



September 5, 2024

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

RE: Supplemental Services | Project Management Group (PMG) |
Temporary Part-Time Project Delivery Manager(s) | Contract No. 2025-003

Dear Selection Panel Members:

The Arizona Department of Transportation (ADOT) is accepting Statements of Qualification for temporary, part-time Project Delivery Managers (PDMs). WSP hopes to continue our partnership of providing you with experienced PDMs that serve as extensions of your staff. As Senior Vice President, I, Joy Melita, PE, commit the key personnel and resources needed to support ADOT's program, with professionals who strive to meet or exceed your quality and schedule expectations. Sandy Thoms, PE (AZ PE #60181), PTOE, RSP₁, will serve as our Contract Manager, as well as a PDM, the same roles she currently performs for ADOT. With five years as an ADOT PDM, Sandy has delivered 19 projects to construction. She currently manages thirteen active projects, including a major freeway widening on SR 303L and a new system interchange at SR 303L and I-17.

WSP recognizes the critical role of PDMs in the successful completion of ADOT projects. These projects help fulfill ADOT's vision "To safely connect people and empower our economy." We propose to integrate our experience and lessons learned as a current Supplemental Services PDM provider to assist in the delivery of the Five-Year Construction Program, recent State-funded projects, and any additional projects that may come out of future infrastructure funding.

Our qualified PDM candidates proposed for consideration, in addition to Sandy Thoms, include Tom O'Reilly, Angie Galietti, Chris Moore, Chris Rodriguez, Frank Fry, and Michelle Medina. We have strategically selected these WSP PDMs for their:

- ▶ **Familiarity with ADOT:** All seven of our candidates are currently serving as ADOT PDMs. Our long history of providing supplemental services to ADOT, industry values, and "client first" business model all contribute to our ability to meet ADOT's needs.
- ▶ **Ability to Perform Tasks:** Our proposed PDMs have managed over 200 ADOT projects over the past nine years and have a proven track record of following the project delivery process to successfully deliver projects on schedule.
- ▶ **Client and Customer Service:** We emphasize the importance of providing quality professional services and instill this culture in our staff, as evidenced by the numerous public presentations our PDMs have given to MAG committees, Tribal Councils, and ADOT groups.

Thank you for this opportunity to present our credentials and for considering our team. If you have any questions or require additional information, please feel free to contact me or Sandy via email at joy.melita@wsp.com or sandra.thoms@wsp.com.

Respectfully
WSP USA Inc.

Joy Melita
Senior Vice President
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Engineering Consultants Section SOQ Proposal Certifications Form – SUPPLEMENTAL SERVICE

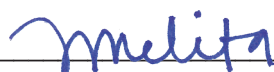
Contract Number: 2025-003Consultant Name: WSP USA Inc.

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: Joy Melita, PETitle: Senior Vice PresidentSignature: Date: September 5, 2024

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 PERSONELL ON OTHER ADOT CONTRACTS. This form **shall** be submitted or the SOQ shall be rejected.

Consultant Name: WSP USA Inc. **Contract Number:** 2025-003

Proposed Supplemental Service Personnel Name: Sandy Thoms, PE, PTOE, RSP

% of time available to work on the proposed contract: 25%

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.	ECS	2022-003	Project Delivery Manager (Supplemental PM)	12	April 2025
2.	ECS	2018-018	GEC Traffic Lead for F0072 I-10 Broadway Curve P3	3	March 2025
3.	ECS	2022-006.20	Project Manager for T0393 & T0356, Post Design Services	0.25	June 2025
4.	ECS	2022-006.20	Project Manager for T0476, Final Design	0.5	May 2025
5.	ECS	2022-006.20	Traffic Lead for F0647 & F0688, Final Design	0.25	July 2025
6.	ECS	2022-002	Traffic Lead for F0448 I-19 Irvington Rd TI	0.5	June 2025
7.	ECS	2024-009	Traffic Support for F0719 SR 24, SR 202 to Ironwood Dr	0.5	September 2025
8.	ECS	2024-018.01	Negotiating; Traffic Analysis Lead for F0504 SR 30, 97th-71st Ave	1	June 2026
9.	ECS	2025-002	SOQ: Traffic Lead for F0543 I-11, I-10 to US 93 DCR	2	December 2027

(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).

Sandy Thoms, PE, PTOE, RSP
Proposed Supplemental Service Name

Signature
September 5, 2024
Date

Joy Melita, PE
Principal or Officer of Firm Name

Signature
September 5, 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.

WSP USA Inc.				
Company Name			Signature of Person Authorized to Sign	
1230 W. Washington Street, Suite 405			Joy Melita, PE	
Address			Printed Name	
Tempe	Arizona	85288	Senior Vice President	September 5, 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.

WSP USA Inc.

