A INTRODUCTORY LETTER

June 24, 2025

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

RE: Statement of Qualifications for Contract No. 2025-009 – Management Consultant for Regional Transportation Plan Freeway Program (RTPFP)

Dear Rashidul Haque and Selection Committee:

Proposition (Prop) 479 builds on prior Prop 300 and 400 achievements to continue delivering vital transportation enhancements for Arizona, improving connectivity and safety to support your growing population and travelers in the state over the next 20 years. To enhance your success on the new RTPFP, you seek a trusted partner to serve as your single management consultant (MC), providing the resources, tools, and insight to maintain momentum while elevating delivery, setting the program up to achieve your goals.

The Jacobs team is that partner, drawing on our previous experience as your MC to bring you advantages through our nuanced understanding and approach, expanded project team, process, and innovative tools to address your needs under this program, including:

- Adding AECOM and WSP to provide the depth of staff needed to handle program startup and support every project in the program plus high-priority tasks
- Facilitating a chartering session to group Prop 479 projects into three regions for efficiency and aligning our workstream and area teams with you so we're on the same page
- Developing a dashboard to provide real-time reporting on performance, schedule, and budget at the program and project levels
- Providing project, risk, financial, utility, and right-of-way (ROW) management plans for all major projects and the overall program, with task managers to mitigate risks and maintain scope, schedule, and budget
- Continuing our beneficial cost estimating and financial analysis services to provide you with reliable data and honest input needed to make the right decisions for ADOT, MAG and the people of Maricopa County

These combined benefits enable you to continually improve program delivery and steward Prop 479 funds as you provide meaningful enhancements for travelers across the region. Our team helps you easily and consistently balance the program—including scopes, costs, and schedules—and plan truly impactful projects while continuing to build strong, collaborative delivery across ADOT, MAG, and partner agencies.

As we have continually demonstrated in working with you, our team members and personnel commit to you at the level required to meet your quality and schedule expectations. Jacobs is not a certified DBE. We formally express our interest in being selected for the project and look forward to continuing our successful partnership through this new contract.

Sincerely,

Jacobs Engineering Group Inc.

Scott Jones, PE
(TX PE No. 89101)
Project Principal
Scott.Jones@Jacobs.com
817.312.3884

Troy Sieglitz, PE
(AZ PE No. 41722)
Project (Contract) Manager and Authorized Signatory
Troy.Sieglitz@Jacobs.com
602.708.3450

TAKING RTPFP TO THE NEXT LEVEL

Strengthening trust and reliability | Building on our work from the prior MC contract, we continue to build on the foundation of trust we've built with you and MAG—enabling you to move forward rather than starting over, saving you time and money.

Enhancing responsiveness and resources | Adding WSP and AECOM to our team enables us to meet your expectations for responsive delivery, with personnel who already know your project areas and have established trust with ADOT and MAG.

Elevating performance through real-time monitoring | Our program management approach incorporates dashboard technologies to provide performance-based delivery and increase reliability of and access to program data for enhanced consensus building and decision making.

Jacobs
1501 W. Fountainhead Pkwy, #401
Tempe, AZ 85282
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Engineering Consultants Section
SOQ Proposal Certifications Form

Contract #: 2025-009 Consultant Name: Jacobs Engineering Group Inc.

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

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

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

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

Print Name: Scott Jones Title: Executive Director of Operations

Signature: Scott O Jones Date: June 24, 2025

Revised 2/11/2022

ARIZONA DEPARTMENT OF TRANSPORTATION
ENGINEERING CONSULTANTS SECTION
PARTICIPATION IN BOYCOTT OF ISRAEL - CONSULTANT CERTIFICATION FORM
ADOT ECS Contract No.: 2025-009

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.

Jacobs Engineering Group Inc. Company Name	Scott O Jones Signature of Person Authorized to Sign
1501 West Fountainhead Parkway, Suite 401 Address	Scott Jones Printed Name
Tempe AZ 85282 City State Zip	Executive Director of Operations June 24, 2025 Title Date

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

ADOT Infrastructure Delivery and Operations

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.

Jacobs Engineering Group Inc.
Company Name

1501 West Fountainhead Parkway, Suite 401
Address

Tempe AZ 85282
City State Zip

Scott O Jones
Signature of Person Authorized to Sign

Scott Jones
Printed Name

Executive Director of Operations
Title

ADOT ECS Contract No: 20XX-XXX

Forced Labor of Ethnic Uyghurs Ban Certification Form *(rev 10-2022)*

1 PROJECT UNDERSTANDING AND APPROACH

Voter approval of Prop 479 provides funding to deliver nearly 100 freeway program projects improving transportation across the region. As stewards of these funds, ADOT and MAG wish to deliver an efficient, effective collection of projects, as planned, without undue scope growth or schedule delays. At the same time, you seek to improve overall program oversight to be able to make quick, informed decisions balancing risk across the program.

Our approach helps you achieve these goals by solidifying the foundation on which the program is delivered. By bringing our established trust and relationships with you and MAG, providing a robust team of personnel to cover all tasks and project needs, and establishing our program management model with efficient dashboards and other supportive tools, we enable consistent reporting and monitoring of program delivery. **This approach benefits you by enhancing our team's responsiveness, enabling you to complete projects on schedule and within budget while remaining consistent across the program and allowing for flexibility to address regional needs that will emerge.**

1a/b) TASKS, ISSUES, AND APPROACH – APPROACH TO TECHNICAL AND INSTITUTIONAL CHALLENGES

We've partnered with ADOT and MAG since late 2018 as the MC for your RTPFP. This partnership has led us to better understand your needs and timelines. **Troy Sieglitz, our proposed project (contract) manager, has worked on MC projects for more than 15 years, including managing the current MC team.** We have recent experience with all of the tasks and institutional elements identified in the scope of work and have identified other tasks we know will be important to successful program delivery, including:

- Developing ROW Acquisition Management and Plans (RAMPs) and Utility Relocation Management Plans (URMPs)
- Preparing Project Management and Financial Management Plans for major projects
- Completing final design projects for high-priority, low cost (under $5 million) congestion mitigation
- Monitoring diamond grind performance data

We've described our program management approach, cost estimating workflow, and approach to ROW and utility acquisition management, local agency/MAG collaboration, and studies, including the major tasks we anticipate are required, the issues and challenges we expect to encounter, and our approach for overcoming those challenges. We present a tentative schedule on page C-8.

PROGRAM MANAGEMENT APPROACH

Chartering session. To set up Prop 479 for success during the program initiation phase, we'll work with you to develop the roadmap, or program implementation plan, and establish the tools and systems enabling effective implementation, real-time monitoring, and reporting over the program's lifecycle. During contract initiation, we'll facilitate a chartering workshop to align the MC team with ADOT and MAG on the freeway program vision and expected outcomes. Topics for the chartering session include:

- Understanding the expectations of the MC team and proper communication protocols
- Establishing consistent reporting materials for monitoring the program to reduce duplication of requests and formats
- Completing a program-level cost risk assessment and risk management plan with parties responsible for tracking, mitigating, and resolving each risk to help identify early on the risks that require mitigation and the opportunities to foster successful implementation
- Reviewing and establishing dashboards and tools to monitor and track program-wide and project-level information in real time
- Establishing which firms will be responsible for areawide programmed projects

During our chartering session with ADOT and MAG, we'll develop key performance indicators (KPIs). KPIs may include scope, schedule, budget, risk, and progress on ROW acquisition, utility relocations, and environmental clearances. Measuring performance and progress helps proactively identify areas for improvement and opportunities to enhance performance across the entire program, and mitigate risk. **BENEFIT:** Having this information at your fingertips enables continual, organic performance improvement to enhance your project and program delivery capabilities and keep your program aligned with your goals and expectations. KPIs are housed on our new program dashboard, as discussed herein.

