and lighting upgrades. With existing businesses located on all four corners of the intersection, Chris coordinated significant public outreach to manage construction restrictions while maintaining business access.

- **MCDOT, Northern Parkway; SR 303L to US 60/Grand Avenue**

- *Role: Technical Expert*

- Chris represented the City of Peoria on the executive committee and as the city's technical expert on this multi-jurisdictional \$315 million project. His responsibilities included: Overseeing the implementation of a Diverging Diamond Interchange (DDI), managing the widening of the bridge over New River, coordinating with the Tohono O'odham Nation, supervising utility and traffic signal relocations, and liaising with residents and businesses. Chris coordinated with ADOT to address access control, right-of-way issues, maintenance concerns/developing IGAs.

## PERSONNEL INFORMATION

Years with the Firm: 3

Total Years Experience: 11

Existing/Corporate Responsibility:

Project Manager

Existing/Corporate Title:

Project Manager

Education:

MPA - Northern Arizona University

BS, Civil Engineering - Arizona State University

Licenses: AZ PE# 67637 |

RSP<sub>1</sub> #211

### WHY NICK?

- ✓ Skilled in pavement preservation
- ✓ Strong Northern Arizona Relationships
- ✓ Familiar with local safety and multi-modal needs



**Nick Hall, PE, RSP<sub>1</sub>**

*Task Order PM (Pavement, Roadway, Safety, Transportation Alternatives)*

Availability: 65% | Commitment: 65%

**BURGESS & NIPLE**

## Background

Nick brings a well-balanced perspective to his projects, having experience as a heavy civil contractor, an agency lead engineer, and a design consultant. He understands the intricate relationships and interactions between all parties and how to deliver the best project based on individual and cumulative needs. His expertise includes every aspect of roadway design, multi-modal design, accessible pedestrian facility design, safety improvements, traffic analysis, pavement evaluation and management, project management, construction inspection, stakeholder engagement, and cost estimating. Nick has served as project manager on numerous corridor designs at B&N and has also served as senior engineer on Road Safety Assessments. He has worked in Prescott and Flagstaff for over eight years, working closely with towns, cities, counties, COGs, and MPO. He has served on the MetroPlan TAC and NACOG TSC.

Additionally, Nick has experience in the operations and maintenance side of the industry. He has worked to make designs that account for the people and equipment available who will be responsible for maintenance. He has also written ordinances and resolutions, collaborating with legal teams to develop policies related to transportation and infrastructure. As a project manager, he diligently focuses on and proactively manages four critical metrics for the duration of a project: schedule, budget, quality, and consensus. Nick has worked on projects with differing climates and political atmospheres on numerous scales. Coupling his construction and grant writing experience, Nick can easily communicate any cost and schedule impact of a decision.

Nick provides realistic expectations to owners when it comes to the level of intricacy and negotiations that will be required for a project. Challenges are communicated early and often and maintaining project schedule documentation assists in this cause. The Fort Huachuca Pavement Maintenance Report required federal review, requiring strict adherence to schedule. Building subtasks and managing the team to these subtasks facilitated schedule adherence.

Nick has brought the internal and external stakeholders together for the Butler-Fourth Improvements Project. City staff representing different departments and priorities were brought together to determine goals of the project and how mutual benefit could be attained, with minimization of sacrifices. Nick listens to each person or group and internalizes the specific need, bringing back to the larger audience in a manner that can find common outcomes. This same concept has been applied to the various business fronting the project.

## Relevant Experience

### ■ ADOT, M7200: RSA Projects

*Role: Safety Engineer/Rural Expert*

Nick provided knowledge and insights for the US 89 RSA in Coconino

County and the SR 85 RSA in Pima County per the FHWA Road Safety Audit Guidelines for ADOT. The RSAs included project meetings and field reviews over three consecutive days. The field reviews included observation of operations during AM and PM peak hours, nighttime conditions, and one off-peak time. The projects identified factors affecting safety and recommended short-term, low-cost, and long-term mitigation measures.

### ■ ADOT, T0428: El Mirage Road; 303L to Jomax Road DCR/EA

*Role: Project Engineer*

B&N is preparing a design concept report and an environmental assessment for El Mirage Road from SR 303L through Happy Valley Road to Jomax Road. The corridor traverses unincorporated Maricopa County and the City of Peoria. B&N is the prime consultant tasked with roadway design, traffic signal design, utility coordination, right-of-way coordination, and stakeholder coordination. The project will feature two bridge structures, the first being a structure over McMicken Wash and the second being a structure over the Beardsley Canal. The project will also feature extensive public involvement given the priority and high stakes nature of the project within the surrounding community. B&N is collaborating with ADOT, Peoria, MAG, Maricopa County, and Surprise to validate the land use and forecast traffic.

### ■ ADOT, F0590: Ports of Entry Barrier Protection Final Design

*Role: Project Engineer*

Design and post-design for barrier improvements at five Port-of-Entry (POE) sites across Arizona. The work included temporary concrete barriers, guardrails, crash cushions, asphaltic concrete pavement, pipe removal, valley gutter, and catch basin replacement.