Company Name

1230 W. Washington Street, Suite 405

Address

Tempe

Arizona

85288

City

State

Zip

Signature of Person Authorized to Sign

Joy Melita, PE

Printed Name

Senior Vice President

Title

C. EVALUATION CRITERIA

C1. Relevant Experience

Staff Experience

WSP has been supporting ADOT with supplemental part-time project management services since 2015. Our experience in this capacity covers the spectrum of project development from scoping to design and construction, including:

- ▶ Monitoring project scope, schedule, budget, and risks
- ▶ Tracking construction cost estimates to ensure they meet funding allocations
- ▶ Communicating expectations to the project team and stakeholders
- ▶ Maintaining accurate project records on Workfront
- ▶ Complying with the federal process by obtaining clearances and Federal Authorizations
- ▶ Presenting projects to the Project Review Board (PRB), Priority Planning Advisory Committee (PPAC), and key stakeholders
- ▶ Advertising complete projects within the programmed month

Experienced and dedicated, WSP is interested in continuing to serve ADOT for the 2025 supplemental services contract with Sandy Thoms as Contract Manager.

Our Staff Experience

WSP proposes the same Project Delivery Managers (PDMs) on our current contract, which means they all have firsthand experience delivering ADOT projects in this role (see Table 1).

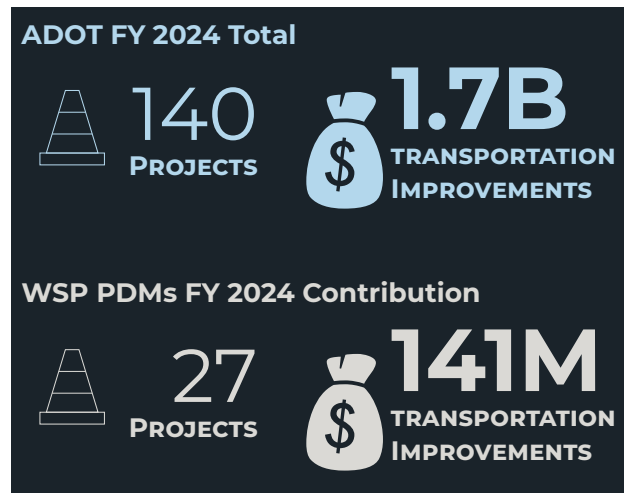
More than helping ADOT deliver the Five-Year Program, these professionals engage actively as part of the extended Project Management Group (PMG) team mentoring and supporting others. From their work at both ADOT and WSP, they bring relationships from many project partners and stakeholders like MAG, PAG, and local public agencies (LPAs) that help facilitate project delivery. As consultant design engineers, they each have extensive knowledge of the principles of civil engineering, AASHTO, FHWA, and ADOT design standards, guidelines, policies, and procedures.

Table 1: WSP Staff Experience as ADOT Project Delivery Managers

WSP Staff Information	Added Value Technical Expertise	Projects as PDM	Types of ADOT Projects Managed
Sandy Thoms, PE, PTOE, RSP₁ Years Total: 13 Years as ADOT PDM: 5 Role: Contract Manager and ADOT PDM	Traffic Design, Traffic Analysis, Safety Analysis, Change of Access Reports	25	Pavement rehab, bridge rehab, rumble strips, bike lanes, HSIP, arterial reconstruction, freeway widening, system interchange, procurement
Sandy leverages her interpersonal skills in communication, engagement, and conflict resolution to bring together teams that will strive for a collective goal.			
Tom O'Reilly, PE Years Total: 40 Years as ADOT PDM: 9 Role: ADOT PDM	Roadway Design, Cost Estimating, DCRs, Corridor Studies	70	Interchanges, passing lanes, pavement rehab, bridge recon/rehab, drainage, rockfall mitigation, ADA, HSIP, rest areas, IDIQ delivery
Tom is knowledgeable of ADOT's processes and requirements, including obtaining Federal Aid for projects with innovative methods that qualify for an additional five percent federal funding.			
Angie Galletti, PE Years Total: 16 Years as ADOT PDM: 4 Role: ADOT PDM	Bridge Design, Alternative Delivery	39	Pavement rehab, bridge scour retrofit, bridge replacement, HSIP, service interchange, traffic signal, multi-use paths, lighting, arterial reconstruction
Angie's priority is to be responsive. She encourages effective coordination with the team and stakeholders to mitigate risks and deliver clear, concise, biddable, and constructible design packages.			
Chris Moore, PE, PMP Years Total: 25 Years as ADOT PDM: 3 Role: ADOT PDM	Roadway Design, Site Design, Utility Coordination Utility Design	25	ITS Corridors, Port of Entry improvements, rumble strips, raised medians, HSIP, PHBs, rock fall mitigation, roadway widenings
Chris is accountable for his projects and works with his teams to find solutions that keep projects on schedule while delivering a quality end product.			
Chris Rodriguez, PE Years Total: 32 Years as ADOT PDM: 3 Role: ADOT PDM	Bridge Design, Bridge Rehab, Alternative Delivery	30	Bridge replacement/rehab, intersection improvements, roadway widenings, HSIP, DCR updates, pump station connectivity, RWIS
Chris takes ownership of his projects and tracks progress closely to ensure they remain on schedule and within scope and budget.			
Frank Fry, PE Years Total: 28 Years as ADOT PDM: 1 Role: ADOT PDM	Roadway Design, Utility Coordination, Alternative Delivery	9	Roadway widening, pavement rehab, signals, multi-use paths, off system bridge improvements, HSIP
Frank keeps project schedules on track, defines and mitigates risks, promotes collaboration, and ensures that costs and schedules meet the planned budgets and delivery timelines.			
Michelle Medina, PE Years Total: 10 Years as ADOT PDM: 1 Role: ADOT PDM	Roadway Design, ADA Analysis/Reports, AASHTO Reports	6	Pavement rehab, bridge rehab, new roadway and bridge, pedestrian improvements, HSIP
Michelle's project teams work cohesively to deliver quality designs, coordinate effectively, and develop efficient workflows to remain on schedule and under budget. She will be proactive in mitigating issues and ensure that a quality design package is readily constructible and biddable.			

