

September 5, 2024

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

**RE: Statement of Qualifications – Supplemental Services:
Temporary Part-Time Project Delivery Manager(s) – ADOT Contract No 2025-003**

Dear Members of the Selection Committee:

Tam Consulting Services LLC (TCS) appreciates this opportunity to submit this Statement of Qualifications (SOQ) and is very interested in supporting the Arizona Department of Transportation (ADOT) by providing Temporary Part-Time Project Delivery Manager(s) (PDM's) for the Project Management Group (PMG).

TCS understands that this contract is important to PMG to provide support staff required to deliver the five-year Transportation Facilities Construction Program. This is especially important with the planned additional projects in Maricopa County that will be funded should Proposition 479 pass this November.

TCS is a privately-owned engineering firm founded in 2016 that provides project management, program management, construction engineering and inspection, and construction materials testing services in Arizona, Texas, South Carolina, Alabama, and Georgia. We are a certified DBE (AZUTRACS #15708) that has served ADOT as prime and subconsultant on various contracts.

TCS is proposing Craig Regulski, PE as Contract Manager/Temporary Part-Time PDM to manage and be responsible for this contract. He is fully committed to the extent necessary to meet ADOT's quality and schedule expectations for this contract.

A summary of key points regarding our qualifications are as follows:

- **Extensive Experience in this Role:** Craig served as a Senior Project Manager within PMG for over 4 years where he led some of the most unique and challenging projects. He has a deep understanding of the role and internal processes required to immediately get to work on assigned projects.
- **Strong Project Management Skills and Abilities:** Craig has the skills and ability to work with diverse teams to deliver challenging and complex projects. Craig is an approachable and proactive PM that is highly effective at building a collaborative team, driving decision-making, and resolving issues to keep project delivery on track.
- **Knowledge of Federal, State and Industry Standards:** Having spent his entire career working with and within ADOT, Craig has a deep knowledge and familiarity with Federal, State and Industry standards and processes required for delivery of quality projects.
- **Availability:** Craig has the appropriate time available to support as a PDM and commit to the tasks of the contract.

We are excited to present this SOQ outlining our exceptional qualifications which make TCS a great candidate for this contract.

Sincerely,

Tam Consulting Services LLC



Weng On Tam, PE (AZ #561221)
President
(512) 535-8623 | wengontam@tcsengineering.com



Craig Regulski, PE (AZ #58943)
Contract Manager/Senior Project Manager
(480) 758-0361 | craigregulski@tcsengineering.com

Engineering Consultants Section SOQ Proposal Certifications Form – SUPPLEMENTAL SERVICE

Contract Number: 2025-003

Consultant Name: Tam Consulting Services LLC

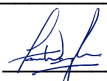
Please read the nine (9) statements below. The statements are to ensure Consultants are aware and in agreement with Federal, State and ECS guidelines related to the award of this contract. Consultants shall submit the specific Certification form attached to each SOQ advertised, as revisions to the form may occur from time to time. **Failure to sign and submit the certification form specified in this SOQ with the SOQ proposal shall result in the SOQ proposal being rejected.**

The signature below and submission of the SOQ by the Consultant certifies that to the best of its knowledge:

1.	The Consultant has not engaged in collusion with respect to the contract under consideration.
2.	The Consultant and/or its principals have not been suspended or debarred from doing business with any government entity.
3.	The Consultant and/or Supplemental Service individual proposed have the proper and current Arizona license(s) and registration(s) for services to be performed under this contract.
4.	The Consultant's signature on any SOQ proposal or contract constitutes an authorization to ADOT to ascertain the eligibility of the firm and its principals to enter into contract with the ADOT and with any other governmental agency.
5.	The Supplemental Service individual submitted is 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.	The Supplemental Service individual submitted by the Consultant that is a former ADOT employee 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 SOQ due date or (2) have not made any material decisions about this project while employed by ADOT.
8.	No Federally appropriated funds have been paid or shall be paid, by or on behalf of the Consultant for the purpose of lobbying.
9.	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 nine (9) statements above and/or that the statements are true to the best of my knowledge as a condition of award of this contract (must be signed by a Principal or Officer of the Consultant).

Print Name: Weng On Tam Title: President

Signature:  Date: 8/23/24

Engineering Consultants Section
ADOT Project Involvement Disclosure Statement – SUPPLEMENTAL SERVICE

Supplemental Service personnel proposed in an SOQ must disclose on this form **ALL** work he/she is currently performing (or anticipate performing) under any contractual agreements (listed in a submitted SOQ, in negotiations and/or executed contracts) with ADOT. This disclosure includes contracts awarded and/or executed through the Engineering Consultants Section, Procurement Group, Multi-Modal Planning Division or other ADOT Groups or Divisions.

THIS FORM MUST BE COMPLETED AND SIGNED FOR ALL SUPPLEMENTAL SERVICES CONTRACTS EVEN IF NO WORK IS CURRENTLY BEING PERFORMED, OR IS ANTICIPATED TO BE PERFORMED, BY THE PROPOSED SUPPLEMENTAL SERVICES PERSONNEL ON OTHER ADOT CONTRACTS. This form **shall** be submitted or the SOQ shall be rejected.