### ■ Coconino County, Old Route 66/Volunteer Wash Reinforced Concrete Box Culvert (RCBC) Reconstruct & Pavement Preservation

*Role: Project Manager*

Nick is currently leading the design for this project, which is located in Northern Arizona near the Parks community. This project will replace an aging box culvert that was installed with the first paving of Route 66 and widened decades later. The structure received a failing rating due to significant alkali-silica reactions. This box will be replaced in-kind with a new ADOT standard structure. This project included an overlay of old Route 66 to preserve the life of the pavement. Variable milling will be included on one of the curves to correct the roadway geometrics. B&N performed the Waters Investigation as part of Army Corps of Engineers (CoE) compliance.

- **City of Flagstaff, Butler Avenue and Fourth Street Improvements**

*Role: Project Manager*

Nick is currently leading the scoping and design, coordinating extensively between the design team, City Staff, and numerous stakeholders. This project has taken a thorough and detailed approach to scoping and analyzing the intersection treatment of Butler Avenue and Fourth Street to achieve successful traffic operations and balance multimodal needs with sustainability and community character. The preferred alternative is a multi-lane roundabout brought to the public and city commissions, committees, and council in the fall of 2023. B&N is providing design services to the City of Flagstaff, Arizona, to widen Butler Road east of the I-40 Traffic Interchange (TI) to Fourth Street, including improvements at the intersection. The project's focus is to flush out latent demand for cyclists and pedestrians to reduce vehicle miles traveled (VMT) and, in turn, greenhouse gas emissions. B&N also integrates safety solution identification and evaluation for all users, informing design choices at the intersection, midblock crossings and corridor-wide to create safe and inviting multimodal facilities while maintaining vehicular utility.

- **U.S. Customs and Border Patrol, Fort Huachuca (Sierra Vista, Arizona) - Pavement Maintenance Report**

*Role: Project Manager*

Nick led the site investigation and analysis, developed an operations and maintenance manual catered to staff and organizational abilities, and worked with an owner's perspective to be fiscally responsible and make assets last for an extended period of time. He used numerous resources from public guidelines and industry best practices to tailor to a specific site, staff, and budgetary restrictions. The team has developed Operations and Maintenance that will be utilized for the next 20 years.

- **MCDOT, Northern Parkway; Agua Fria River to 99th Avenue**

*Role: QC Reviewer/Estimate and Specifications*

Nick is currently responsible for estimating quantities for this project and writing special provisions. He has worked closely with MCDOT staff and industry professionals to provide accurate cost projections. He also provided a quality control review of the roadway discipline plans and quantities. B&N partnered with MCDOT and the cities of El Mirage, Glendale and Peoria to complete the final five projects of the Northern Parkway Program, culminating with the final design of Northern Avenue from the Agua Fria River to 99th Avenue. B&N assisted the partners with right-sizing the proposed improvements to address operational and safety needs, meet agency goals and stay within the overall program budget. Design services include alignment evaluation and selection, pipeline design, utility conflict identification/mitigation and stakeholder coordination with multiple public agencies, including FCDMC, ADOT, Peoria, Glendale, SRP, and MCESD.

- **Pima County, SS4A Safety Action Plan (SAP)**

*Role: Senior Transportation Engineer*

Nick is supporting the development of Pima County's SS4A-compliant Safety Action Plan, which provides a comprehensive review of roadway safety in the region while employing proactive safety analysis measures to encourage data-driven decision-making. Nick is leading the Policy and Process Changes task, coordinating closely with Pima County, the City of Tucson, and other stakeholders to realign and synchronize various documents, policies, and standards to ultimately increase safety within the county. Existing documents have been compared to the latest national guiding documents to bring up to date. These include NCHRP, PROWAG, MUTCD, and NACTO guides and standards.

# SOQ Bidder's/Proposer's Solicitation List Confirmation Email

**From:** [Jake Kenney](#)  
**To:** [Jake Kenney](#)  
**Subject:** FW: Bidders List for Burgess & Niple  
**Date:** Tuesday, April 1, 2025 7:41:09 AM

**From:** ADOT Business Engagement and Compliance Office <[AZUTRACS-Support@azdot.gov](mailto:AZUTRACS-Support@azdot.gov)>

**Date:** March 31, 2025 at 5:11:27 PM MST

**To:** Jason Pagnard <[jason.pagnard@burgessniple.com](mailto:jason.pagnard@burgessniple.com)>

**Cc:** [ContractorCompliance@azdot.gov](mailto:ContractorCompliance@azdot.gov)

**Subject:** Bidders List for Burgess & Niple

**Burgess & Niple**, AZUTRACS Number: [10098](#) has submitted a Bidder/Proposer list for **2025-011** on 03/30/2025 at 4:46 PM MST (UTC - 07:00).