Record of Performance

PMG celebrated an extraordinary close of FY 2024, supported by the PDM program.



Notable examples of successful project deliveries include:

- ▶ **I-40, CA Border to Needle Mountain Rd:** By proactively working with the project team, Sandy was able to advance this project from FY25 to FY24 to utilize available funding.
- ▶ **SR 73/SR 260 Intersection Safety:** To ensure this project advertised in FY24, Tom went to the White Mountain Apache Tribe's Council meeting twice to present the IGA and emphasize the importance of voting for approval in order to secure federal funding and deliver the project.
- ▶ **I-10 Port of Entry:** Chris Moore kept the team focused with regular coordination meetings to deliver the clearances in time to meet the FY24 bid advertisement.

To assure PDMs are meeting expectations, WSP local leadership meets regularly with Steve O'Brien and/or PMG team managers to understand our performance. Feedback shared has been positive and includes specific acknowledgements like Chris Moore's attention to detail, Angie Galietti's responsiveness, and Chris Rodriguez's willingness to help with any task.

WSP Firm Support

In addition to the individual experience of the PDMs, our firm brings experience and resources that provide value to ADOT through this contract. This includes additional PDMs, technical expertise to "bounce ideas off", and staff qualified to support Contracts & Specifications (C&S). We are a full-service firm with multiple technical discipline areas providing our PDMs access to local and national expertise that may be beneficial to their ADOT projects. Our PDMs also serve as mentors to WSP staff, which creates a pathway for future PDMs with a minimal learning curve. WSP provides supplemental project management services to other agencies like MCDOT, City of Peoria, and City of Tucson. The aggregation of best practices from these services enhances the value we bring to ADOT.

C2. Demonstrated Knowledge, Skills, and Abilities (KSAs)

Staff KSAs

WSP has been serving ADOT and delivering projects for over 40 years, while providing PDMs to successfully deliver projects for the past nine years. ADOT is delivering more projects than ever before, with the workload and demands of PMG increasing every year. We have continued to provide additional staff to offset this workload increase, ultimately providing seven PDMs—the most of any consultant currently serving under this contract. With 80 transportation employees in our Tempe and Tucson offices, WSP can provide the necessary technical support to our proposed PDMs. We encourage staff to become PDMs and support their growth and training, resulting in numerous qualified PDMs.

Our staff bring the right capabilities to the PDM role. Their extensive experience on ADOT projects provide them with a strong knowledge of ADOT, FHWA, and AASHTO policies, procedures, guidelines, methodologies, and management tools. This experience includes managing a variety of projects ranging categorized as preservation, expansion, and safety. Our team has excellent working relationships with personnel in

ADOT PMG, C&S, Roadway, Traffic, Bridge, Districts, Communications, R/W, Utility and Railroad Engineering, Environmental Planning (EP), and Transportation Systems Management and Operations (TSMO). We have also developed strong relationships with metropolitan planning organization (MPO) representatives and staff from local agencies.

Having served as PDMs for varying durations up to nine years, our staff have gained valuable knowledge of the internal processes for initiating, maintaining, and bringing projects to construction in alignment with PMG's standard work. They understand the importance of ADOT's 20-30-30-20 goal and strive to not only deliver projects in the specified quarter, but even in the planned month. This helps reduce the burden on numerous groups within ADOT as well as FHWA.

Each of our proposed staff have the KSAs to deliver projects, as evidenced by their performance over the past nine years. The same seven staff who are currently serving as PDMs are being proposed to continue in this capacity. Each person on our team brings unique experiences and skillsets that enables them the be strong project managers.

Sandy Thoms has successfully managed some challenging projects for ADOT that have pushed her and her team to develop creative solutions, such as with her US 60X project. Her ability to coordinate and engage stakeholders in decisions paired with her strong yet respectful communication style has led to the successful outcome of these projects.



Tom O'Reilly has an extensive tenure within PMG which allows him to lean on established relationships within the Department to facilitate successful outcomes. His recent efforts in presenting IGAs in front of the Hopi and White Mountain Apache Tribes exemplifies his commitment to ensuring successful project delivery.



Angie Galietti brings a unique set of skills from her time working in the industry, ultimately focusing on responsiveness. She leans on her alternative delivery experience to enhance her coordination and problem-solving skills to communicate design solutions, which she leveraged on a recent LPA project with Apache Junction to resolve lighting design coordination issues with SRP.



Chris Moore is organized, detail-oriented, and a strong communicator—all traits that help make a successful PM. He recently worked with the Port of Entry (POE) and Smart Highway subprogram managers to keep them up to date on project construction estimates, helping identify programming changes and needs.