Consultant Name: Tam Consulting Services LLC **Contract Number:** 2025-003

Proposed Supplemental Service Personnel Name: Craig Regulski, PE

% of time available to work on the proposed contract: 50%

No.	ADOT Section	Contract or Agreement Number	Detailed Description of Proposed Supplemental Service Personnel's Role in Project	Average Number of Hours per Week Working on Project	Anticipated Completion Date of Work
1.	Major Projects	2018-018	OVTI Manager for I-10 Broadway Curve	20	March 2025
2.	Major Projects	2023-011	GEC for I-10: Country Club to Kino Parkway TI	2	April 2028
3.	Major Projects	2023-005	GEC for I-10 SR202 to SR387	2	May 2028
4.	Construction Group	2022-014.01	Contract Manager for Temp Tech Construction Admin Services	1	Dec 2027
5.					
6.					
7.					
8.					
9.					

(Add additional sheets, as needed)

I hereby certify the above to be true to the best of my knowledge (must be signed by Proposed Supplemental Services Personnel and a Principal or Officer of the firm).

Craig Regulski
Proposed Supplemental Service Name


Signature

8/23/2024
Date

Weng On Tam
Principal or Officer of Firm Name


Signature

8/23/2024
Date

ARIZONA DEPARTMENT OF TRANSPORTATION
ENGINEERING CONSULTANTS SECTION
PARTICIPATION IN BOYCOTT OF ISRAEL - CONSULTANT CERTIFICATION FORM
ADOT ECS Contract No.: 2025-003

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.

Tam Consulting Services LLC				
Company Name			Signature of Person Authorized to Sign	
4520 Jenkins Drive			Weng On Tam	
Address			Printed Name	
Plano	TX	75024	President	8/23/2024
City	State	Zip	Title	Date

FORCED LABOR OF ETHNIC UYGHURS BAN Certification Form

Forced Labor of Ethnic Uyghurs Ban

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

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

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

Under A.R.S. §35-394:

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

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

☒	The Company submitting this Offer does not use, and agrees not to use during the term of the contract, any of the following: • Forced labor of ethnic Uyghurs in the People's Republic of China; • Any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China; or • Any Consultants, Subconsultants, or suppliers that use the forced labor or any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China.
☐	The Company submitting this Offer does participate in use of Forced Uyghurs Labor as described in A.R.S. § 35-394.
☐	Exempt Consultant. Indicate which of the following statements applies to this Consultant (may be more than one): ☐ Consultant is a sole proprietorship; ☐ Consultant has fewer than ten (10) employees; and/or ☐ Consultant is a non-profit organization.

Tam Consulting Services LLC

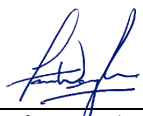
 Company Name

4520 Jenkins Drive

 Address

Plano TX 75024

 City State Zip



 Signature of Person Authorized to Sign

Weng On Tam

 Printed Name

President

 Title

■ Temporary Part-Time Project Delivery Manager(s)

1. RELEVANT EXPERIENCE

Tam Consulting Services LLC (TCS) provides project management, program management, construction engineering and inspection, and construction materials testing services in Arizona, Texas, South Carolina, Alabama, and Georgia. In Arizona, TCS provided project management support on two of the largest projects ever delivered by ADOT, the SR202 South Mountain Freeway and the I-10 Broadway Curve. TCS staff currently support ADOT on various major projects including the I-17 Flex Lanes, I-10 Country Club to Kino Parkway, and I-10 Gila River Indian Community corridor projects.

TCS proposes **Craig Regulski, PE** to serve as the Contract Manager and as a Project Delivery Manager (PDM) assisting the ADOT Project Management Group (PMG) delivering bid-ready construction documents for State and Local Public Agency (LPA) projects.

Relevant Staff Experience



Craig has over 14 years of experience, with nearly 12 of those working directly for ADOT. While at ADOT, Craig served as a Senior Project Manager at PMG for over four years where he led the development of more than 20 projects, from scoping through final PS&E.

 **Craig contributed to PMG's project delivery goal of 20/30/30/20 which is aims to deliver a consistent percentage of projects throughout each quarter, thereby reducing the push to advertise a majority of projects at the end of the fiscal year.**

He was also involved in the annual review of the five-year Transportation Facilities Construction Program (five-year program) providing input regarding project delivery year, programmed funding amounts, and opportunities for combining adjacent projects.

His project experience includes delivering projects in nearly every District with various funding sources including Pavement Preservation, Pavement Rehabilitation, Bridge Preservation, Replacement, and Rehabilitation, Highway Safety Improvement Program (HSIP), District Minor Program, Congestion Mitigation/Air Quality (CMAQ), and Highway User Relief Funds (HURF). Craig understands the requirements and restrictions associated with these various funding sources and utilizes that knowledge to manage project scope throughout design development. His LPA project experience includes projects for the Cities of Glendale, Marana, Tucson, Town of Gilbert, and Mohave County.

During his time within PMG, Craig's projects were some of the most unique and complex underway at the time. The following illustrate Craig's breadth of experience serving as a Project Manager for ADOT:

Craig Regulski's Project Manager Experience for ADOT

I-40 West Kingman TI, Kingman, AZ: This project to construct direct connect ramps between I-40 and US93 was the largest in-house design project undertaken by ADOT and included complex structures, roadway, and traffic design. Craig led coordination meetings with the design team and NW District to resolve concerns over constructability, phasing, and maintenance of traffic.

US93: Tegner St to Wickenburg Ranch Way, Wickenburg AZ: 5-mile widening project with five roundabout intersections that required acquisition of over 50 parcels. Craig coordinated design revisions and changes to access management to accommodate upcoming development and resolve owner concerns.

US93: Wickenburg Ranch Way to SR 89, Wickenburg, AZ: Widening project that constructed a roundabout at the intersection of US93 and SR89; funded 100% by an adjacent land developer. As PM, Craig helped establish the Joint Project Agreement (JPA), coordinated cost saving design changes, and negotiated funding contributions by the Developer after initial bid price exceeded contribution amount.