**Bidders/Proposers for this firm include:**

Firm Name	Address	Ethnicity	Gender	Age of Firm	Annual Gross Receipts	DBE Status	NAICS Codes
<a href="#">4M Consulting Group, LLC</a>	3370 N. Hayden Rd #683 scottsdale, AZ 85251	Caucasian	F	10+ years	\$500,000 to \$1 million	Non-DBE	541330
<a href="#">AeroTech Mapping Inc</a>	3285 North Fort Apache LAS VEGAS, NV 89129	Hispanic American	F	4-7 years	Unknown	DBE	541370
<a href="#">Cooper Aerial</a>	11402 N Cave Creek Road Phoenix, AZ 85020	Caucasian	M	10+ years	\$2 million to \$5 million	Non-DBE	541360
<a href="#">Ethos Engineering, LLC</a>	9180 South Kyrene Rd Tempe, AZ 85284	Hispanic American	M	10+ years	\$1 million to \$2 million	DBE	541330
<a href="#">HR Green, Inc.</a>	430 W. Warner Road, Suite A111 Tempe, AZ 85284	Other	M	10+ years	More than \$100 million	Non-DBE	541330
<a href="#">J2 Engineering &amp; Environmental Design, LLC</a>	4649 E Cotton Gin Loop Phoenix, AZ 85040	Native American	M	10+ years	\$5 million to \$10 million	DBE	541330
	8400 S. Kyrene Road,			10+	\$5 million		

## SOQ Bidder's/Proposer's Solicitation List Confirmation Email

<a href="#">JE Fuller/Hydrology &amp; Geomorphology</a>	Suite 201 Tempe, AZ 85284  6525 E Willow Springs	Caucasian	M	years	to \$10 million	Non-DBE	541330
<a href="#">Jensen Engineering LLC</a>	Lane Cave Creek, AZ 85331  222 S Mill Avenue,	Caucasian	M	10+ years	\$500,000 to \$1 million	Non-DBE	541330
<a href="#">Logan Simpson Design, Inc.</a>	Suite 222 Tempe, AZ 85281  3202 East Harbour	Caucasian	M	10+ years	\$10 million to \$50 million	Non-DBE	541620
<a href="#">Ninyo &amp; Moore Geotechnical and Environmental Sciences Consultants</a>	Drive Phoenix, AZ 85034  1783 W. University	Hispanic American	M	10+ years	\$50 million to \$100 million	Non-DBE	541330
<a href="#">Pinyon Environmental, Inc.</a>	Drive Tempe, AZ 85281  19621 N 23rd Dr	Caucasian	F	10+ years	\$5 million to \$10 million	Non-DBE	541620
<a href="#">T2 UES, Inc.</a>	Phoenix, AZ 85027  1575 E. River	Other	M	4-7 years	More than \$100 million	Non-DBE	541330
<a href="#">Tierra Right of Way Services, Ltd.</a>	Road, Suite 201 Tucson, AZ 85718  1201 E. Jefferson	Caucasian	M	10+ years	\$5 million to \$10 million	Non-DBE	541620
<a href="#">TRACE Consulting, LLC</a>	Street,, Suite 3 Phoenix, AZ 85034  2803 N. 7th Avenue	Asian- Pacific American	M	10+ years	\$5 million to \$10 million	DBE	541370
<a href="#">United Civil Group Corp.</a>	Phoenix, AZ 85007	Caucasian	F	10+ years	\$500,000 to \$1 million	DBE	541330

# Amendment 1



MD 616E  
205 S 17<sup>th</sup> Ave.  
Phoenix, AZ 85007

**KATIE HOBBS**  
GOVERNOR  
**JENNIFER TOTH**  
DIRECTOR

**Date:** March 18, 2025

**TO:** ALL INTERESTED PARTIES

**SUBJECT:** AMENDMENT NUMBER 01

**REFERENCE:** REQUEST FOR QUALIFICATIONS  
CONTRACT NUMBER: 2025-011  
CONTRACT DESCRIPTION: Project Delivery On-Call

**The following revision is made to the referenced Request for Qualifications (RFQ) package:**

**Page 20, Section V, Part C, SOQ Non-Technical Evaluation Criteria, 1.c., is revised as follows:**

c) Demonstrate that the firm has experienced project managers to manage the tasks expected to be conducted under the contract. Demonstrate that the Task Order Project Managers have the experience and a record of past performance on projects of similar type and size, and that they have been responsive to clients in the past.  
(Maximum 25 pts.)

**The following questions have been asked in reference to the above RFQ package:**

**Question No. 1:** The RFP specifies that the consultant must provide resumes for up to five Task Order Project Managers. Can you confirm whether these five Task Order Project Managers are the only task managers that can be utilized for the duration of the contract, or if additional task managers may be assigned as needed based on project requirements?

**Answer No. 1:** After the selection of firms in Tier 1, Task Order Project Managers may be added at the time of the task order request(s) at the discretion of ADOT, as applicable.