Chris Rodriguez knows the steps that must be taken to advance a project to construction, ensuring it remains on track and in compliance with federal, state, and local requirements. He recently worked closely with ADOT EP to help a secure environmental clearance that was behind schedule, in time for successful FY24 delivery.



Frank Fry utilizes his experience in leading the WSP Tucson office to help foster teamwork among his design teams at ADOT. He recently leveraged this expertise to solicit team input and help establish a project scope as he initiated an in-house design project.



Michelle Medina has gained valuable insight into ADOT's project development process, applying her experience working as a consultant project manager and engineer to better manage projects on behalf of ADOT. She had a recent project that required a standalone RFQ process to select a consultant for an LPA project utilizing AZSMART funding, a process that was new for the Department.



Our Proposed Project Managers:

- ▶ Proactively manage projects by closely monitoring scope, schedule, budget, and risks
- ▶ Possess diverse technical experience, making them valuable assets to ADOT project teams
- ▶ Seek options and alternative solutions for delivering a project, asking the right questions at the right time
- ▶ Recognize that they are responsible and accountable for successfully delivering their projects
- ▶ Understand that they are representatives of PMG and of ADOT as a whole, and take that responsibility seriously

Innovative Techniques in Previous Work

ADOT has a well-established standard work process for delivering most projects. However, unique instances do arise requiring a variety of tactics and innovative ideas to address project needs. Examples of our PDMs successfully delivering on complex assignments include:

- ▶ Chris Moore managed a POE project assessment for five POEs across the state. He leveraged his DCR expertise to gather input from users and stakeholders by holding a design charrette to present and discuss initial design concepts. He gathered POE staff input through discussions and drawing on white boards, ultimately walking away with an approved concept that was supported by the end users.
- ▶ Chris Rodriguez managed an LPA project with Mohave County to install raised pavement markers and curve warning signs on various Mohave County Roads. Bids came in over programmed funding and the County was unable to pay the difference. Chris worked closely with C&S to re-advertise the project as fixed price variable scope. This bidding

mechanism is not typical for ADOT and will allow the County to still have this critical safety project implemented.

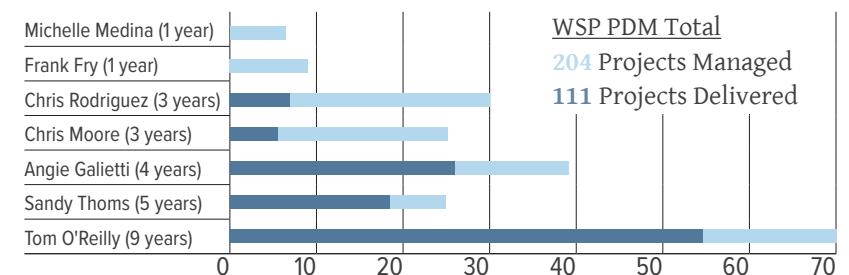
- ▶ Tom is leading projects to implement ADA improvements throughout the State. The initial project used Indefinite Delivery/Indefinite Quantity (ID/IQ) contracting, an innovative delivery method that was developed with FHWA guidance. This allows ADOT to develop a project and advertise for a contractor. Additionally, it also allows ADOT to provide the contractor with additional tasks (projects) that have similar work over a specific time frame. Tom managed this project that completed ADA upgrades in the entire Southwest District and is now developing projects for the Northwest District.

Ability to Meet Requirements through Performance Record

PMG is responsible for delivering not only ADOT's Five-Year program, but also projects receiving funding through grants or legislative appropriations, and federally funded projects for local agencies. Identification of new funding sources has resulted in ADOT delivering a record number of projects each year. This trend is expected to continue, especially if Proposition 479 passes in November.

Our PDMs have delivered 111 projects to date (through advertisement) and have supported 204 projects overall, as shown in Figure 1.

Figure 1: Projects Led by WSP PDMs



Additional Skills and Complex Assignments

Our PDMs have diverse backgrounds that have supported and driven them to ultimately become strong project managers. They are able to lean on their technical background to understand project issues, inform decisions, and negotiate contracts. While each of our PDMs bring their own skillsets, Table 1 (Section C1) shows some key areas where our PDMs have extensive technical knowledge that can translate to better management and support of projects.

Some examples of where our PDMs have been given opportunities to support complex projects that utilized their technical skillsets as well as their strong project management and interpersonal skills are noted as follows.

Sandy is managing two final design projects that were funded through State Legislative appropriations. The first is widening SR 303L from 51st Ave to I-17 and installing a new system interchange at I-17. The other is widening SR 303L from Lake Pleasant Pkwy to 51st Ave, adding a general-purpose lane for 4.5 miles. These two projects are being designed concurrently but by different design consultants, requiring extensive coordination but also allowing for some overlap in efforts, including holding a joint public meeting. Stakeholders include MAG, Arizona State Land Department, FHWA, and the Cities of Phoenix and Peoria. Sandy is coordinating IGAs with the local agencies for providing irrigated landscaping as well as enhanced aesthetic features. Neither project has construction funding, but they will be shelf-ready to advertise as early as FY2025.