Developing and maintaining program delivery schedule. Stakeholders, member agencies, and elected officials may request projects be added to the program which weren't originally planned. Adding projects may impact the baseline project prioritization and make the program less predictable and potentially less effective as a means to improve the regional freeway system by diverting funds to projects that may not address long-term needs. We'll develop a master schedule for the entire program that's accessible from the cover page of our proposed dashboard. This schedule reflects new Prop 479 phases and tiers to inform our top priorities as MC, including pre-design, final design, pre-construction, utility relocation/ROW, and final construction. **BENEFIT:** When member agencies request projects not in the original program, we'll rapidly respond with information, from estimates to concept studies, to help you evaluate the benefits of the request against any potential delays of ongoing planned projects. This allows for informed decision-making by ADOT and MAG leadership.

Program reporting tools and dashboards. ADOT and MAG need real-time access to accurate program performance data. By establishing the KPIs linked to the program's performance objectives, **we can define and measure success together.** With the increasing complexity of Prop 479, you've expressed a need to have easier access to program and project data to help digest and apply it in decision making. We'll engage our program management systems subject matter experts (SMEs) to develop a meaningful program reporting dashboard to support that need and help us monitor program performance. During the program chartering workshop with ADOT and MAG, we'll review and begin developing a dashboard to report on the program and individual

Our dashboard for TxDOT Mobility 35, an $8 billion corridor development through Austin for which Jacobs is program manager, will serve as a model for this program's dashboard.

projects. We'll use established templates to build yours efficiently. The dashboard will run on Jacobs' Alluvial solution. Dashboards spark conversations among stakeholders, reduce confusion with a single source of information, and help promote effective delivery. The Alluvial solution gives you access to Microsoft PowerBI software without the need for a costly PowerBI license. **BENEFIT:** Improved access to data and reporting helps reduce risk and facilitate effective delivery, promoting transparency and continued trust between ADOT and MAG.

Develop project management plans and financial management plans for major projects. Delivering the program as planned is everyone's goal, but utility relocations, ROW acquisition, environmental clearances, and difficult-to-predict construction labor and material costs all pose risks, including changes in economic conditions and tariffs. Area leads from Jacobs, WSP, and AECOM will work with ADOT project managers to develop project, financial, utility, and ROW acquisition management plans (RAMPs) for all major and/or complex projects. These living documents provide the roadmap for successful delivery of complex projects.

ISSUES CHALLENGES AND APPROACH

The following table outlines our approach to addressing many of the issues, challenges, and risks that may be encountered.

ISSUE/CHALLENGE: RISK	APPROACH/SOLUTION/MITIGATION	BENEFIT
Increased construction costs: Reduces the number of projects that can be delivered	We'll continue to update projects twice annually and develop inflation factors, monitor economic trends, and review bid data and estimates based on project-specific factors that could influence cost. IMavens will perform constructability reviews for all projects in development. Area leads will review each project in their portfolio to support the ADOT PM.	Our cost estimating approach generates predictable costs at the project and program levels.
Economic downturn and/or increased inflation: Results in lower revenues and a shortfall in available funding	Elliott D. Pollack & Company (EDPCo) will monitor economic conditions that could influence costs and revenues. Carlos Alvarado will develop a project-level master cash-flow model, updated twice annually, to monitor projected costs vs. revenues and alert ADOT and MAG of potential program impacts.	ADOT and MAG will have information available to adjust the program if necessary.
Lack of design and construction resources: Reduced regional capacity to deliver the projects leads to increased costs and schedule delays	We'll work with MAG and ADOT to evaluate the project development schedules to maintain predictability for the construction and design industry. We'll work with ADOT project managers to verify that projects are progressing as planned.	Adhering to schedules allows designers, contractors, and suppliers to plan for ongoing and upcoming work.
Insufficient program estimates: Low-cost estimates lead to material change requests	To develop programming-level estimates, we'll evaluate the project, develop sketch-level concepts, and clarify with ADOT, MAG, and the member agency (if appropriate) the intent of the project.	A comprehensive project understanding allows for more accurate estimates of program costs.
Scope creep: Adding scope to projects leads to higher design and construction costs	We're available to work with your project managers from planning through design, utility/ROW management, and construction. The goal is to deliver each project as intended. If a change is requested, we'll conduct a benefit/cost analysis and provide information to ADOT and MAG to determine if the change meets a regional need or is "nice to have."	Providing ADOT and MAG data allows for informed decisions and recommendations for material change requests, if necessary.
Projects added to the program: Emerging regional needs may require adding or advancing projects and immediate support from the MC	Our team includes three area support teams for anticipated projects and a team to address special project needs, allowing for immediate response without impacting the ongoing program delivery work.	Our team structure allows us to be nimble to meet the needs of significant regional development opportunities and/or changes to member agency priorities.
Technological advancement costs: Technology innovations lead to increased costs to accommodate compatibility with emerging technologies	Jacobs, WSP, and AECOM all have world-renowned SMEs. We'll engage SMEs to provide solutions for unique challenges. On our current contract, we provided tunnel waterproofing, dairy waste management, and other SMEs.	ADOT and MAG will have the most experienced and innovative experts at their disposal at a moment's notice.
Aging infrastructure: With two programs completed, the region faces aging infrastructure, potentially impacting new project costs. For example, projects that were intended for widening could become full reconstruction, leading to increased costs.	As an early action, we'll assess the entire freeway system to find locations where relatively low-cost (under $5 million) projects would significantly improve performance. We'll consult with the Central District to identify locations where the freeway system is at risk of failure due to aging.	Our MC team has been in the valley for decades. Through our experience, we understand your needs, potential issues, and strategies to develop high-value solutions.

COST ESTIMATING TASKS

We discuss cost estimate-related tasks in 1c/d.

ROW AND UTILITY ACQUISITION MANAGEMENT TASKS

We discuss these tasks in 1g on pages C-11.

AGENCY COLLABORATION

Prop 479 projects may require coordination with Valley Metro, FHWA, MAG member agencies, utilities, and municipalities. To continue strengthening the trust between ADOT and MAG, our area leads and task managers will coordinate with other agencies as part of their responsibilities monitoring the Prop 479 projects. **BENEFIT:** Area team members will provide consistency and familiarity in communication with ADOT, MAG, and agencies.

ADDITIONAL STUDIES

Burgess & Niple (B&N), POINT, and AZTEC will handle most special studies and facilitate the local agency/MAG collaboration required to complete them. Troy will assign a task manager to complete unexpected tasks, requiring rapid response, and other requests from you or MAG. **BENEFIT:** Having additional team capacity to address high-priority, fast moving projects allows for faster turn-around.

Visualization, mapping, special studies, reports, and plans that will help segment designers

Our team has available graphic artists, drone pilots, technical editors, and document publishers to support ADOT and MAG with visualization and mapping. Our improved team structure, with three area teams, enables us to provide personnel to respond rapidly to requests for special studies, reports, or other unexpected tasks. Task managers from each area will oversee and deliver special studies, reports, and plans within their area. **BENEFIT:** ADOT and MAG can depend on us to deliver our work on schedule, in a consistent manner—without fire drills.

TENTATIVE SCHEDULE

Our annual program schedule (Exhibit 1-1, page C-8) highlights the major items of work activities. We'll update project-level schedules in Workfront in collaboration with the ADOT project managers. We'll provide schedule updates to Steve, Rashidul, and Velvet during our bi-weekly meetings. Some of the key schedule elements include:

Client expectation and satisfaction surveys. As part of our quality control program, we request formal meetings with you to understand your expectations. Scott Jones will check in with you quarterly to evaluate our performance and find out what we're doing well and where we need to adjust to perform even better.

An initial chartering session with our team, ADOT, and MAG. In this session we'll collaborate with you to set expectations and priorities and finalize the team organization.

An initial program-wide cost risk assessment (updated annually). This enables you and MAG to evaluate the risks and opportunities at the program level and enables us to monitor and manage risk over the life of the program.