**Question No. 2:** Please confirm we can name multiple individuals in the SOQ without identifying them as key personnel (for example, in a team member qualifications table to respond to Section 3(a), Team Capability).

**Answer No. 2:** Yes, the SOQ may also identify other key members of the team, including other personnel (classifications identified in Attachment A of the Scope of Work) determined by the Consultant. These are personnel from both the prime Consultant and Subconsultants who the Consultant wishes to highlight in the submittal that may provide special expertise or perform critical task(s) on the project.

**Question No. 3:** Are we limited on the number of Key Personnel (with 2-page Resumes) that we can present within our SOQ?

**Answer No. 3:** Yes, there is a limit: one Project Principal, one Project (Contract) Manager, and up to five Task Order Project Managers, totaling no more than seven Key Personnel resumes. Please refer to page 5 paragraph 1 of the RFQ for the requirements.

**Question No. 4:** On the Consultant Services Matrix form, should we identify prime and subconsultants for the Key Technical Discipline category rows on the matrix, for example, the Roadway Design row, Survey & Mapping row, and Bridge Design row?

**Answer No. 4:** Yes

**Question No. 5:** Can you clarify the due date for the prequalification application (as specified on page 12 of the RFQ)? It currently says March 10<sup>th</sup>.

**Answer No. 5:** March 18, 2025

**Question No. 6:** Page 18 of the RFQ states “the SOQ must include for each discipline a matrix documenting...” is the intent to have one table documenting experience for all disciplines, or 10 separate tables (1 per discipline)? Page 19 (section 2a) requests one table.

**Answer No. 6:** Yes, SOQ must include one table that includes all disciplines.

**Question No. 7:** Do we need to include a resume for every team member named in the proposal?

**Answer No. 7:** No, refer to page 5 paragraph 1 of the RFQ for the requirements. Only resumes requested are for Key Personnel.

**Question No. 8:** Can we list a team member by name without them being a key personnel? (page 5, paragraph 2)

**Answer No. 8:** Yes, do not include resumes for other members of the team. Resumes included for other members of the team will count towards the overall page limit, regardless of the location these documents are placed in the SOQ.

**Question No. 9:** On Page 3, the Compensation Type is listed as Lump Sum per Task Order, with a non-negotiable fixed fee of 10. On Pages 5 and 6, there are several references to the ADOT Audit Requirements related to Unit Rate Reviews and Indirect Cost Rate Reviews (audit, analysis, submittals, etc.) and Labor Classification Lists. Our question is if the Task Orders to be issued under this contract are Lump Sum, why are Indirect cost rates and Labor Classifications needing to be reviewed?

**Answer No. 9:** This is to establish contract rates that will be used at the time of the request for services.

**Question No. 10:** We are submitting the following questions, regarding the Project Development On-Call RFQ: Please clarify that the only resume attachments allowed are for the Project Principal, Project (Contract) Manager, and up to five Task Order Project Managers.

**Answer No. 10:** Yes, that is correct.

**Question No. 11:** Are we able to recreate the Consultant Services Matrix, since some of the Technical Sub Areas may require the use of more than one subconsultant, and we may need to list multiple firm names within a single cell of the matrix?

**Answer No. 11:** No, use the Project Development On-Call Consultant Services Matrix.

**Question No. 12:** If we are allowed to recreate the Consultant Services Matrix, are we required to include the text explanation at the end of the matrix, on page 17?

**Answer No. 12:** Use the Project Development On-Call Consultant Services Matrix as supplied in the RFQ. Yes, you are required to include the text explanation at the end of the matrix.

**Question No. 13:** On page 12, under Item 11, Format Content, the total number of pages for the ADOT Project Development Consultant Services Matrix is “4”. If we list multiple subconsultants within several cells of the matrix, and the table extends beyond 4 pages, is that allowable?

**Answer No. 13:** No, as this will put you over your page limit.

**Question No. 14:** On page 20, Item 4, Past Performance, indicates that a maximum of 5 points may be deducted from the total score, based on consultants’ past performance on ADOT contracts. If a firm has not worked on ADOT contracts in the past, will this not apply?

**Answer No. 14:** This will not apply.

**Question No. 15:** On page 18, Item 1 a), is a table format necessary to show technical and institutional elements and associated tasks or can a different format be used?

**Answer No. 15:** Yes, present a table showing technical elements (e.g. memos, reports, plans), institutional elements (e.g. clearances, processes), and tasks associated with all key technical disciplines involved in project delivery that must be considered, completed, or addressed.

**Question No. 16:** Will questions be answered as they come in, prior to the March 24th deadline, or does ADOT plan on gathering all questions and then answering them all at once, after the 24th?

**Answer No. 16:** ADOT will address all questions as they come in and post the amendments accordingly.

**Question No. 17:** Could you please confirm whether the five additional key personnel to be listed by name and with resumes should be Task Order Project Managers, Key Discipline Leaders, or other specific roles? According to Section II (General Instructions) [6] and Section IV (SOQ Format Instructions) [7], we are required to include resumes for up to five Task Order Project Managers.