Angie is managing two new service interchanges on I-40 that are each funded by separate developers but sponsored through the City of Kingman. The Rancho Santa Fe Traffic Interchange project utilized \$10M of Legislative Appropriations with a caveat that the City provide notification of funding by June 2024. Angie worked closely with District, the City, the designer, and ADOT management to obtain an official letter of available funds and coordinate ICAP expectations

while discussing alternate bid options to save the City money. Finally, she worked with the City to expedite IGA changes and overmatch invoicing to provide an FY24 advertisement in line with the funding stipulations.

Tom managed SR 303L, 51st Ave and 43rd Ave Traffic Interchanges project, which was one of ADOT's most fast-paced projects. The team designed two new service interchanges to support rapid development along the corridor, completing design in 9 months and construction within 12 months. This project involved extensive stakeholder coordination, IGAs with multiple entities (including a private development), major utility relocations, ROW acquisition, and early procurement of department-furnished materials. Tom led the team that successfully delivered this project and resulted in the interchanges being open to traffic by the deadline promised to stakeholders.



C3. Knowledge of Federal, State & Industry Standards

Level Of Knowledge With Federal Standards And Guidelines

WSP PDMs have significant experience working with federal, state, and industry standards. We understand that all projects seeking federal funding for Preliminary Engineering activities must first be authorized by FHWA. FHWA has developed a "Standard Operating Procedure" for guidance to meet the federal requirements.

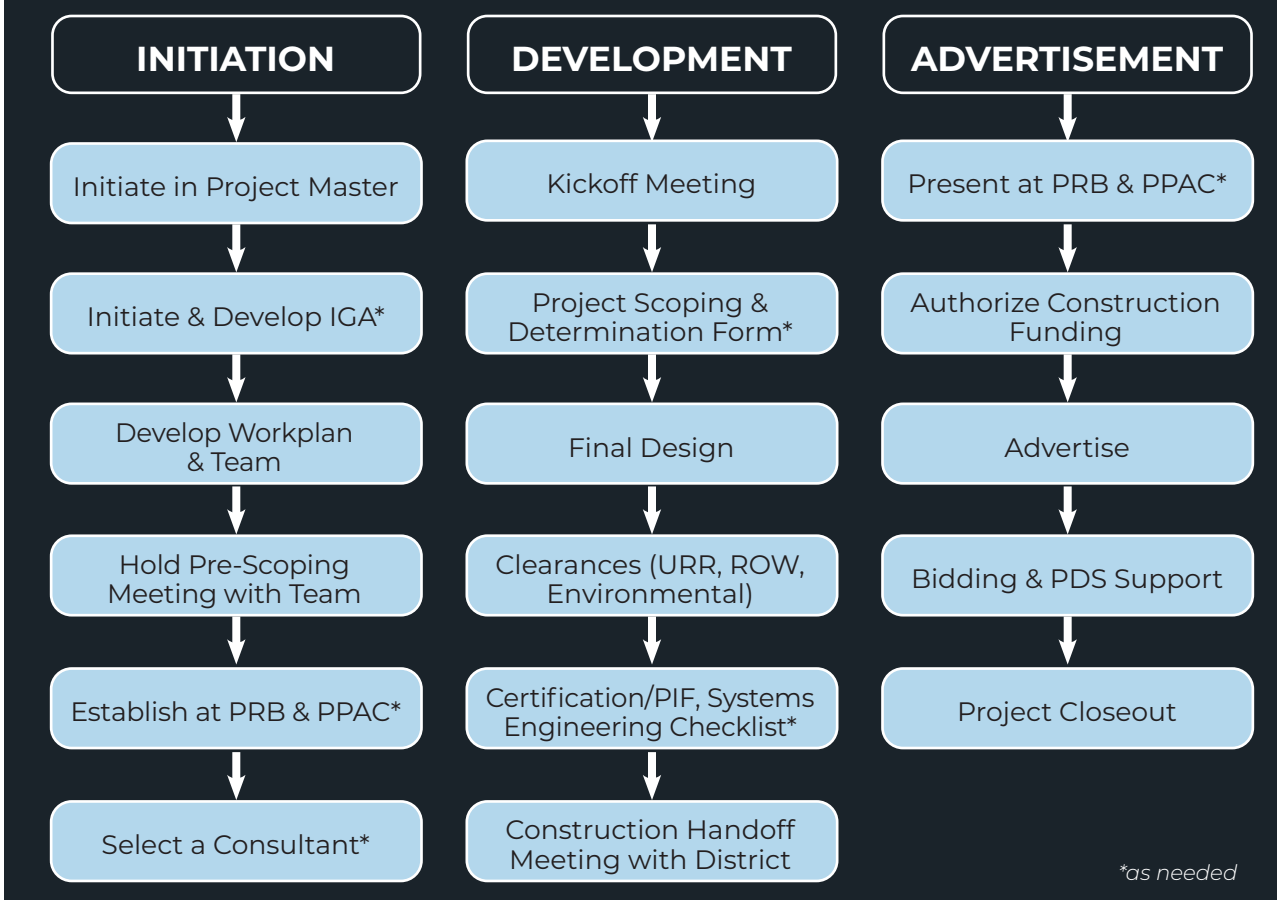
Depending on the level of environmental documentation required for a project, either a 1-Step or 2-Step Authorization Process must be followed. The 1-Step

process is for most projects and can be cleared through a Categorical Exclusion (CE). The 2-Step process must be followed for projects requiring an Environmental Impact Statement (EIS) or Environmental Assessments (EA) in accordance with NEPA. Our proposed PDMs have managed or worked on projects requiring the different levels of NEPA clearance, supporting as ADOT PDMs as well as for projects led by WSP.