Monthly program meetings with your project managers and leadership. Developing project-specific work plans enables us to document project team's expectations around scope, schedule, and estimates, and provide a risk management plan and regularly updated risk register for each project. In these monthly meetings we review each project's status, the risk register for updates, and the overall budget and scope of the project. The project manager then provides updates at each monthly meeting.

Bi-weekly briefings. We'll continue bi-weekly meeting with our team, Rashidul, Steve, and Velvet—with others identified by ADOT and MAG, as needed—to discuss the overall program status. Troy will provide an update on all ongoing and anticipated activities and report on current events and any other issues, opportunities, or challenges. This smaller meeting enables us to collectively strategize approaches to issues requiring additional coordination and feedback and update you and MAG on our activities and priorities.

Representative project schedules. We'll include project schedules, typically shown in Workfront, in our program dashboard. Although not shown on our program schedule, scoping tasks have varying schedules, including scoping letters (4 months), project assessments (6 months), design concept reports (12 months), feasibility studies (2-6 months), minor tasks (2 months), and small final design (4-6 months).

Schedule Risks

We understand the importance of delivering the Prop 479 program requirements—and that time is of the essence for many of the requested tasks. **During the new program ramp up, we anticipate frequent requests requiring us to respond efficiently to avoid increased cost, delays, or loss of trust with agency partners. This is the reason we've added WSP and AECOM onto our team.** There are a number of additional risks that could impact the ability to deliver these projects within the programmed fiscal year. Throughout our understanding and approach we've identified strategies to mitigate these risks, including task delivery delays, increased project costs, ROW and utility impacts and costs, economic conditions and fluctuations, political influence, and failure to monitor and retire identified project and program risks.

Strategies to avoid and address schedule slippage

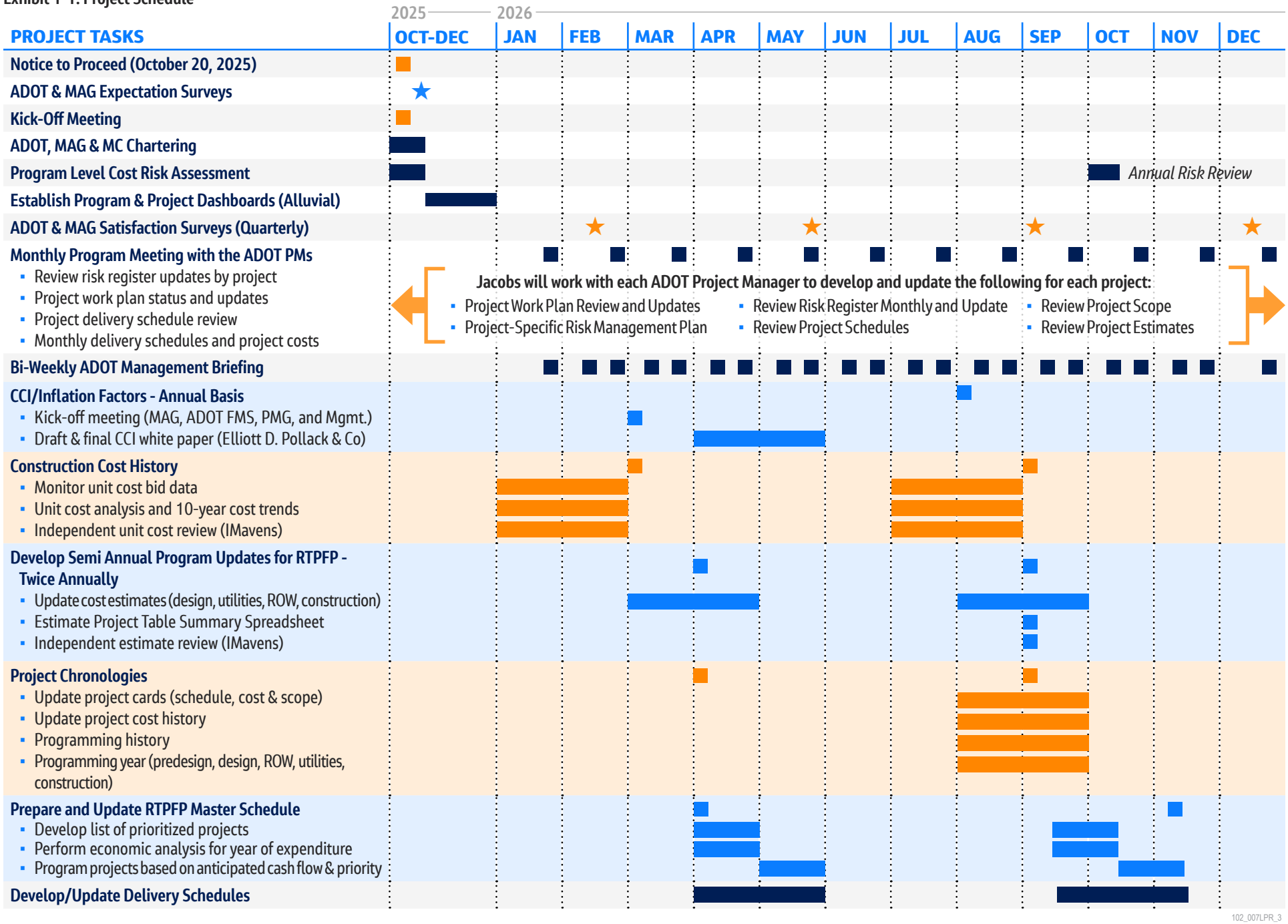
Schedule slippage results from lack of staff availability, scope creep, challenges with third-party coordination, and lack of timely access to pertinent information. We'll identify any potential schedule risk issues as early as possible and establish a mitigation plan to address each risk, minimizing the impacts of rework and providing time to make informed decisions. Troy's experience in program and project development will help avoid potential pitfalls. If schedule slippage occurs, strategies to regain the schedule include:

- Assigning additional personnel from any of our consultant team partners
- Modifying tasks without jeopardizing the scope
- Communicating with external team members for resolution to items or tasks causing delay
- Using over-the-shoulder reviews jointly with your staff and stakeholders to accelerate reviews
- Accelerating work items to offset schedule slippage

1c/d) APPROACH TO UPDATING PROJECT COSTS FOR RTPFP CERTIFICATION AND IN YEAR OF EXPENDITURE (YOE) FOR PROGRAMMING

ADOT and MAG have shifted from programming projects based on current year cost estimates to programming costs in the YOE. Our team has been preparing program-level costs using YOE for the past 6 years. **Our project estimating process (described below) has consistently produced bids that are within 5% of our original estimates made several years earlier, including one bid that was within just 2%.** We compare bid results to our programming-level estimates, and a review of projects bid in recent years shows that our approach consistently delivers reliable, program-wide cost accuracy—maintaining an average variance within 5% and eliminating the need for program re-balancing.

Exhibit 1-1. Project Schedule



Development of the Construction Cost Index (CCI)/inflation factors. Our economist, EDPCo, will develop CCI factors on an annual basis, using the following approach:

- Hold a kick-off meeting with PMG, FMS, and Central District teams and MAG financial management and program management.
- Consult with IMavens (construction consultants) on construction industry trends.
- Evaluate overall current and future economic trends with potential to influence future costs (housing, construction, inflation, political, tariffs).
- Share initial results with MAG and ADOT for review, comment, and discussion before preparing draft and final white papers summarizing the analysis and recommendations for the inflation factors projected for the next 10 years, along with a trendline factor for years 11-20.
- Apply inflation factors to cost estimates to establish YOE costs.

Unit cost analysis. Twice annually, lead estimator Lewis Ferguson and B&N will establish unit cost information needed for estimating projects, using the below approach:

- Perform a detailed review of recent bid data and add it to our master database of cost trends for the region.
- Evaluate unit cost bid data and weigh it based on project size (large, medium, and small) to normalize the costs.
- Develop 10-year summaries to show unit costs for several major items and categories, including trend-line graphs.
- Plug detailed analysis results for unit costs into our parametric estimating tool.