**Answer No. 17:** Please refer to Answer No. 3 above.

**Question No. 18:** Section V (SOQ Format and Evaluation Criteria) mentions Key Discipline Leaders as part of the evaluation criteria [20]. Can you confirm if these are the only additional key personnel we need to provide resumes for, or if there are other roles we should consider?

**Answer No. 18:** Key Discipline Leaders do not required resumes. The only resumes required are for Key Personnel which are listed in the above Answer No. 3.

**Question No. 19:** Do we need to pick only five of the key disciplines to have leads if the five key personnel are Key Discipline Leaders and not solely Task Order Managers?

**Answer No. 19:** There are no limit of key disciplines, however there are only up to five Key Personnel as Task Order Project Managers. Please refer to page 18, under SOQ Technical Evaluation.

**Question No. 20:** What is the definition of “Right of Way Cost Determination”? Does this include appraisal services or not?

**Answer No. 20:** Right of Way Cost determination includes the estimated cost to acquire a new right of way or the estimated cost of temporary construction easement needed for a project. This is intended to get a right of way estimate for determining total project cost. Reference Right of Way information in sections 471 and 472 of the Dictionary of Standardized Work Tasks or as noted in the task order scope of work. Yes, this includes appraisal services.


**Question No. 21:** We are having issues with the functionality of the CIP form. When we enter a subconsultant’s name in the second half of the form, and select the appropriate “Type of Work”, the form automatically fills in every cell below it with the same “Type of Work”. The form will not allow us to enter a different “Type of Work” for each subconsultant. The same issue happens with the DBE drop-down. If we choose “Yes”, all cells are filled in with “Yes”. If we try changing it to “No”, all cells are changed to “No”. Is ADOT able to correct this form and issue a new one so that we are able to complete it accurately for our submittal?

**Answer No. 21:** ADOT ITG is currently working on these issues.

*April R Conti-Farris*  
April R Conti-Farris  
Contract Specialist  
Engineering Consultants Section

**AN OFFEROR MUST ACKNOWLEDGE RECEIPT OF THIS AMENDMENT BY SIGNING BELOW AND INCLUDING ALL PAGES OF THIS AMENDMENT IN THE SOQ SUBMITTAL. FAILURE TO DO SO SHALL RESULT IN REJECTION OF THE PROPOSAL.**

Burgess & Niple, Inc.  
\_\_\_\_\_  
CONSULTANT NAME

  
\_\_\_\_\_  
SIGNATURE Jason Pagnard | Vice President

\* This amendment is not included in the total page count in the Statement of Qualification submittal.

# Amendment 2



MD 616E  
205 S 17<sup>th</sup> Ave.  
Phoenix, AZ 85007

**KATIE HOBBS**  
GOVERNOR

**JENNIFER TOTH**  
DIRECTOR

**Date:** March 26, 2025

**TO:** ALL INTERESTED PARTIES

**SUBJECT:** AMENDMENT NUMBER 02

**REFERENCE:** REQUEST FOR QUALIFICATIONS  
CONTRACT NUMBER: 2025-011  
CONTRACT DESCRIPTION: Project Development On-Call

**The following revision is made to the referenced Request for Qualifications (RFQ) package:**

**Page 18 (20/58) Section V, Part C., SOQ Technical Evaluations, Paragraph 3, is revised as follows:**

The SOQ must clearly document the team's project understanding and approach, relevant experience and qualifications, and firm capability applicable to each key discipline noted above and consistent with the Project Development On-Call-Consultant Services Matrix and contract objectives. SOQs must include for each discipline a table documenting (at a minimum) recent relevant experience, including project name, client name, consultant Project Manager and Key Discipline Leader name, prime Consultant, Subconsultant, construction cost estimate, brief description, and project location. The SOQ must identify the Team Members who will be in direct charge of each technical discipline of work performed as part of this contract.

**The following questions have been asked in reference to the above Request for Qualifications package:**

**Question No. 1:** On page 20/58 of the RFQ package, the SOQ Technical Evaluation states, "SOQs must include for each discipline a matrix documenting (at a minimum) recent relevant experience, including project name, client name, consultant Project Manager and Key Discipline Leader name, prime Consultant, Subconsultant, construction cost estimate, brief description, and project location. The SOQ must identify the Team Members who will be in direct charge of each technical discipline of work performed as part of this contract."

However, on page 21/58 the requirement changes per 2. a)stating, "The table should include a brief scope, the role the prime Consultant or Subconsultant performed, and indicate whether the delivery schedule was met for each project presented." Can you please clarify what is required to be included in the table?

**Answer No. 1:** On page 20/58 of the RFQ package under PART C. EVALUATION CRITERIA, SOQ Technical Evaluation, this part provides an overall/general description of the Technical Evaluation Criteria which should be presented in a table.