The process undertaken by a PDM to initiate and deliver a project involves many steps that are set up to ensure the project adheres to federal requirements. While not all steps are required for non-federal aid projects, the process (Figure 2 on the following page) remains generally consistent to ensure consistent expectations throughout the Department. Our PDMs initiate a project in Project Master and estimate the project funding by determining the required budgets for each sub-phase. We complete any required Federal Aid forms and initiate the project at PRB. Working with Project Accounting and Finance, the federal aid request package is sent to FHWA for authorization. FHWA must first give the official authorization before any work on a project can be reimbursable.

Obtaining FHWA authorization is a critical step to initiate projects and each of our proposed PDMs understand the complete ADOT project development process in addition to the LPA process. Knowing the funding mechanisms (color of money) and how that impacts the development of the required project clearances empowers PDMs to develop a realistic schedule. Realizing that a project is on Tribal land or within a National Forest will allow the PDM to build realistic review time for biological and cultural resource reviews into the project schedule. Our PDMs understand that assuring Systems Engineering Checklists, Public Interests of Finding, Change of Access Reports, and Design Exceptions are approved in advance of requesting the authorization of federal funds keeps projects on schedule for bid advertisement. We know that an environmental clearance approved prior to making right-of-way acquisition offers is another aspect of building a realistic schedule and delivering the project on time.

Figure 2: Key Elements of the Project Development Process



Many State and LPA projects use HSIP funding, so having past experience allows our PDMs to navigate the delivery process. These projects often have a very specific scope, but scope creep and other needs are identified during the development process that are not eligible for HSIP funding. For example, we understand that a narrow width of fog coat is eligible for HSIP funding and can be used to cover existing pavement markings and protect pavement from raveling for rumble strip and turn lane projects, but a fog coat of the full-width cross section is not eligible.

Level Of Knowledge With State Standards And Guidelines

State Legislative and AZSMART projects vary in that the project scope and deliverables may evolve as the project

scoping tasks advance or design begins. It is often desirable to begin the NEPA process even though federal funds have not been identified for the project so that if they do become available, the environmental efforts do not require any re-evaluation or additional cultural surveys. Most AZSMART projects begin design without construction funding in place. So in this instance, following the NEPA process to Stage III is desirable, but acknowledging that the clearance will not be issued until funding is available allows our PDMs to manage expectations of LPAs.

Our proposed PDMs routinely use and follow ADOT's Standard of Work for Project Management activities, which includes the environmental screening process to approve geotechnical investigations. Following the

Standard of Work allows PDMs to collaborate with the ADOT team to define the project scope, develop the schedule, and set the budget. Familiarity with the DSWT is a necessity in preparing clear and concise SOIs and RFQs, in addition to reviewing consultant scope and fee proposals. This is key since projects have limited budgets and scope changes cannot always be accommodated, even if project sponsors or key stakeholders champion the proposed changes. Project development budgets must be shared between ADOT staff and consultants. These budgets are extremely limited, and we are mindful of the value of working together to be an efficient team. At the end of project development, the PDM is also required to close-out the project and identify any unused funds within 90 days for de-obligation.

C4. Availability

Adequate Time to Commit

WSP and our proposed PDMs are available and committed to deliver the contract specific tasks. While PDM availability is provided in Table 2, we value our partnership with ADOT and will continue to be flexible to Department's needs when called upon to support. Under the current and preceding contracts, all proposed PDMs have demonstrated their ability to balance their part-time work at ADOT with their firm commitments. As the Contract Manager, Sandy Thoms will manage WSP's overall availability and administrative aspects of this contract with the support of WSP local leadership.

Table 2: PDM Availability

PDM	Availability
Sandy Thoms, PE, PTOE, RSP ₁	25%
Tom O'Reilly, PE	95%
Angie Galietti, PE	40%
Chris Moore, PE, PMP	50%
Chris Rodriguez, PE	50%
Frank Fry, PE	30%
Michelle Medina, PE	65%

ATTACHMENT 1: KEY PERSONNEL RESUME

Sandy Thoms, PE, PTOE, RSP, Contract Manager, Project Delivery Manager

🎓 MS, Civil Engineering 📅 13 years of experience (7 with WSP) 🏠 AZ PE #60181, PTOE #4085, RSP #324 ⌚ 25% available - Sandy is currently managing projects as PDM and will remain in that role through completion.



Sandy is a proactive project manager who can lead a project from inception to completion by unifying a team, being clear on expectations, and fostering open communication. Her strength leading projects is based on serving as a consultant project manager and project engineer for urban and rural planning and design projects, as well as her five years of experience serving as an ADOT Project Development Manager (PDM). Sandy's technical experience includes project assessments, feasibility studies, design concept reports (DCRs), final design bid packages, and post design services. As a project manager and task lead, she has led design efforts, managed project schedules, evaluated and tracked project risks, led progress and comment resolution meetings, and spearheaded efforts in obtaining project clearances. She understands the life cycle of the project development process and how it informs her approach and establishes an efficient delivery of projects. While Sandy's technical background emphasis is traffic engineering, she has successfully managed several multidisciplinary projects for WSP and for ADOT. Her time management and organizational skills have allowed her to deliver several projects concurrently while maintaining a high quality of work. This experience, combined with her history working on ADOT projects, will enable her to be a successful PDM within PMG.