Independent unit cost review. Semi-annually, IMavens will review all unit costs, consult with industry suppliers, provide feedback to our estimating team, and make needed adjustments. IMavens also reviews program estimates and comments on where to adjust based on project type or complexity.

Cost estimates in YOE. We use all the information above to generate project estimates. Our team will work with other consulting teams for projects in development to obtain the most current quantity information. For projects not yet in development, our team will update parametric cost estimates and apply the most recent unit cost information. The YOE factors are applied to each estimate for the given phase of development (predesign, design, construction, ROW, and utilities). This generates reliable cost estimates in YOE.

MapBooks and Project Card updates. We'll update project cards and the program MapBook, which includes project cost estimates; descriptions of the freeway systems, issues, and needs; and features of each freeway, including project status. With embedded links, MapBooks have become a useful tool to quickly find project and corridor information in a single location.

ROW and utility cost estimates. One of the challenges the program is facing is rapidly rising ROW and utility relocation costs. To effectively manage the program/project budgets, we need to understand these costs. Key considerations include:

- Land values and current and future land use that influences property values
- Property use (mining, materials, commercial, residential, etc.)
- Relocation, demolition, and condemnation (legal), and costs to cure
- Predicting the cost in the YOE
- Transmission and distribution power lines, water, sewer, and irrigation (including land exchange costs) relocations

Semi-Annual program updates for RTPFP. We report on all of the freeway program cost estimates twice annually and provide a cost summary showing the cost of each project by phase of development and year of anticipated expenditure.

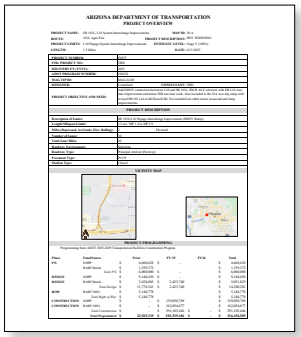
The success of the program relies on cost estimates that reflect costs and trends in labor, inflation, and other costs. Reliable cost data enables you and MAG to confirm you've allocated adequate funding to each project. To support this, we propose Nicolai Oliden, Lewis Ferguson, IMavens, and B&N continue updating the Prop 479 project estimates twice yearly. Nicolai will connect with ADOT and consultant project managers to review projects and update project quantities based on the project phase and scope. The goal is to collect and analyze the best available data to update the estimate. Once Nicolai has completed his research, he updates the estimates to reflect current construction quantities and other cost data which he obtained from ADOT and consultant project managers. Lewis then reviews and refines the cost estimates based on cost-trend data to make 5-year predictions on cost changes. The goal is to use the best data available to prepare the cost estimate update.

Recognizing the quality of our cost estimating, ADOT included a statewide cost estimating task. Quality of cost estimating has been key to building trust between ADOT and MAG.

Reliable Cost Estimates

Lewis Ferguson has become your go-to for information on cost trends. He and Nicolai are familiar with the program and all of the projects, including project background, risks/challenges, changes, and the cause of those changes. This familiarity and our process for cost estimate updates has improved the reliability of cost data, consistently providing estimates within 5 percent of the final costs.

Preparing and providing support for the MAG Expenditure Report/Project Cards—PMG/FMS/MPD/MAG. Nicolai will maintain these items to support investment justifications and help ADOT PMs manage projects with consistent, quality data.


ARIZONA DEPARTMENT OF TRANSPORTATION
PROJECT CONCEPT REPORT

1e) COST RISK ANALYSIS AND VALUE ENGINEERING (CRAVE) PROCESS/PROGRAM

Our cost risk analysis strategy involves collaborating with key stakeholders such as ADOT, MAG, MCDOT, and the affected member agencies to determine:

- Threats or opportunities related to project objectives (risk identification) and risk ranking (risk analysis, qualitative)
- Possible risk impacts (in probabilistic terms) to program and project costs and schedules (risk analysis, quantitative) and appropriate risk responses (risk response)
- Success related to the application of risk responses through monitoring, control, and further corrective action as needed (risk monitoring)
- Impacted stakeholders related to each risk scenario (communication)

During the initial risk workshop our team will:

- Review lessons-learned from past projects and identify perceived project risks and risks likely to add to construction time and cost.
- Quantify risk cost and schedule impact and assess each risk for its probability of occurrence and impact on schedule and cost.
- Agree upon mitigation measures and assign a risk owner.

To prioritize risks to projects and the program, we assign a likelihood and an impact score to each identified risk, as shown in Exhibit 1-2. We assign cost and schedule impacts to critical- and high-ranked risks. This drives decision-making with regard to focus areas for risk response action.

Applying cost risk analysis. To perform quantitative analysis, the following fields enable us to perform the uncertainty/Monte Carlo simulations required to develop a robust project cost and schedule forecast.

- **Cost Impact, Low:** The estimated additional cost to the project (low end) in case the risk occurs
- **Cost Impact, Likely:** The estimated additional cost to the project (likely) in case the risk occurs
- **Cost Impact, High:** The estimated additional cost to the project (high end) in case the risk occurs
- **Schedule Impact, Low:** The estimated additional time/delay that must be added to the project (low end) in case the risk occurs
- **Schedule Impact, Likely:** The estimated additional time/delay that must be added to the project (low end) in case the risk occurs
- **Schedule Impact, High:** The estimated additional time/delay that must be added to the project (low end) in case the risk occurs

We may add more fields as we work with ADOT staff to identify additional requirements to satisfy the needs of the projects, stakeholders, and senior leadership. To obtain a more realistic estimate of how these risks affect the project costs, we use a probabilistic approach (as opposed to a deterministic, point estimate approach), and apply an estimated distribution to each risk to simulate its likely impact. This yields a cumulative probability distribution for the project cost output.

SAMPLE RISK REGISTER

We'll work closely with ADOT to identify the appropriate risk management criteria to apply to the RTPFP and to each individual project in the program. This enables us to determine the risks to include in the formal risk register and those to subject to qualitative and quantitative analysis. Exhibit 1-2 is a sample risk register to identify and monitor risks for each project in the RTPFP.

Based on a Monte Carlo simulation of the risks and potential range of cost and schedule impacts, we can predict a 70 percent probability of potential impacts. We then use these to evaluate the cost of the project against the programmed funding.

Exhibit 1-2.
Sample Risk Register

Will it occur? (L)	Sev. (S)	Risk Ranking (L) X (S)	Will it be mit.? (L)	Mit. Eff. (S)	Mitigation Risk Ranking (L) X (S)	Areas Impacted	Mitigated Project Risk (RR) - (MR)
1. Very Low	1	HIGH (16-25)	1. Very Low	1	HIGH (16-25)	S-Schedule	HIGH (16-25)
2. Low	2	MED (9-15)	2. Low	2	MED (9-15)	C-Cost	MED (9-15)
3. Mod	3	LOW (1-8)	3. Mod	3	LOW (1-8)	H-Health	LOW (1-8)
4. High	4		4. High	4		PR-Public	
5. Very High	5		5. Very High	5		E-Env.	

When this column is in the green or orange zones, risk has been mitigated to allow us to focus on those items that are in the higher orange and red zones.