Statewide Port of Entry Truck Screening System, Statewide: This Design-Build-Maintain (DBM) project designed / constructed a truck screening system at five ports of entry throughout the state. Craig coordinated with the ADOT Enforcement and Compliance Division (ECD) to ensure contract requirements included all elements and defined how system acceptance / maintenance would be conducted.

SR87 at Ruins Drive, Coolidge, AZ: This project to install a traffic signal on SR87 at the entrance to the Casa Grande Ruins National Park required extensive cultural coordination with several tribal agencies and the National Park Service. With minimal area cleared for signal pole and pull box installation, Craig coordinated with the SC District and ADOT survey to obtain and provide exact GPS coordinates for signal components in the plans to ensure the contractor stayed within the cleared area.

US 95: 7th St. to Aviation Way, Bullhead City, AZ: This HSIP project designed raised medians and dedicated left turn bays along US95 in Bullhead City to reduce head-on collisions. Craig coordinated with Bullhead City to determine appropriate locations for left turn bays and help communicate to vocal stakeholders about concerns regarding reduced business access.

Farmers Bridge, Cibola, AZ: This project to design improvements to a steel bridge over the Colorado River near the rural town of Cibola, AZ was funded through a Federal Lands Access Program (FLAP) grant received by La Paz County. With limited funds available and several repairs needed for the structure, Craig maintained the project scope delivering the improvements required within budget.

SR87: Pine Creek Canyon Dr to SR260, Pine, AZ: This HSIP project designed improvements to reduce run-off-the-road incidents along a mountainous section of SR87. Craig coordinated with the US Forest Service to ensure new guardrail met required aesthetic guidelines while also meeting ADOT standards.

SR89A : Sedona City Limits to Bear Howard Dr, Sedona, AZ: This project designed pavement rehabilitation to extend the existing pavement service life. As part of the Environmental clearance process, Craig led a public meeting to educate the local community on the improvements and construction timeline.

Neely St. Pedestrian Bridge, Town of Gilbert, AZ: This local public agency project designed a new pedestrian bridge in the Town of Gilbert. Craig coordinated the Intergovernmental Agreement (IGA) with the Town and worked with them to obtain additional funding required after the project bid amount exceeded the original estimate.

Traffic Operations Center Improvements, City of Glendale, AZ: This upgrade to the City's Traffic Operations Center was developed and constructed through ADOT Procurement instead of the typical process through Contracts and Specifications. Craig held coordination meetings with the Procurement team and ADOT Construction staff to understand construction administration requirements for this project.

■ Temporary Part-Time Project Delivery Manager(s)

Record of Performance

Craig has an excellent record of performance as a Project Manager. His past projects were delivered on schedule and within budget with only a few projects requiring delivery schedule adjustments or additional design funds due to unanticipated impacts associated with the environmental, right-of-way (ROW), or utility clearances.

Craig takes a proactive approach to managing his projects. When unexpected issues arise, he reviews the issue with the subject matter experts to understand the potential impact to scope, schedule, and project cost. He develops a mitigation strategy and gets buy-in from the team before moving forward. If revisions to the project delivery schedule or additional scope or funding is required, he formalizes the change by going through the Project Review Board (PRB) and Priority Planning Advisory Committee (PPAC) processes. Craig utilizes his experience and lessons learned to prevent reoccurring issues.

Similar Roles

 **Craig has served in this exact role while working at ADOT and knows the processes and procedures to immediately get to work under this assignment.** Not only is Craig familiar with the processes and workflows to deliver a project, but also has the leadership and interpersonal skills required to “get things done”. Craig has relationships throughout the agency and within the consultant community, and uses this network to seek input and resolve project issues.

In addition to his normal project management responsibilities, Craig also served as the liaison with the ADOT NW District where he led quarterly coordination meetings to discuss ongoing projects, check on progress of JPAs and IGAs, and obtain feedback and lessons learned from ongoing construction projects. These meetings fostered a good relationship with the District and was so effective that the District would contact Craig directly with any issues with ongoing projects in development.

Prior to his time with PMG, Craig served as a Resident Engineer in the Central District administering various State and LPA construction projects. Through this experience, he gained a deep understanding of how contract specifications are to be interpreted and implemented, developed a strong ability to prepare detailed cost estimates, and became knowledgeable of the processes for constructing highway and local agency projects. Having overseen projects with poor design plans, Craig became passionate about delivering quality bid-ready documents that can be utilized by the construction administration team with minimal challenges or required changes.

2. DEMONSTRATED KNOWLEDGE, SKILLS & ABILITIES

Knowledge, Skills and Abilities

Craig has the Knowledge, Skills and Abilities (KSAs) required to successfully deliver complex and challenging projects. Along with his project experience highlighted above, his KSAs include:

Ability to...

Lead Large and Diverse Teams: The I-40 West Kingman TI and the US 93: Tegner St to Wickenburg Ranch Way were some of the largest projects ever designed by ADOT in-house staff. Craig led team meetings to enhance communication between designs disciplines which fostered team collaboration.

Work with Challenging Stakeholders: On various projects in NW District, Craig coordinated directly with County staff to resolve questions and concerns. Through frequent coordination, he established a great relationship with their team. Craig adapts his approach when working with different stakeholders and provides excellent customer service to build trust and foster a good working relationship.

Resolve Issues and Drive Decision Making: On the US 93: Tegner St to Wickenburg Ranch Way project, Craig facilitated resolution to concerns from the District regarding project phasing and constructability by coordinating several meetings between Roadway, Traffic, and District team members. Decisions and approach were documented and communicated to the rest of the team. Craig works with the project team to resolve concerns at the lowest level and knows who to involve when issues need to be escalated for resolution.