On page 20/58, 1a, page 21/58 1b, 2a and 3a, details and separate the distribution of the weighted score for each of the SOQ Technical Evaluation Criteria: Understanding and Approach, Team Experience and Qualifications and Team Capability. Required items to include in this table, prime Consultant's and Subconsultant's previous project experience. Identify relevant project experience associated with all the Key Technical Disciplines that are indicated as prime Consultant and/or Subconsultant in-house

resources in the "Consultant Services Matrix". The table should include a brief scope, the role the prime Consultant or Subconsultant performed, and indicate whether the delivery schedule was met for each project presented.

**Question No. 2:** Would ADOT be willing to extend the current due date of April 1, 2025, by an additional 7-10 business days?

**Answer No. 2:** No.

**Question No. 3:** Amendment No. 1 indicated that ADOT ITG was working to fix the issues on the CIP form. Is there an anticipated timeframe for this to be completed so that we have sufficient time to complete the form for our submittal?

**Answer No. 3:** CIP Race Neutral Contract Form has been corrected on the website. Please use this link <https://azdot.gov/sites/default/files/2025-03/Consultant-Information-Pages-Race-Conscious-contract.pdf>. In the event anyone is still experiencing issues, please reach out to [ECSSOQ@azdot.gov](mailto:ECSSOQ@azdot.gov)

**Question No. 4:** If our Contract Manager will also be proposed as a Task Manager, would their resume count towards one of our five task manager resumes or are we permitted to list and provide resumes for five additional Task Managers?

**Answer No. 4:** 2 resumes, plus up to 5 resumes, total not to exceed 7 resumes. The prime Consultant shall provide the resume for the Project Principal, Project (Contract) Manager, and up to five Task Order Project Managers as identified in their SOQ. Each resume shall be limited to two pages each, and shall demonstrate the individual's experience related to services outlined in this RFQ.


**Question No. 5:** Since we are not permitted to recreate the Project Development On-Call Consultant Services Matrix, and will need to abbreviate our subconsultants' names in order to fit them all into a single cell on the matrix, are we able to include a legend on one of the matrix pages or within the submittal, listing these abbreviations?

**Answer No. 5:** Yes and all submittals shall follow SECTION IV – SOQ FORMAT INSTRUCTIONS.

*April R Conti-Farris*  
April R Conti-Farris  
Contract Specialist  
Engineering Consultants Section

**AN OFFEROR MUST ACKNOWLEDGE RECEIPT OF THIS AMENDMENT BY SIGNING BELOW AND INCLUDING ALL PAGES OF THIS AMENDMENT IN THE SOQ SUBMITTAL. FAILURE TO DO SO SHALL RESULT IN REJECTION OF THE PROPOSAL.**

Burgess & Niple, Inc.  
\_\_\_\_\_  
CONSULTANT NAME

  
\_\_\_\_\_  
SIGNATURE Jason Pagnard, Vice President

\* This amendment is not included in the total page count in the Statement of Qualification submittal.

# Consultant Information Pages

**CONSULTANT INFORMATION PAGES (CIP)**

CONTRACT NO.: 2025-011

CONTACT PERSON: Jason Pagnard

E-MAIL ADDRESS: jason.pagnard@burgessniple.com

TITLE: Vice President

CONSULTANT FIRM: Burgess & Niple, Inc.

ADDRESS: 1500 North Priest Drive, Suite 102

CITY, STATE, ZIP: Tempe, Arizona 85288

TELEPHONE: 480.580.4333

FAX NUMBER: N/A

UNIQUE ENTITY ID# (FROM SAM WEBSITE): JGKUUVVJDKW3

ADOT CERTIFIED DBE FIRM? (YES/NO) <sup>No</sup>

SUBCONSULTANT(S):	TYPE OF WORK	ADOT CERTIFIED DBE FIRM (YES/NO)
Ethos Engineering, LLC	Geotech, Material Testing, Subsurface	Yes
Ethos Engineering, LLC	Bridge/Structural Engineering	Yes
Ethos Engineering, LLC	Material Testing	Yes
JE Fuller Hydrology & Geomorphology, Inc.	Drainage	No
JE Fuller Hydrology & Geomorphology, Inc.	Environmental & Related Services	No
4M Consulting Group, LLC	Traffic Engineering/Design Services	No
Aerotech Mapping, Inc.	Survey, Mapping, Aerial	Yes
Cooper Aerial Surveys Co.	Survey, Mapping, Aerial	No
United Civil Group	Traffic Engineering/Design Services	Yes
Tierra Right of Way Services, Ltd.	Environmental & Related Services	No
Tierra Right of Way Services, Ltd.	Right of Way and Related Services	No
Ninyo & Moore	Geotech, Material Testing, Subsurface	No
Ninyo & Moore	Environmental & Related Services	No

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

Revised 05/02/2024

# Consultant Information Pages

**CONSULTANT INFORMATION PAGES (CIP)**

CONTRACT NO.: 2025-011

CONTACT PERSON: Jason Pagnard

E-MAIL ADDRESS: jason.pagnard@burgessniple.com

TITLE: Vice President

CONSULTANT FIRM: Burgess & Niple, Inc.