POTENTIAL RISK EVENT	Will it occur? (L)	Sev. (S)	Risk Ranking (L) X (S)	Will it be mit.? (L)	Mit. Eff. (S)	Mitigation Risk Ranking (L) X (S)	Areas Impacted	Mitigated Project Risk (RR) - (MR)	COMMENTS/ACTIONS	RESPONSIBLE PARTY
Design not constructible (potential change orders)	3	3	9	4	1	4	S/C/H	5	Perform const. reviews at 30%/60% design. Confirm at 95%.	**Jacobs/IMavens**
Construction bids are higher than the engineers estimate	3	5	15	4	2	8	S/C/H	7	IMavens to prepare an ICE at 60% and 95%.	**Jacobs/IMavens**
Public is not supportive of noise mitigation and walls	3	4	12	3	3	9	S/C/PR	3	Conduct noise analysis, prepare concepts, and present to public to gain consensus (as necessary).	**Jacobs/ADOT**
MOT and sequencing plans are not used, leading to excessive congestion	3	5	15	3	2	6	S/C/S/PR	9	IMavens to develop construction phasing concept and develop traffic control specifications.	**Jacobs/IMavens/ ADOT C&S**
Unknown utilities found during construction	2	4	8	2	3	6	S/C/H/E	2	Use ground penetrating radar in locations where excavation could lead to conflicts.	**Jacobs**
Additional ROW is required for construction	2	4	8	2	3	6	S/C/PR/E	2	Conduct reviews with ADOT ROW, EP, PMG, and Mesa at 30% & 60%.	**Jacobs/ADOT**
Access impacts to the general public & property owners	3	5	15	3	4	12	S/C/PR/E	3	Optimize construction sequencing and traffic control.	**Jacobs/IMavens**

Please Note: Risk Ranking - RR; Mitigated Risk Ranking - MR

Value engineering (VE). Although we have performed VE on projects under the recent MC contract, this effort is usually completed by a separate group at ADOT. Our team will provide VE as needed in support of the overall program

1f) APPROACH TO MANAGING PROJECT SPECIFIC RISK

Our risk management strategy identifies and mitigates risks associated with delivering the projects in the RTPFP. Our risk program:

- Minimizes project overruns, schedule delays, surprises, and unexpected developments and manages critical issues that could have a positive or negative influence on the project
- Develops a risk register—a living document enabling us to streamline incorporation of new risks and provide thorough risk monitoring and control

MAINTAINING THE RISK REGISTER

It's only effective if you use it. We review the project risk register during each monthly progress meeting. At subsequent risk meetings, the team will review the progress made in handling (and ideally retiring) the cost and schedule impacts of discrete risks. Risks may translate into opportunities during these meetings or workshops. Our team will assess and report on potential application of innovations in construction materials and means and methods that may support program and project goals, accelerate construction, and reduce cost.

1g) TEAMING APPROACH AND IMPLEMENTATION OF ROW AND UTILITY MANAGEMENT PLANS

On the recent MC contract, many tasks required immediate response—and we expect this will accelerate during the early phases of Prop 479. With this in mind, we built our team to address four focus areas: program management, program delivery, special studies, and technical support in a variety of disciplines. An organizational chart is provided on page C-13.

Program management. Troy will lead our team to provide overall program support to ADOT and MAG. EDPCo will provide economic support and develop the CCI/inflation factors on an annual basis. Jacobs will provide cost estimating, financial management, cost risk assessments, scheduling, program reporting and dashboards, diamond grind performance monitoring, grant assistance, and stakeholder coordination.

Exhibit 1-3. Sample Risk Analysis Outputs

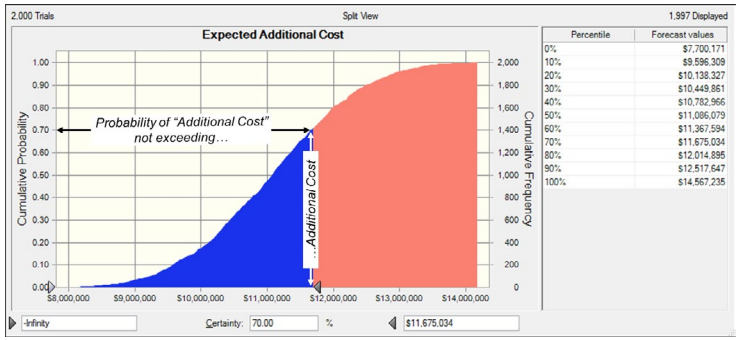
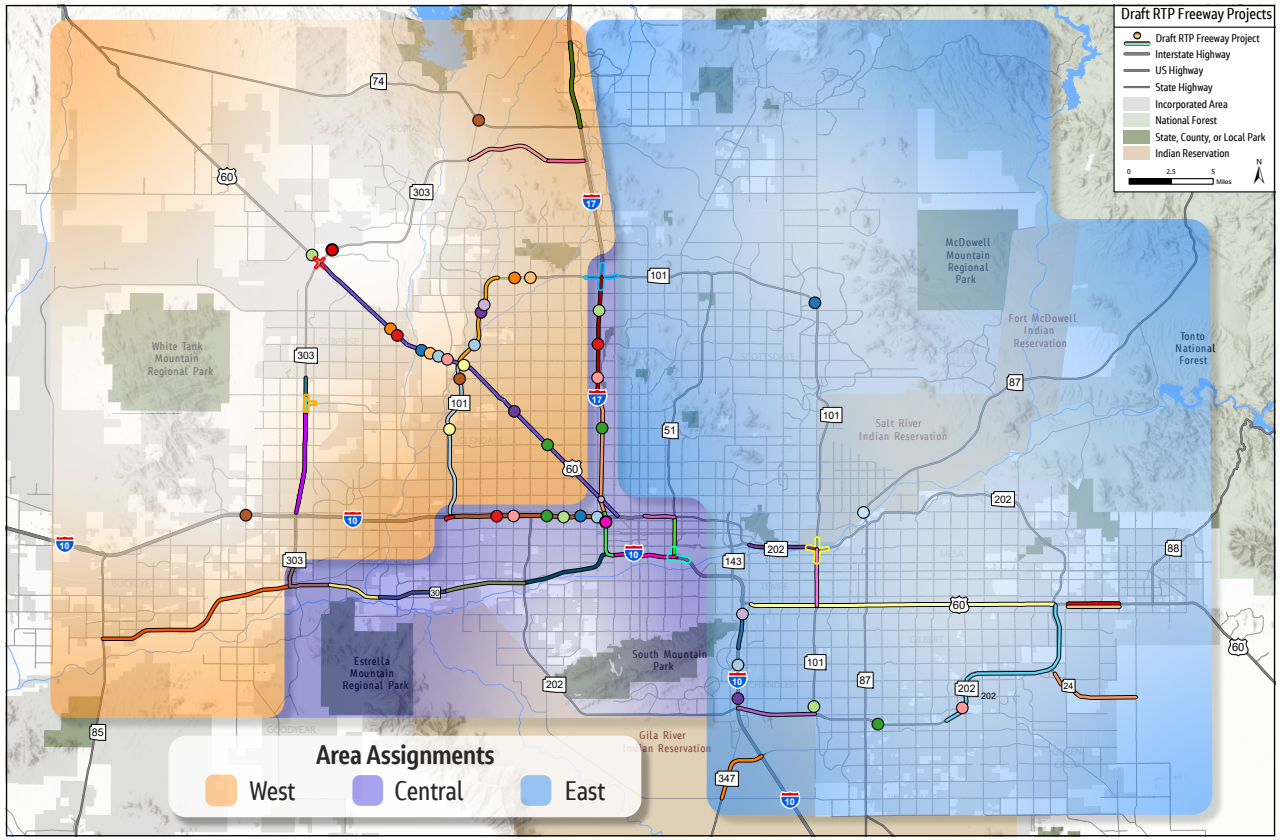


Exhibit 1-4. Area Map

We propose subdividing the region into three areas to efficiently deliver the program projects.



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Program delivery. We propose subdividing the region into three areas to efficiently deliver the program projects as shown on the Exhibit 1-4 Area Map. Jacobs, WSP, and AECOM will each lead an area based on their unique knowledge of the projects and communities. All three firms provide several task managers and a deep bench of resources in a variety of technical disciplines to respond to any need within their area. Before deciding which firm will support each area, we suggest holding a chartering session with key ADOT and MAG staff to set goals and expectations, discuss where each firm best fits within the region, and adjust the area boundaries if needed. An alternate approach is to divide the areas with consideration for cities and community boundaries. **BENEFIT:** With this approach, you will always know who to contact for help, based on the location of the project.