Establish and Manage Project Budgets: Craig was responsible for creating design cost estimates for in-house and consultant designed projects. When additional funding is required due to construction price increases, Craig coordinates with subprogram managers and ADOT Finance to find a source of the additional funding before initiating a formal change.

Knowledge of...

PMG Software Programs: Craig utilized Workfront, Project Information Retrieval Tool (PIRT), and Project Master on various projects to establish projects and obtain project tracs number, manage project schedules, perform stage submittal reviews, and track project budgets.

ADOT's Project Initiation and Change Management Process: Craig initiated projects and requested changes through ADOT's PRB and PPAC for approval by the State Transportation Board.

Quality Management Processes: Craig utilized stage submittal checklists to verify that quality control processes were completed and check that all required documents were included prior to distributing the submittal for review. Project submittals that do not meet the quality requirements or are missing components are returned for revisions.

ADOT's 5-year Program and Project Programming Process: The annual project programming process starts as soon as the five-year program is approved in June. Craig has participated in the Planning to Programming (P2P) process with ADOT MPD to help develop initial estimates for upcoming projects so appropriate funding is allocated in the program.

■ Temporary Part-Time Project Delivery Manager(s)

Skills in...

Time Management: While at PMG, Craig had as many as 16 concurrent projects in various stages of development. Craig utilizes his effective time management skills to plan weekly and daily tasks and prioritize work. Craig makes time each day for unanticipated items that will arise and require immediate attention.

Schedule Management: Craig is skilled at developing critical path method (CPM) project schedules using ADOTs Workfront system. While developing the project baseline schedule, he works with the team to understand the required order of activities and their anticipated duration. Once the baseline schedule is established, Craig communicates the schedule deadlines to the team and holds the team accountable when they are not met.

Scope Management: As PM, Craig has the ability to see the overall goal of the project. He starts every project by reviewing any available scoping documents and gathering requirements by discussing the project with the subprogram manager, District construction and maintenance, design team, clearance team members, and outside stakeholders. The project scope is discussed at the initial kick off meeting and reiterated at monthly progress meetings, so the team understands what is and is not included.

Risk Management: As part of the project kick off meeting, a discussion of project risks along with their anticipated impact and severity is conducted with the project team. This discussion is used to generate the project Risk Register which is utilized throughout the project design development to track and plan for project risks. As risks are eliminated or identified, they are removed or added from the Risk Register. The Risk Register includes planned mitigation strategies that will be implemented should a risk occur. By having a plan in place ahead of time, impacts to the project schedule, cost, and scope can be reduced.

Technical Skills

Along with Craig's experience and KSAs, he has the appropriate technical skills required on this contract including:

Communication: Good communication skills are paramount to the success of a Project Manager. As a PM, Craig adapts his communication style to suit the person or audience he is working with. He actively listens to the needs and concerns of the team which helps establish a bond between him and team members.

Problem Solving: Craig is a skilled problem solver that understands that sometimes the resolution to a problem is not always doing something "the way we always have done it". To resolve issues, Craig understands the cause and the why behind the problem and works with the team to negotiate an approach that works in the best interest of the project.

Cost Estimating: Experienced in preparing detailed estimates of activities, hours, and associated costs required for project design development.

Development of Scopes of Work: Prepared Work Breakdown Structure to list required tasks for a project and developed detailed scopes of work required for consultant design contracts.

Plan Review and Quality Control Review: Skilled in performing review of project plans and performing quality control checks to verify all required elements are included.

Constructability and Project Phasing Review: With his background in administering construction projects for ADOT, Craig understands how projects are built and how maintenance of traffic phasing is implemented. He uses this experience to work with design teams and District staff to check that projects are constructable.

Development of Project Specifications and Overall Contract Review: Having served as a member of the General Engineering Consultant team for several Design-Build (DB) projects, Craig is skilled at reviewing project contract language and developing specifications.

Innovative Techniques

 **AZ State Parks Roads Program:** While at ADOT, Craig was assigned as the program coordinator for the AZ State Parks Roads Program, a program which receives \$2.5M annually for roadway improvement projects within various State Parks. During his initial year in this role, Craig initiated eight separate projects which required separate budgets, tracs numbers, and multiple PRB, PPAC, and AZ Transportation Board actions. When projects were over or under on funding, a lengthy process was required to increase or reduce budget and move funding from one project to another. To make this process more efficient for future program implementation, Craig worked with AZ State Parks, ADOT Finance, and the ADOT State Engineers Office to revise the process where one project would be created each fiscal year for the total allocated budget. The innovative idea helped expedite the availability of funding for AZ State Parks, reduced the amount of work in creating multiple projects each year, and allowed flexibility for funding adjustments within the program should projects construction costs increase or decrease.

 **Workfront Utilization for Stage Submittal Review:** Recently PMG has started using their Workfront software application to conduct stage submittal reviews. Using the review feature, the project team can provide comments directly on the document and quickly compile comments for discussion and resolution. This innovation has helped improve collaboration, reduce redundant comments, and expedite the compilation of comments for comment resolution.

 **Performance Based Practical Design (PBPD):** PBPD is a decision-making approach that relies on qualitative analysis to make informed decisions throughout the process of project development with the goal providing better system performance. ADOT has recently embraced the approach and issued guiding principles for implementation. This innovative approach empowers PMs to ensure design decisions are in alignment with the objective and need of the project and encourages finding the most cost-effective solution.