ADDRESS: 1500 North Priest Drive, Suite 102

CITY, STATE, ZIP: Tempe, Arizona 85288

TELEPHONE: 480.580.4333

FAX NUMBER: N/A

UNIQUE ENTITY ID# (FROM SAM WEBSITE): JGKUUVVJDKW3

ADOT CERTIFIED DBE FIRM? (YES/NO) <sup>No</sup>

SUBCONSULTANT(S):	TYPE OF WORK	ADOT CERTIFIED DBE FIRM (YES/NO)
Ninyo & Moore	Geophysics, Subsurface Inv.	No
Ninyo & Moore	Hazard Materials	No
Ninyo & Moore	Material Testing	No
Ninyo & Moore	Pavement Engineering	No
Ninyo & Moore	Quality Control/Assurance	No
Trace Consulting, LLC	Survey, Mapping, Aerial	Yes
Trace Consulting, LLC	Right of Way and Related Services	Yes
H R Green Inc	Traffic Engineering/Design Services	No
H R Green Inc	ITS/FMS	No
H R Green Inc	Environmental & Related Services	No
Logan Simpson	Landscape Architecture	No
Logan Simpson	Environmental & Related Services	No
J2 Design	Drainage	Yes

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Revised 05/02/2024

# Consultant Information Pages

**CONSULTANT INFORMATION PAGES (CIP)**

CONTRACT NO.: 2025-011

CONTACT PERSON: Jason Pagnard

E-MAIL ADDRESS: jason.pagnard@burgessniple.com

TITLE: Vice President

CONSULTANT FIRM: Burgess & Niple, Inc.

ADDRESS: 1500 North Priest Drive, Suite 102

CITY, STATE, ZIP: Tempe, Arizona 85288

TELEPHONE: 480.580.4333

FAX NUMBER: N/A

UNIQUE ENTITY ID# (FROM SAM WEBSITE): JGKUUVVJDKW3

ADOT CERTIFIED DBE FIRM? (YES/NO) <sup>No</sup>

SUBCONSULTANT(S):	TYPE OF WORK	ADOT CERTIFIED DBE FIRM (YES/NO)
Pinyon Environmental, Inc.	Environmental & Related Services	No
Jensen Engineering, LLC	Electrical Engineering	No
T2 UES, Inc. d/b/a T2 Utility Engineers	Utilities & Related Services	No

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## Consultant Information Pages

### SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	Ethos Engineering, LLC
CONTACT PERSON:	Pancho Garza, PE
E-MAIL ADDRESS:	pgarza@ethosengineers.com
TITLE:	President
ADDRESS:	9180 South Kyrene Road
	Suite #104
CITY, STATE ZIP:	Tempe, Arizona 85284
TELEPHONE:	480.326.8487
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	QQGVC86EHVA5

SUBCONSULTANT FIRM NAME:	JE Fuller Hydrology & Geomorphology, Inc.
CONTACT PERSON:	Jon Ahern
E-MAIL ADDRESS:	jon.ahern@jefuller.com
TITLE:	Vice President
ADDRESS:	8400 South Kyrene Road
	Suite #201
CITY, STATE ZIP:	Tempe, Arizona 85284
TELEPHONE:	480.752.2124
FAX NUMBER:	480.839.2193
UNIQUE ENTITY ID #:	UZWAC5DQAUG3

**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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# Consultant Information Pages

**SUBCONSULTANT(S) TABLE:**

SUBCONSULTANT FIRM NAME:	4M Consulting Group, LLC
CONTACT PERSON:	Michael Kuzel
E-MAIL ADDRESS:	mkuzel@4mcg.com
TITLE:	Principal/Owner
ADDRESS:	3370 North Hayden Road
	123-683
CITY, STATE ZIP:	Scottsdale, Arizona 85251
TELEPHONE:	602.402.7839
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	G5UNE7AU1861

SUBCONSULTANT FIRM NAME:	AeroTech Mapping, Inc.
CONTACT PERSON:	Alicia Mendoza
E-MAIL ADDRESS:	AliciaMendoza@atmlv.com
TITLE:	Business Development Manager
ADDRESS:	8433 North Black Canyon Highway
	Suite #120
CITY, STATE ZIP:	Phoenix, Arizona 85021
TELEPHONE:	602.245.5088
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	J34PH4CCSMJ4

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# Consultant Information Pages

**SUBCONSULTANT(S) TABLE:**

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

SUBCONSULTANT FIRM NAME:	United Civil Group
CONTACT PERSON:	Sarah Simpson
E-MAIL ADDRESS:	sarah@unitedcivilgroup.com
TITLE:	President
ADDRESS:	2803 North 7th Avenue
CITY, STATE ZIP:	Phoenix, Arizona 85007
TELEPHONE:	602.265.6155
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	N69JMV4ZLDM5