Similar Project Experience

ADOT Supplemental Services Project Development Manager, Phoenix, Arizona: Project Manager. Sandy serves as an extension of ADOT staff within ADOT's Project Management Group, managing in-house as well as consultant-designed projects on behalf of ADOT. Her projects vary in size and scope from rumblestrip installation and bridge rehabilitation to large urban roadway reconstruction and system interchange final design. She is responsible for initiating, managing, and coordinating projects from inception to completion and ensuring they remain on track for delivery. She is also tasked with ensuring projects remain in compliance with federal funding requirements and facilitates federal authorization of funding. Sandy's ability to take ownership of a project to ensure its successful delivery paired with her interpersonal skills in bringing together various stakeholders and design groups has proven to be successful in delivering these critical projects for ADOT. She is able to successfully manage these projects on behalf of ADOT while simultaneously delivering on projects for WSP.

ADOT PDOC Bullhead Pkwy, Silver Creek Rd to Laredo Dr, Bullhead City, Arizona: Project Manager. WSP designed raised medians and solar lighting along a 1.25-mile stretch of Bullhead Parkway utilizing HSIP funding. The project was originally 4 miles long and after an early parametric estimate identified a significant funding shortage, Sandy and her team recommended that the project limits be reduced to encompass only the highest-crash segment. As another cost saving measure, Sandy worked closely with Bullhead City to provide the topographic survey for the project. These are only a few of the creative solutions utilized on this project to stretch the budget and still design a complete project that would improve safety for the traveling public.

ADOT PDOC Main St, Central Ave to Airport Rd, Eagar, Arizona: Project Manager. WSP designed solar lighting along a one-mile stretch utilizing HSIP funding. Sandy and her team worked closely with the Town to select a solar lighting system that would adequately illuminate the roadway to improve safety while still maintaining the small-town aesthetic charm of Eagar. The Town intends to utilize the selected solar lighting system for all future roadway projects, so Sandy wrote a Public Interests of Finding (PIF) in order to sole source the product for system continuity and integration.

ADOT PDOC Bullhead Pkwy & Silver Creek Rd Lighting & Signage, Bullhead City, Arizona: Project Manager. Sandy led this ADOT LPA project, which involved developing a final design package for lighting, signing, and signal upgrades along Silver Creek Rd from SR 95 to Bullhead Pkwy and on Bullhead Pkwy from Silver Creek Rd to Canyon Rd. This HSIP-funded project did not have adequate construction funding programmed to provide lighting through the entire project limits. WSP performed a lighting evaluation comparing different power sources and identifying how many light poles the budget would accommodate using solar powered vs traditional grid powered lighting. We recommended traditional grid power and identified spot locations to install lighting throughout the project limits for the best safety benefit – a marked crosswalk, key intersections on Bullhead Pkwy, and continuous lighting on Silver Creek Rd. This project required coordination with the local agency for implementing their design standards on an ADOT-administered project, and also involved coordination with the FAA for light pole clearance heights. While the project design was ready to advertise on schedule, it was delayed by a quarter due to delays in obtaining the local match contribution for construction.

MAG SR 85, Broadway Rd to Hazen Rd, Buckeye, Arizona: Project Manager. WSP was selected by MAG to conduct a study evaluating near- and long-term improvement alternatives for this ADOT-maintained highway. The corridor is currently operating in an interim configuration with traffic traveling on future frontage roads, as the corridor is ultimately planned to be part of I-11. With an unfavorable crash history and anticipated substantial growth and development in the near future, there is an urgent need to identify a plan for improvements that will continue to support the region. The study is evaluating traffic operational performance as well as predicted safety performance of the corridor and the major intersections. Improvement alternatives will be identified and compared in an evaluation matrix with an ultimate recommendation for a near- and long-term improvement concept.

ADOT I-10 Inner Loop Active Traffic Demand Management Planning Study, Phoenix, Arizona: Deputy Project Manager and Lead Traffic Engineer. This project involved developing a concept of operations on I-10 from 35th Ave to Sky Harbor Blvd. The study was based on the results of a safety and mobility analysis and included a variety of Active Traffic Demand Management (ATDM) strategies. A series of alternatives were developed ranging from signing upgrades and Intelligent Transportation System (ITS) solutions to major roadway reconfigurations and managed motorway systems that would help improve the safety and operational efficiency of the corridor. Sandy and the team provided qualitative evaluations of these alternatives and also developed a VISSIM model to provide a quantitative determination of their feasibility. Conceptual design layouts were developed for the alternatives to help formulate cost estimates. The long-term recommendations were then summarized with a timeline for next steps and an implementation plan.