 **TXDOT Program and Portfolio Management Training:** Since joining TCS, Craig has supported the Texas Department of Transportation's Project and Portfolio Management section by providing training in the areas of Project Management, Risk Management, and Scope Management. Craig utilizes his experience as an ADOT PM to educate junior engineering and project management staff on the skills and abilities required of an effective project manager. The training includes how to identify, prevent, and mitigate project risks, and how to manage scope and prevent scope creep and "gold plating". Similar training could be provided to junior PMs and other engineering groups within ADOT as part of a lunch and learn session to help build the skills in the agency.

Ability to Meet Requirements of the Position through Performance Record

Craig's excellent record of performance as a Project Manager can be seen through his history of delivering ADOT projects (listed in the table on Page 1) on schedule and within budget. His 12 years of successful ADOT experience is second-to-none in providing Craig the most relevant experience to glean from when tackling any issues he may face as a PDM.

Other Complex Assignments

For the last three years, Craig has served on teams supporting ADOT on major design build projects including, I-10 Broadway Curve, I-10 County Club to Kino Parkway, and I-10 Gila River Indian Community. This experience has proven Craig's ability to work on fast-paced, challenging projects where timeliness of decisions is important to keep things on track. Through this experience, Craig has expanded his ability to work with difficult team members, understand project risks and mitigate their impact, and coordinate resolution to design challenges.

3. KNOWLEDGE OF FEDERAL, STATE & INDUSTRY STANDARDS

Through Craig's experience in roles working on projects statewide, he has worked with various Federal, State and local partner agencies and gained an understanding of their standards, guidelines, and processes required to deliver a quality project.

Federal Partners, Standards and Guidelines

Federal Partner Agencies common to ADOT projects include working with the Federal Highway Administration (FHWA), Bureau of Land Management (BLM), Bureau of Reclamation (BOR), US Fish and Wildlife, Federal Aviation Administration (FAA), Environmental Protection Agency (EPA), National Park Service, and US Forest Service. For Federal-aid Highway projects, FHWA contributes 94.3% of the funding and the State is required to provide a 5.7% match funding amount. With this federal funding comes additional requirements for design and construction of the project including:

FHWA Oversight and Coordination

- › **Design Reviews:** FHWA is included in on all stage submittal reviews.
- › **Clearance Reviews:** FHWA provides review and approval of environmental, ROW, and utility and railroad clearances.
 - *ROW Acquisition Requirements:* The Uniform Act is the law that established minimum standards for federally funded projects that involve acquiring real property.
- › **Design Exceptions:** Design Exceptions are required when design values selected do not meet the requirements of the basic Controlling Design Criteria from the AASHTO Green Book. Regardless of funding source, FHWA provides review for approval any requested Design Exception on the National Highway System (NHS).
- › **Authorization of Funds for Construction:** Prior to advertising the project, FHWA reviews the final project estimate and authorizes funding for the construction of the project.
- › **Change of Access to Interstate Highways:** For projects that require changes to access points on the interstate system such as new interchanges, FHWA reviews for approval the Change of Access Report.
- › **Project of Division Interest (PoDI) Oversight:** PoDI projects are selected by FHWA through risk assessment with consideration given to regional significance, political interest, contracting techniques, or significant environmental issues. For these projects, additional oversight, coordination, and audits are performed by FHWA.

Federal Design Standards

- › **AASHTO Design Guidelines:** The AASHTO Green Book provides minimum requirements for design of roadways on the NHS.
- › **Manual on Uniform Traffic Control Devices (MUTCD):** The MUTCD defines the standards to install and maintain traffic control devices on all streets, highways, pedestrian, and bicycle facilities open to public travel.
- › **Americans with Disabilities Act Design Requirements:** The Americans with Disabilities Accessibility Guidelines and the Public Right of Way Accessibility Guidelines provide design guidelines for design of ADA features.

■ Temporary Part-Time Project Delivery Manager(s)

FHWA Construction Requirements

- **Buy America and Build America Buy America Requirements:** Establishes preference for domestically produced iron or steel, manufactured products, and construction materials.
- **Disadvantaged Business Enterprise (DBE) Requirements:** The DBE program is designed to remedy discrimination in federally funded highway program with the goal of providing access small businesses owned by socially and economically disadvantaged individuals. ADOT Business Engagement and Compliance Office (BECO) sets percentage goals for design and construction contracts and ensures contract goals are met.
- **Davis-Bacon Wages:** The Davis-Bacon and Related Acts (DBRA) require payment of local prevailing wages to construction workers performing work on federally funded construction projects. Davis-Bacon wage determinations are included on all federal aid projects.

Environmental Protection Agency (EPA): The National Environmental Policy Act (NEPA) is the federal law that requires the evaluation of the environmental impact of a proposed project. There are several components that require evaluation as part of the environmental clearance process including:

- **Cultural Review:** Evaluation to determine the impacts of the proposed project to historic or cultural properties or resources protected by local and state registers.
- **Clean Water Act Requirements:** The Clean Water Act establishes regulations for discharges of pollutants into waters of the United States and regulates quality standards for surface water. Typical permits required from the US Army Corp of Engineers on ADOT projects include section 404 permit for construction discharges into waters of the US and section 408 permit for construction of bridges across a navigable waterway.
- **Biological:** Evaluation to determine the impacts of the proposed project to endangered or threatened species.
- **Air Quality:** Evaluation of the impacts that the proposed project will have on air quality.
- **Noise:** Evaluation of the impacts that the proposed project will have on noise levels. Mitigation structures may be required where adjacent property owners are anticipated to experience increased project related noise levels.