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## Consultant Information Pages

### SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	Tierra Right of Way Services, Ltd.
CONTACT PERSON:	Leslie Findlay
E-MAIL ADDRESS:	lfindlay@tierra-row.com
TITLE:	Vice President
ADDRESS:	1575 East River Road
	#201
CITY, STATE ZIP:	Tucson, Arizona 85718
TELEPHONE:	800.887.0847
FAX NUMBER:	520.323.3326
UNIQUE ENTITY ID #:	HXM9CGRXH958

SUBCONSULTANT FIRM NAME:	Ninyo & Moore
CONTACT PERSON:	Steven Nowaczyk
E-MAIL ADDRESS:	snowaczyk@ninyoandmoore.com
TITLE:	Principal Engineer
ADDRESS:	3202 East Harbour Drive
CITY, STATE ZIP:	Phoenix, Arizona 85034
TELEPHONE:	602.243.1600
FAX NUMBER:	602.243.2699
UNIQUE ENTITY ID #:	N2R6ZUKXCHH3

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## Consultant Information Pages

### SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	Trace Consulting, LLC
CONTACT PERSON:	Chintan S. Jhaveri
E-MAIL ADDRESS:	cjhaveri@traceconsulting.us
TITLE:	Principal
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	Suite 3
CITY, STATE ZIP:	Phoenix, Arizona 85034
TELEPHONE:	602.680.8264
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	XM69KK5N31X5

SUBCONSULTANT FIRM NAME:	H R Green Inc
CONTACT PERSON:	Yogesh Mantri
E-MAIL ADDRESS:	Yogesh.mantri@hrgreen.com
TITLE:	Regional Director/Principal
ADDRESS:	430 West Warner Road
	Suite A111
CITY, STATE ZIP:	Tempe, Arizona 85284
TELEPHONE:	480.247.3702
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	ZF8RX9FRTCJ3

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## Consultant Information Pages

### SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	Logan Simpson Design Inc.
CONTACT PERSON:	Marshall Hayes
E-MAIL ADDRESS:	mhayes@logansimpson.com
TITLE:	NEPA Discipline Lead/Sr. Enviro Planner
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	Suite 222
CITY, STATE ZIP:	Tempe, Arizona 85281
TELEPHONE:	480.967.1343
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	REB3J4JAMTE5

SUBCONSULTANT FIRM NAME:	J2 Design
CONTACT PERSON:	Jeff Holzmeister
E-MAIL ADDRESS:	jholzmeister@j2design.us
TITLE:	Director of Engineering
ADDRESS:	4649 East Cotton Gin Loop
	Suite B2
CITY, STATE ZIP:	Phoenix, Arizona 85040
TELEPHONE:	602.438.2221
FAX NUMBER:	602.438.2225
UNIQUE ENTITY ID #:	FPF9FEV1HKC5

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## Consultant Information Pages

### SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	Pinyon Environmental, Inc.
CONTACT PERSON:	Ashton Koons
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TITLE:	AZ Strategic Lead
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	Suite #137
CITY, STATE ZIP:	Tempe, Arizona 85281
TELEPHONE:	303.980.5200
FAX NUMBER:	303.980.0089
UNIQUE ENTITY ID #:	TSYVJJBLEML8

SUBCONSULTANT FIRM NAME:	Jensen Engineering, LLC
CONTACT PERSON:	Dale Jensen
E-MAIL ADDRESS:	dale@jensenengineering.com
TITLE:	President
ADDRESS:	6525 East Willow Springs Lane
CITY, STATE ZIP:	Cave Creek, Arizona 85331
TELEPHONE:	480.595.9342
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	KB0039525

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Revised 05/02/2024

# Consultant Information Pages

**SUBCONSULTANT(S) TABLE:**

SUBCONSULTANT FIRM NAME:	T2 UES, Inc. d/b/a T2 Utility Engineers
CONTACT PERSON:	James Mueller, PE
E-MAIL ADDRESS:	James.Mueller@t2ue.com
TITLE:	Senior Project Manager
ADDRESS:	19621 North 23rd Drive Suite 150
CITY, STATE ZIP:	Phoenix, Arizona 85027
TELEPHONE:	602.977.8076
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	VXR7DY7K6DJ7

SUBCONSULTANT FIRM NAME:	_____
CONTACT PERSON:	_____
E-MAIL ADDRESS:	_____
TITLE:	_____
ADDRESS:	_____ _____ _____
CITY, STATE ZIP:	_____
TELEPHONE:	_____
FAX NUMBER:	_____
UNIQUE ENTITY ID #:	_____

**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.

Revised 05/02/2024

# Consultant Information Pages

## **DBE GOAL ASSURANCE/DECLARATION**

This Contract is Race Conscious. The DBE goal percentage is set at 11.96 %

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

3/11/2025

Date

**Jason Pagnard**

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:

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