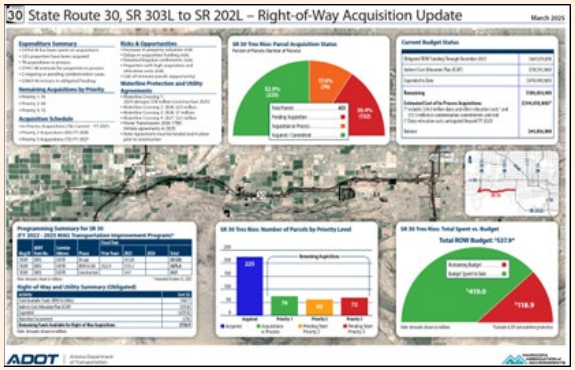
Special studies. Experience has shown us that numerous, unidentified study tasks arise, requiring an response. These special studies are likely driven by an immediate issue on the freeway system, development activity that may impact the system, or member agency requests. We've identified staff from B&N, POINT, and AZTEC to help support these immediate needs.

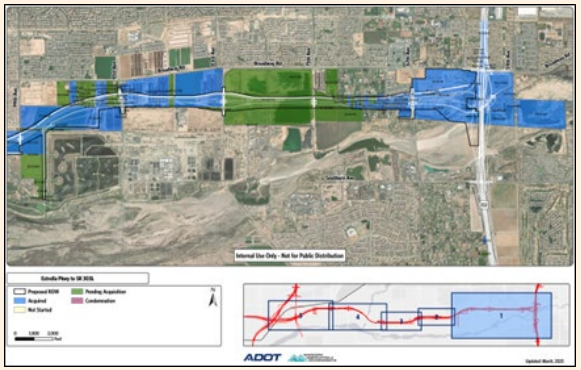
Technical support. In addition to Jacobs, WSP, AECOM, and EDPCo, our team includes IMavens for constructability and cost estimating support, AZTEC for survey, utility coordination, locating, and landscape and aesthetics, POINT for URMPs, and Ethos for geotechnical.

ROW and URMPs. Under the current MC contract, we developed a RAMP for SR 30. Troy serves as the corridor manager for ROW acquisition and major utility relocations. Our approach to RAMPs includes conducting a ROW-focused cost risk assessment workshop, documenting:

- A parcel-by-parcel review of acquisition risk and parcel-specific contingency assignment
- Acquisition prioritizations based on potential risk or development, long-lead relocations and other factors
- Developing a risk register and risk-mitigation strategy

After completing the cost risk assessment, we formalize the results in the RAMP document, outlining the strategy for corridor acquisitions. We update the risk register quarterly and hold an annual risk review meeting to monitor retired risks and add and update risks. We discuss the need to reset priorities, as needed, to adjust to changes in the area or market conditions.





SR30 ROW management as a model for Prop 479 major projects

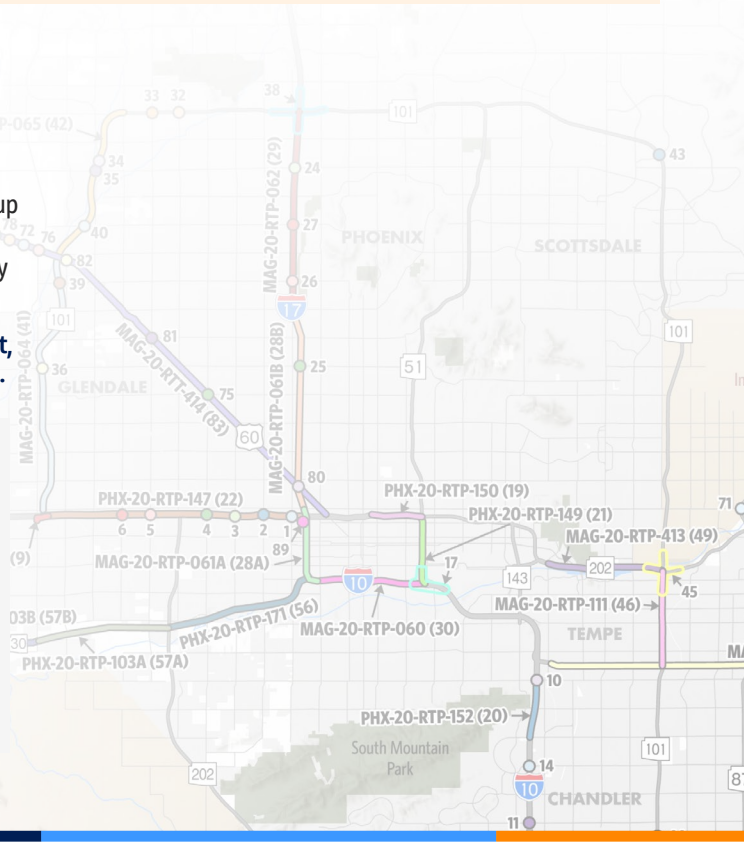
Our approach to RAMPs and URMPs has enabled you to prioritize and monitor acquisition of more than 400 parcels in the SR 30 corridor—some of which, such as dairies, required more than 3 years to relocate. We provided agricultural engineers to evaluate dairy reuse, prioritized relocation, and provided cost estimates for each parcel. ROW acquisition is on schedule and nearly 70% complete.

Other elements of the RAMP include:

- Monitoring the acquisition budget and funding requests
- Developing a quarterly, ROW acquisition dashboard to report on progress and segment maps of acquisition progress
- Coordinating with the Central District and ADOT Roadway Group to include access control requirements
- Dedicating an MC staff person to monitor development activity through the Red Letter process

We'll follow a similar approach for utility relocation management, and are currently in the process of implementing this for SR 30.

Our achievements in ROW acquisition management include developing ROW risk registers, cost-risk assessments, RAMPs, and segment maps showing acquisition progress. We monitored settlement updates, provided quarterly updates, monitored the acquisition budget and funding requests, and established acquisition priorities.



2 PROJECT TEAM FOR PROGRAM

Trust and reliability. Staff that you know and trust from our current contract like Troy Sieglitz, Nicolai Oliden, Lewis Ferguson, and Carlos Alvarado will continue in similar roles for the new MC contract, avoiding disruption, delays, and costs from onboarding new staff. Nicolai will become an area lead, focusing on a group of Prop 479 projects and managing task managers. We've expanded our team with key subconsultants AECOM and WSP—both former MCs that easily integrate with our team and processes—each of which will manage an area of Prop 479 projects with staff who have the technical expertise required for each contract scope item, as shown on the organization chart. AZTEC, B&N, and POINT are available for special studies. We've structured our team into three service areas to provide the depth of staff needed to start up Prop 479 and systematically manage ROW, utilities, cost, schedule, and risks, focusing on the program's major projects. Our organizational chart in Exhibit 2-1 illustrates the reporting structure for technical disciplines across the program. Our Technical Discipline Matrix is on page C-17.