State/Local Partners and Standards and Guidelines

Depending on the location of the project, various State and local standards are applicable. Typical state and local partner agencies include AZ Department of Environmental Quality (ADEQ), Arizona State Land Department, Flood Control District of Maricopa County and various local public agencies. Craig has worked on State and LPA projects throughout his career and is familiar with ADOT, Maricopa Association of Governments (MAG), and Local Agency Standards. Typical standards and guidelines include:

- **ADOT Roadway Design Guidelines (RDG):** ADOT specific requirements for design of Roadways
 - *Design Exceptions and Variances:* Design Variances are required when design values used do not meet the prescribed values from the RDG. For projects not on the NHS, Design Exceptions are reviewed and approved by ADOT.
- **ADOT Standard Drawings (Construction, Structural Details, Lighting, Signing and Marking):** Standard design drawings used on most ADOT projects.
- **Project Development Process Manual – LPA Project Manual:** Describes the process for developing LPA projects.
- **Approved Products List:** Lists pre-approved products and their applicable use on ADOT projects.
- **Roadside Development Guidelines:** Guidelines for Landscaping and Aesthetic design.
- **Pavement Design Manual:** Guidelines for concrete and asphalt pavement design.
- **Arizona Supplement to the MUTCD:** Supplemental ADOT requirements for traffic control devices.
- **ADOT Standard Specifications and Stored Specifications:** Specifications for construction administration.

4. AVAILABILITY

TCS' Contract Manager, Craig Regulski, PE has sufficient time required (listed at 50% on the Project Involvement Disclosure Statement) to commit to the tasks of this contract and support as a PDM. Craig is currently supporting ADOT on the I-10 Broadway Curve projects which is scheduled for construction completion in Spring 2025. His other roles supporting ADOT currently occupy a minimal amount of his time each week. Craig is excited to support ADOT as a PDM on this important contract.



CRAIG REGULSKI, PE CONTRACT MANAGER

PROFESSIONAL PROFILE

Craig has over 14 years of experience with a diverse background in project management and construction management of traditional and alternative delivery transportation projects throughout Arizona ranging from \$1 million to \$667 million. Craig currently serves in various capacities on major transportation projects including serving as the Owner Verification Testing and Inspection (OVTI) manager for the I-10 Broadway Curve project in Phoenix and as a core team member assisting with contract development and procurement on the I-10 Country Club and Kino Parkway TI project in Tucson. Prior to joining TCS, Craig spent nearly 12 years with the Arizona Department of Transportation (ADOT) where he served in roles as a Senior Project Manager, Resident Engineer, and Transportation Engineering Specialist. As a Senior Project Manager within the Project Management Group (PMG), Craig oversaw the planning and final design phases of new freeway interchanges, major roadway expansions, ITS systems, intersection improvements, bridge rehabilitation and replacement, and pavement preservation projects on interstates, state highways, and local roadways. As a Resident Engineer, Craig oversaw the Black Canyon Field Office in the Central District leading a team of 15 staff overseeing construction projects in Phoenix, AZ.

SELECT PROJECT EXPERIENCE

I-10 Country Club / Kino Parkway TI | Tucson, AZ | 5/23 – Present
Project Manager: The \$420M Design-Build (DB) project will widen Interstate 10 and reconfigure interchanges between Kino Parkway and Palo Verde Rd in Tucson, AZ. The project includes reconstruction of the Kino Parkway traffic interchange, constructing a new interchange at Country Club Rd, and removing the existing interchange at Palo Verde Rd. As part of the General Engineering Consultant team, Craig assisted ADOT with development of the contract documents and procurement of the Design-Builder and was involved in reviewing and responding to questions from the shortlisted proposers and participating in review of Alternative Technical Concepts.

I-10 Broadway Curve | Phoenix, AZ | 12/21 – Present
OVTI Manager: The \$667M DB project to realign and expand an 11-mile stretch of Interstate 10 in Phoenix, AZ consists of widening I-10 to six general purposes lanes and two high occupancy vehicle lanes (HOV) in each direction, adding Collector-Distributor roads parallel to mainline, rebuilding the interchange at SR143, reconstructing cross street bridges, and constructing two new pedestrian crossings. Craig is responsible for overseeing the Owner Verification Testing and Inspection program on behalf of the Arizona Department of Transportation. His responsibilities include performing statistical validation of ADOT and the Independent Quality Firm (IQF) materials

EDUCATION

Bachelor of Science, Civil Engineering, Arizona State University, Tempe, AZ, 2010

LICENSES

Professional Engineer #58943, Arizona Board of Technical Registration

Professional Engineer #145154, Texas Board of Professional Engineers

Professional Engineer #0061816, Colorado Department of Regulatory Agencies

Professional Engineer #52634, Alabama Board of Engineers and Land Surveyors

CERTIFICATIONS

ACEC AZ – Leadership in Engineering Administration Program 2024

MEMBERSHIPS

American Society of Highway Engineers (ASHE) - Phoenix Sonoran Chapter

test results, developing quarterly materials certification and owner verification reports for ADOT leadership and the Federal Highway Administration, conducting in depth review of IQF reports to ensure compliance with the quality assurance program, and assisting with issue resolution of materials related issues of contract non-conformance.

I-40/US93 West Kingman Traffic Interchange | Kingman, AZ | 5/19 – 12/21

Senior Project Manager: The \$70M Design-Bid-Build (DBB) project consists of constructing a new system interchange providing free flow connections between I-40 and US93 near Kingman, AZ. The initial phase will construct the west-to-north and south-to-east ramps improving operations for vehicles traveling between Phoenix and Las Vegas. Craig's role as the Project Manager included coordinating development of final design plans and specifications, ensuring project environmental, utility, and right of way clearances were obtained on schedule, and managing the overall project budget. This important project is one of the largest scale expansion projects to be designed primarily with ADOT staff. As Project Manager, Craig conducted regular coordination meetings between the various design disciplines, stakeholders, and construction administration staff to facilitate effective communication, track project progress, and ensure timely resolution of project issues.