ADOT I-10, I-17 Split to SR 202L Santan (I-10 Broadway Curve), Maricopa County, Arizona: Traffic Discipline Lead. WSP is the General Engineering Consultant (GEC) supporting ADOT in delivering a P3 project along I-10 between the I-17 Split and the SR 202L Santan Freeway. The project scope includes widening I-10 to provide additional general purpose and HOV lanes, a collector-distributor (C-D) system, and improve system and service interchanges. WSP developed a schematic design and Environmental Assessment (EA) to prepare for the project procurement as no DCR had been prepared for this project. Sandy was responsible for delivering on all traffic elements of this project including the VISSIM operations modeling to inform design decisions, collecting and analyzing origin-destination data, performing the operational analysis for the EA, and developing the Change of Access Report. She was also responsible for developing all schematic design elements for signing, pavement marking, traffic signals, and lighting, as well as developing cost estimates for these items. Sandy also wrote the Technical Provisions (TPs) for these elements which set the requirements on which the proposing Developers based their designs and bids.

MAG I-10 Knox Bicycle & Pedestrian Bridge Scoping Study, Phoenix, Arizona: Deputy Project Manager and Traffic Lead. WSP is preparing a scoping study for MAG evaluating the feasibility of installing a bicycle and pedestrian bridge crossing I-10 along the Knox Road alignment, halfway between Warner Road and Ray Road connecting the cities of Phoenix, Tempe, and Chandler. The study will evaluate purpose and need, identify the connection points for the bridge on either side of I-10, and outline the impacts, design considerations, and an implementation plan.

ADOT I-19 Irvington Rd TI, Tucson, Arizona: Traffic Lead. WSP is leading the design for reconstructing the Irvington Rd TI to better accommodate current and future traffic demand. Sandy and her team conducted an operational analysis of the interchange assuming a SPUI configuration, which was the concept recommended in the DCR. Due to greater traffic growth than anticipated, the SPUI configuration would experience failing operations in the design year. The WSP team provided an alternative configuration that would operate at an acceptable level, which is a partial cloverleaf. This configuration gained the support of ADOT and project stakeholders, and is now under final design. Sandy and her team will prepare the Traffic Report, Change of Access Report, and design for signing and pavement marking, lighting, and traffic control.

MAG SR 303L Litchfield Road TI Project Assessment, Surprise, Arizona: Deputy Project Manager and Traffic Engineer. MAG sponsored a study to evaluate options for a new traffic interchange on SR 303L at Litchfield Road. WSP conducted an in-depth evaluation comparing four different interchange configurations for the new TI. A detailed evaluation matrix was developed comparing the alternatives and presented to the project stakeholders. This evaluation included modeling the traffic operations of Litchfield Road, of SR 303L, and of the ramps using HCS and Synchro. A preferred alternative was selected and the team developed a project assessment and 15% design plans for construction of the new interchange. A Planning and Environmental Linkages (PEL) checklist was also prepared to better position this project for future federal funding.

ADOT SR 303L, MC 85 to Van Buren Street, Goodyear, Arizona: Traffic Analysis Lead. WSP is a subconsultant designing the new SR 303L freeway south of I-10 along the Cotton Lane alignment between MC 85 and Van Buren. Sandy led the traffic analysis efforts to update the DCR with current traffic projections. Her analysis was also utilized for the Air Quality and Noise Analysis as part of the environmental clearance process. The traffic analysis evaluated 12 different scenarios including existing, 2050 No Build, 2050 Build, and 9 different interim alternatives for year 2030. The analysis used HCS and Synchro and included 4 miles of freeway mainline and 5 interchange ramps/intersections.

ADOT ITS Master Plan, Arizona: Traffic Engineer. Sandy supported the ITS/TSMO Master Plan for ADOT's TSMO Division. The ITS/TSMO Master Plan established priorities for the Division and associated investments for the next 5-10 years. Individual system layer plans were developed for a range of operational tactics such as safety applications, traffic incident management, active transportation demand management, and data and performance management.

ATTACHMENT 2: SOW PROPOSER'S SOLICITATION LIST CONFIRMATION EMAIL

From: [ADOT Business Engagement and Compliance Office](#)
To: [Hebert, Vernon](#)
Cc: ContractorCompliance@azdot.gov
Subject: Bidders List for WSP USA Inc.
Date: Thursday, August 29, 2024 12:42:19 PM

WSP USA Inc., AZUTRACS Number: [16571](#) has submitted a Bidder/Proposer list for **2025-003** on 08/29/2024 at 12:42 PM MST (UTC - 07:00).

WSP USA Inc. 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.

CONSULTANT INFORMATION PAGES (CIP)

CONTRACT NO.: 2025-003

CONTACT PERSON: Joy Melita, PE

E-MAIL ADDRESS: joy.melita@wsp.com

TITLE: Senior Vice President

CONSULTANT FIRM: WSP USA Inc.

ADDRESS: 1230 W Washington Street, Suite 405

CITY, STATE, ZIP: Tempe, Arizona 85288

TELEPHONE: 480-921-6875

FAX NUMBER: 480-966-9234

UNIQUE ENTITY ID# (FROM SAM WEBSITE): LLWLXEU6T563

ADOT CERTIFIED DBE FIRM? (YES/NO) No

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

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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

Joy Melita

Printed Name

September 5, 2024

Date

Senior Vice President

Title

SOQ SUBMITTAL CHECKLIST

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

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

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