By continuing our partnership, you move forward, rather than starting over, and receive:

- ***Reliable and accurate data***
- ***Balanced program***
- ***Risk management***
- ***Depth of staff with experience and new perspectives to address all the needs and challenges of this new program***

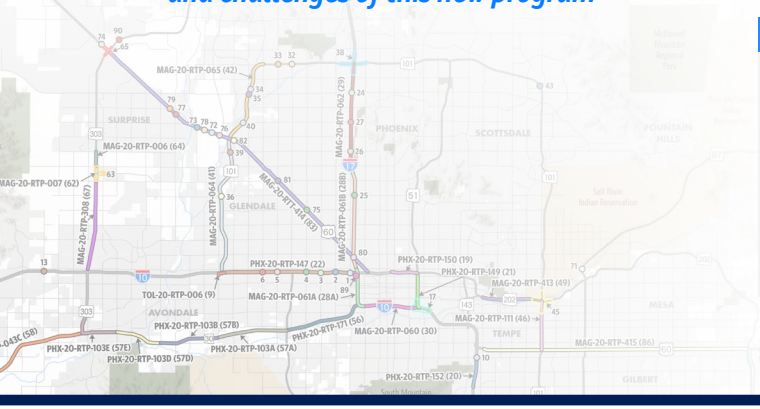


Exhibit 2-1. Organizational chart

ADOT
MAG

PROJECT PRINCIPAL
Scott Jones, PE

PROJECT/CONTRACT MANAGER
Troy Sieglitz, PE

QA/QC
Brad Olbert, PE

SUBCONSULTANTS
AECOM
Aerotech Mapping
Aztec Engineering (Aztec)
Burgess & Niple (B&N)
EDPCo
Ethos
IMavens
Point Engineers (Point)
WSP

PROGRAM MANAGEMENT

Lead Project Cost Estimator
Lewis Ferguson, PE

Financial/ Management Plan Lead Cost Risk Analyst, CRAVE
Carlos Alvarado, PE

Construction Cost Index
Rick Merritt (EDPCo)

MapBooks and Project Cards
Nicolai Oliden, PE

Scheduling
Jacobs

Program Reporting
Jacobs

Systemwide Diamond Grinding
Jacobs

Grant Applications
Jacobs

Stakeholder/Agency Coordination
Jacobs

SPECIAL STUDIES

Task Managers
David Lenzer, PE *(B&N)*
Brian Riley, PE *(Point)*
Ron Szwiec, PE *(Aztec)*

AREA DELIVERY TEAMS*

AREA 1 - JACOBS

Area 1 Lead
Nicolai Oliden, PE

Task Managers
Michael Okamoto, PE
Breeann Draper, PE, ENV SP
Daniel Voigt, PE

AREA 2 - WSP

Area 2 Lead
Jessica Fly, PE, PMP

Task Managers
Dallas Hammit, PE
Sandy Thoms, PE, PTOE, RSP1
Angie Galietti, PE

AREA 3 - AECOM

Area 3 Lead
Matt Bondy, PE

Task Managers
Rodney Bragg, PE
Kate Bondy, PE, PTOE
Pat Salerno, PE

Each area has staff available in the technical disciplines below:

- ✓ Traffic Engineering
- ✓ Traffic Modeling
- ✓ Structures
- ✓ Utilities
- ✓ Roadway
- ✓ ROW
- ✓ Constructability Reviews
- ✓ Environmental
- ✓ Cost Estimates
- ✓ Drainage
- ✓ Electrical/Lighting
- ✓ Audit Support

SUPPORT SERVICES

Constructability Reviews
IMavens

Public Outreach
Jacobs

Visualizations
Jacobs

Maintenance of Traffic
Jacobs

Utility Location & Coordination
Aztec

Aerial Mapping
Aerotech Mapping

Utility Relocation Management
Suzanne Deitering, PE (Point)

ROW Acquisition Management
Troy Sieglitz, PE

Geotechnical/ Pavement
Ethos
WSP
Jacobs

Landscape/ Roadside Development
Aztec

Survey/LiDAR
AECOM
Aztec
Jacobs

Construction Administration
WSP
AECOM

ADOT/MPD Risk Assessment Process
Jacobs

Key personnel/resume included

* Area assignments (West, Central, East) will be determined at our chartering meeting with the MC, ADOT, and MAG.

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KEY PERSONNEL

Resumes provide key personnel availability and concurrent project commitments, including percentage of time and forecasted completion date.

SCOTT JONES, PE

2a) Project Principal

Years of experience: 29
PE: CA, LA, TX
Education: BS, Mechanical Engineering
Availability/Expected time commitment: As needed

Scott provides senior oversight to major projects in Jacobs' West Central Region, regularly checking in with Project (Contract) Manager Troy Sieglitz to support staffing needs and verify your satisfaction with our performance. **He acts on Jacobs' behalf regarding contractual matters, helps resolve conflicts, and serves as ADOT's internal advocate to keep Troy and the team accountable on your project delivery.** He helps our teams source and integrate SMEs, new technology solutions, and staff from other offices to deliver your contract. He engages with our regional transportation clients for insight into how other agencies respond to challenges in managing, delivering, and financing transportation infrastructure projects of increasing size, scale, and importance.

Similar experience: ADOT MC for RTPFP; TxDOT Mobility 35 GEC

TROY SIEGLITZ, PE

2b) Project/Contract Manager

Years of experience: 29
PE: AZ (#41722)
Education: BS, Civil Engineering
Availability/Expected time commitment: 80%/80%

You've seen Troy's ability to bring reliable information and high-integrity teams to help balance the RTPFP and achieve program goals. His effective oversight has resulted in accurate data and cost estimates and helped streamline ROW acquisition at program and project levels. He drives our team to respond to program needs with the right expertise, adjusts processes for efficiency, and tracks performance for accountability to Arizona citizens.

Troy builds on established trust to continue reliable task delivery for ADOT and MAG, avoiding risks and costs of getting a new team up to speed. **He is likely the only Project Manager that can continuously improve delivery while responding to your tasks, based on his long history with the RTPFP.** He understands the working dynamic across ADOT, MAG, MC subconsultants, and cities, promoting relationships to build efficiency and quality. Drawing on prior experience with your programs, Troy provides key sensitivity to project manager perspectives and challenges.

Similar experience: ADOT MC for RTPFP; ADOT Supplemental Services Part-Time Project Delivery Manager; ADOT SR 303L Tis at 51st and 43rd Avenues PA, DCR, and Final Design

Concurrent projects/time committed: ADOT North-South Corridor DCR and T2 EIS, 10%, 8/2027; ADOT SR 303L to SR 74, 10%, 6/2025; ADOT SR 101 at I-10 System Interchange Improvements PDS 10%, 10/2028

LEWIS FERGUSON, PE

2c) Lead Project Cost Estimator

Years of experience: 34
PE: AZ (#27293)
Education: BS, Civil Engineering
Availability/Expected time commitment: 70%/70%

In Lewis' 6 years on our MC team, you've come to rely on his high-quality cost estimates to support RTPFP planning. He has improved pre-design, design, construction, ROW, and utility cost estimate accuracy by applying inflation values, completing periodic updates, and considering cost trends for materials and labor. He provides you consistently accurate, high-quality estimates, making the program easier to predict. Lewis has gained ADOT's trust by helping provide consistently accurate estimates which make the program easier to predict. He also brings continuity, having led Prop 400 estimate development and the subsequent updates for Prop 479. His 11 years of experience as an ADOT employee and knowledge of MAG's system enables him to find and synthesize meaningful data to help you program your projects. He easily spots red flags in estimates and extracts valuable data from public and other sources to serve the program.

Similar projects: ADOT MC for RTPFP

CARLOS ALVARADO, PE

2d) & e) Financial/ Management Plan Lead and Cost Risk Analyst

Years of experience: 31
PE: VA
Education: MBA, Finance; MS, Mechanical Engineering; BS, Mechanical Engineering
Availability/Expected time commitment: 50%/50%

Carlos' financial analysis and economic forecasting provide insight into resource efficiency, risks, and the program delivery framework over time. He provided financial forecasting for 97 projects during development of the Prop 479 program. His risk management tools and techniques help you plan for financial and management challenges through informed investment—such as the Diamond Grind Business Case, where he found an estimated $1.4 billion in capital savings. His quantitative uncertainty risk, cost, and schedule analyses mitigated millions of dollars in potential risk. He performs CRAVE analyses; develops and maintains project, ROW, and utility risk registers; and develops financial and project management plans.

Similar projects: ADOT SR 30 Financial Management Plan, Prop 400 Extension Priority Planning Workshop, Various RTPFP Cost Risk Assessments, Diamond Grind Business Case

Resources to support program startup, every project in the program, and unexpected tasks.