US93; Tegner St to Wickenburg Ranch Way, Wickenburg, AZ | 5/18 – 12/21

Senior Project Manager: The \$41M DBB project consists of widening US93 from two to four lanes and constructing four roundabouts near Wickenburg, AZ. This project included extensive right of way acquisition, utility relocations, and environmental coordination. Property was acquired from 58 parcels to construct and control access along the highway. Obtaining access control was critical to ensure future development along the route did not create operational and safety issues. As Project Manager, Craig met regularly with the ADOT Northwest District team and property owners to facilitate resolutions to concerns with future access. Regular utility coordination meetings were held to discuss required relocations by Arizona Public Service, CenturyLink, Cox Communications, Southwest Gas, and the Town of Wickenburg. Ongoing communications by the team ensured utility relocations were completed prior to project advertisement. Environmental mitigation measures included requirements that vegetation removal cannot occur during the summer months due to endangered migratory birds in the area. As Project Manager, Craig proactively adjusted the planned bidding schedule to ensure contractor crews have sufficient time to perform vegetation removal prior to the restricted time frame.

US93; Wickenburg Ranch Way to SR89, Wickenburg, AZ | 5/18 – 12/21

Senior Project Manager: The \$10M DBB project consists of widening US93 from two to four lanes and constructing a roundabout at the intersection of US93 and SR89 near Wickenburg, AZ. This project was 100% funded by an adjacent land developer. As PM, Craig helped establish the Joint Project Agreement (JPA), coordinated cost saving design changes, and negotiated additional funding contributions by the Developer after initial bid price exceeded the contribution amount.

Statewide Port of Entry Truck Screening System | Various Locations, AZ | 3/18 – 12/21

Senior Project Manager: The \$6M Design-Build-Maintain (DBM) project installed new truck screening systems at five Ports of Entry (POE) to improve operations and enforcement capabilities of ADOT's Enforcement and Compliance Division. This innovative project included integrating truck pre-clearance systems, weigh-in-motion detectors, over height sensors, cameras and dynamic message signs into a system that verifies compliance and provides alerts in real time to drivers to bypass or pull into the POE. The project also included a 5-year maintenance contract provided by the Design-Builder. Craig's role as the Project Manager was to ensure the RFP clearly defined the system requirements for functionality, installation, and acceptance, coordinate project funding, and oversee the project schedule.

SR87 at Ruins Dr | Coolidge, AZ | 3/18 – 1/19

Senior Project Manager: The \$545K DBB HSIP project to install a traffic signal on SR87 at the entrance to the Casa Grande Ruins National Park required extensive cultural coordination with several tribal agencies and the National Park Service. With minimal area cleared for signal pole and pull box installation, Craig coordinated with the SC District and ADOT survey to obtain and provide exact GPS coordinates for signal components in the plans to ensure the contractor stayed within the cleared area.

US95: 7th St to Aviation Way | Bullhead City, AZ | 5/19 – 6/20

Senior Project Manager: The \$500K DBB HSIP project designed raised medians and dedicated left turn bays along US95 in Bullhead City to reduce the head-on collisions. Craig coordinated with Bullhead City to determine appropriate locations for left turn bays and help communicate to vocal stakeholders about concerns regarding reduced business access.

Farmers Bridge | Cibola, AZ | 11/17 – 7/20

Senior Project Manager: The \$1.2 million DBB project to construct improvements to a steel bridge over the Colorado River near the rural town of Cibola, AZ was funded through a Federal Lands Access Program (FLAP) grant received by La Paz County. With limited funds available and several repairs needed for the structure, Craig maintained the project scope delivering the improvements required within budget.

SR87: Pine Creek Canyon Dr to SR 260 | Cibola, AZ | 12/19 – 3/21

Senior Project Manager: The \$4.7M DBB HSIP project designed improvements to reduce run-off-the-road incidents along a mountainous section of SR87 near Pine. Craig coordinated with the US Forest Service to ensure new guardrail met their required aesthetic guidelines while also meeting ADOT standards.

SR89A: Sedona City Limits to Bear Howard Dr | Sedona, AZ | 3/18 – 6/19

Senior Project Manager: The \$8M DBB project through Oak Creek Canyon designed pavement rehabilitation to extend the existing pavement service life. As part of the Environmental clearance process, Craig led a public meeting to educate the local community on the improvements and construction timeline.

Neely Street Pedestrian Bridge | Gilbert, AZ | 2/19 – 3/20

Senior Project Manager: The \$3.5M DBB local public agency project designed a new pedestrian bridge in the Town of Gilbert. Craig coordinated the Intergovernmental Agreement (IGA) with the Town and worked with them to obtain additional funding required after the project bid amount exceeded the original estimate.

City of Glendale Traffic Operations Center | Glendale, AZ | 11/17 – 5/18

Senior Project Manager: The project to upgrade the City of Glendale's Traffic Operations Center was developed and constructed through ADOT Procurement instead of the typical process through Contracts and Specifications. Craig coordinated with City staff to ensure system requirements were well defined in the contract. He held coordination meetings with the Procurement team and ADOT Construction staff to understand the construction administration requirements for this project.

US 60 at Thunderbird Rd | El Mirage, AZ | 10/16 – 9/17

Resident Engineer: This \$6M DBB project reconstructed the intersection of US60 and Thunderbird Rd near El Mirage, AZ. The project significantly improved traffic operations in the area by upgrading the stop-controlled frontage road intersection at Thunderbird Rd with new traffic signals and also included realignment of the frontage roads, drainage modifications, and new ADA facilities. As Resident Engineer, Craig oversaw construction administration leading a team of inspectors ensuring conformance with the project plans and specifications.

I-17 - 19th Ave to Arizona Canal Trail | Phoenix, AZ | 8/16 – 9/17

Resident Engineer: The \$12 million DBB project consisted of performing pavement rehabilitation along a 12 mile stretch of I-17 in Phoenix, AZ. The project also included upgrades to ADA pedestrian facilities at ten traffic interchanges and replacement of pedestrian fences at nine structures. Due to the urban location of the project, all work was required to be performed at night or on weekends. For ten consecutive weekends, contractor crews closed the freeway in two-mile sections to complete the removal and replacement of the rubberized asphalt friction course. As Resident Engineer, Craig facilitated weekly coordination meetings with the ADOT communications team, ADOT traffic operations center, and local emergency responders to ensure the public was made aware of the planned restrictions and to ensure emergency responders were prepared to respond to incidents. With over 48,000 tons of asphalt friction course paved on the project, verifying conformance of pavement materials with specification requirements was critical to ensure that the new pavement met its designed service life. Craig's team coordinated effectively with the contractor and ADOT area labs to obtain and test pre-paving materials samples with sufficient time for retesting and calibration if needed in to avoid delays with planned construction activities.

From: ADOT Business Engagement and Compliance Office <AZUTRACS-Support@azdot.gov>

Sent: Monday, September 2, 2024 10:03 AM

To: Weng On Tam <wengontam@tcsengineering.com>

Cc: ContractorCompliance@azdot.gov

Subject: Bidders List for Tam Consulting Services LLC

Tam Consulting Services LLC, AZUTRACS Number: [15708](#) has submitted a Bidder/Proposer list for **2025-003** on 09/02/2024 at 8:03 AM MST (UTC - 07:00).

Tam Consulting Services LLC submitted a blank bidders/proposers list. This means that they did not list any firms that they reached out to or were contacted by during the preparation of this bid/proposal. NOTE: Subbing out work is encouraged, where applicable. Under some circumstances, no subbing opportunities are available.



Engineering Consultants Section

Our True North: *Safely Home*

Katie Hobbs, Governor

Jennifer Toth, Director

Greg Byres, Deputy Director for Transportation/State Engineer

Steve Boschen, Division Director

Adam Bieniek, Group Manager

Date: August 28, 2024

TO: ALL INTERESTED PARTIES

SUBJECT: AMENDMENT NUMBER 01

REFERENCE: REQUEST FOR QUALIFICATIONS
CONTRACT NUMBER 2025-003
SUPPLEMENTAL SERVICES
PROJECT MANAGEMENT GROUP
TEMPORARY PART-TIME PROJECT DELIVERY MANAGER(S)

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

Question 1: Please clarify if ADOT is only asking for the Project (Contract) Manager's resume or for resumes of all key personnel identified in the statement of qualifications (SOQ), e.g. other qualified staff discussed in our firm's responses under Relevant Experience (Evaluation Criteria 1) or Demonstrated Knowledge, Skills and Abilities (Evaluation Criteria 2)

Answer 1: Yes, ADOT is only asking for the Project (Contract) Manager's resume.

Question 2: If we are discussing qualifications of other qualified staff (not the Project/Contract Manager) in our firm's responses under Relevant Experience (Evaluation Criteria 1) or Demonstrated Knowledge, Skills and Abilities (Evaluation Criteria 2), should the "ADOT Project Involvement Disclosure Statement" form also be provided for those staff members?

Answer 2: No, Only one disclosure form for the Project (Contract) Manager is to be submitted in the SOQ.

Question 3: Can you please confirm that **only a single resume**, which is that of the Project Contract Manager, is required to be attached to the SOQ submittal?

Answer 3: Yes, ADOT is only asking for the Project (Contract) Manager's resume.

Question 4: Can you please confirm that by stating the Project Contract Manager is the only person considered as *key personnel* for this contract, that **only a single "ADOT Project Involvement Disclosure Statement"** form (page 3 of Part B of the SOQ) is required to be submitted?

Answer 4: Yes, Only one disclosure form for the Project (Contract) Manager is to be submitted in the SOQ.

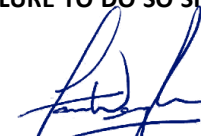
Thank you,

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.

Weng On Tam, President
Tam Consulting Services LLC

CONSULTANT NAME



SIGNATURE

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

CONSULTANT INFORMATION PAGES (CIP)

CONTRACT NO.: _____

CONTACT PERSON: _____

E-MAIL ADDRESS: _____

TITLE: _____

CONSULTANT FIRM: _____

ADDRESS: _____

CITY, STATE, ZIP: _____

TELEPHONE: _____

FAX NUMBER: _____

UNIQUE ENTITY ID# (FROM SAM WEBSITE): _____

ADOT CERTIFIED DBE FIRM? (YES/NO) _____

SUBCONSULTANT(S):	TYPE OF WORK	ADOT CERTIFIED DBE FIRM (YES/NO)
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
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_____	_____	_____

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

SUBCONSULTANT(S) TABLE:

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

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.

DBE GOAL ASSURANCE/DECLARATION

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

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


Signature

Date

Printed Name

Title

SOQ SUBMITTAL CHECKLIST

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

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

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