Jacobs + AECOM + WSP offer

542 EMPLOYEES

in the technical disciplines you require, plus staff from our other subconsultants.

2f) ALL KEY PERSONNEL

Qualifications and anticipated roles and responsibilities on the project are described below for the remainder of our key personnel.

NICOLAI OLIDEN, PE

Area 1 Lead

Years of experience: 17 **PE:** AZ (#53823)
Education: BS, Civil Engineering
Availability/Expected time commitment: 75%/75%

Along with serving as your skilled Area 1 lead, Nicolai benefits you by continuing his management of the semi-annual cost estimate update process without delay or data quality impacts.

- Led development of the Prop 479 MapBook, and managed a TI alternatives project assessment and fast-track ramp widening study and design for the current MC for RTPFP

JESSICA FLY, PE, PMP

Area 2 Lead

Years of experience: 20 **PE:** AZ (#52512)
Education: Bachelor, Civil Engineering
Availability/Expected time commitment: 70%/65%

Jessica asks insightful questions, hears concerns, and determines project needs—responding with the speed and quality you expect while aligning stakeholders and meeting schedules.

- Brings experience from 65 ADOT projects, improvement of 2,400 lane miles, and support for $200 million in design and $4 billion in construction for ADOT and MAG, including the I-17 and SR 303L corridors

MATT BONDY, PE

Area 3 Lead

Years of experience: 20 **PE:** AZ (#49520)
Education: MS, Civil Engineering; BS, Civil Engineering
Availability/Expected time commitment: 60%/60%

Matt knows ADOT processes and guidelines, having managed statewide and Local Public Agency projects as an ADOT supplemental service employee.

- Served as roadway designer for AECOM's MC team

RICK MERRITT

Construction Cost Index

Years of experience: 45
Education: MBA; Bachelor, Community Planning
Availability/Expected time commitment: 20%/20%

Rick applies knowledge of economic trends and population and employment forecasts to help forecast your projects' year-of-expenditure costs.

- Supported Arizona and Pinal County revenue forecasting efforts and ADOT's RAP program and consults on other aspects of the Arizona economy

MICHAEL OKAMOTO, PE

Task Manager – Area 1

Years of experience: 26 **PE:** AZ (#51344)
Education: BS, Civil Engineering
Availability/Expected time commitment: 50%/50%

Mike's design recommendations consistently optimize mainline and system interchange ramp geometry to reduce construction and ROW costs and project risk and avoid schedule impacts.

- Provides geometrics for rail and roadway interfaces and solutions to complex urban freeway system-to-system interchanges and service TIs, including the fast-track SR 303L TIs at 51st and 43rd Avenues

DANIEL VOIGT, PE

Task Manager – Area 1

Years of experience: 20 **PE:** AZ (#50080)
Education: BS, Civil Engineering
Availability/Expected time commitment: 65%/50%

With experience providing project cost estimating and other tasks under the current MC contract, Daniel understands your processes, standards, and expectations and the workflows of the MC.

- Offers tools to optimize designs and reduce or eliminate cost and schedule risks associated with ROW and utilities that will be valuable when reviewing major Prop 479 projects

BREEANN DRAPER, PE, ENV SP

Task Manager – Area 1

Years of experience: 31 **PE:** AZ (#63895)
Education: MS, Structural Engineering; BSE, Civil Engineering
Availability/Expected time commitment: 55%/50%

Breeann has demonstrated her strong collaboration and multidisciplinary/agency coordination abilities since joining our MC for RTPFP team as a task manager in 2023.

- Delivered SR 303L and US 60 TI Near-Term and Round 2.0 improvements under fast-paced schedules to meet funding requirements, coordinating with your project manager, Central District, and Traffic Group

SANDY THOMS, PE, PTOE, RSP1

Task Manager – Area 2

Years of experience: 14 **PE:** AZ (#60181)
Education: MSE, Civil Engineering; BSE, Civil Engineering
Availability/Expected time commitment: 60%/50%

Sandy applies understanding of ADOT project delivery—including funding mechanisms and constraints, agreements, permitting, scheduling—to resolve issues before they impact Prop 479 projects.

- Balances traffic safety and operations while developing recommendations for improvements, using her MAG experience

DALLAS HAMMIT, PE

Task Manager – Area 2

Years of experience: 35 **PE:** AZ (#34853)
Education: BS, Mechanical Engineering
Availability/Expected time commitment: 100%/50%

With his ADOT, MAG, and Member Agency connections and knowledge, Dallas is positioned to assist with tasks requiring extensive coordination.

- As former ADOT Deputy Director for Transportation/ State Engineer, knows your expectations for program-level plans, understands your districts, and has relationships with key leadership

ANGIE GALIETTI, PE

Task Manager – Area 2

Years of experience: 16 **PE:** AZ (#58889)
Education: BS, Civil Engineering
Availability/Expected time commitment: 50%/50%

Angie has a strong understanding of ADOT's processes and requirements and expertise in structural design and design review.

- Delivered 11 projects valued at $66.5 million in FY24 as an ADOT PDM and 42 projects as an ADOT Supplemental Project Delivery manager

RODNEY BRAGG, PE

Task Manager – Area 3

Years of experience: 31 **PE:** AZ (#32831)
Education: BS, Civil Engineering
Availability/Expected time commitment: 20%/20%

Rodney efficiently supports ADOT and consultant project managers while helping prevent or address scope creep and cost and schedule risks.

- Served on the prior MC contract and knows MAG's systems and all aspects of transportation planning and design, for efficient support to ADOT and consultant project managers

KATE BONDY, PE, PTOE

Task Manager – Area 3

Years of experience: 22 **PE:** AZ (#45815)
Education: BS, Civil Engineering
Availability/Expected time commitment: 30%/30%

Kate's experience includes providing traffic engineering and final design, backchecking projects for lane balance, safety, and ability to address traffic demand.

- Brings experience with more than15 ADOT DCRs and served on prior MC contract for 14 years

PAT SALERNO, PE

Task Manager – Area 3

Years of experience: 40 years
PE: AZ (#31995), CO, TX, NE
Education: BS, Civil Engineering
Availability/Expected time commitment: 50%/45%

Pat reviews and prepares conceptual to final design and construction plans, specifications, and quantity/cost estimates for a wide range of projects.

- Served on the prior MC contract and brings significant experience with ADOT, MAG, MCDOT, and local public agency urban and rural roadways and complex, long-term, and alternative delivery projects

DAVID LENZER, PE

Task Manager – Special Studies

Years of experience: 31 **PE:** AZ (#61197)
Education: BSE, Civil Engineering
Availability/Expected time commitment: 60%/50%

David designs urban and rural streets and highways, intersection improvements, safety enhancements, and bicycle/pedestrian improvements.

- Managed six tasks under our current MC contract and helped develop the parametric cost estimate template and manage the cost model

BRIAN RILEY, PE

Task Manager – Special Studies

Years of experience: 23 **PE:** AZ (#45657)
Education: BS, Civil Engineering
Availability/Expected time commitment: 40%/40%

Brian provides design, cost estimating, value engineering, constructability review, utility conflict identification and coordination, and construction support services for ADOT.

- Has served as project engineer for complex alternative delivery projects and new and interim urban freeways

RON SZWIEC, PE

Task Manager – Special Studies

Years of experience: 23 **PE:** AZ (#33563), CO, NV
Education: BS, Civil Engineering
Availability/Expected time commitment: 30%/25%

Ron manages ADOT/MAG roadway, ROW, and concept studies; roadway design and modeling; drainage, signing, and pavement marking design; and plan preparation.

- Oversees Aztec's cost estimating and task order services under Jacobs' current MC contract

SUZANNE DEITERING, PE

Utility Relocation Management

Years of experience: 31 **PE:** AZ (#43837)
Education: BS, Civil Engineering
Availability/Expected time commitment: 30%/25%

Suzanne offers valuable lessons learned for the MC team about preparing effective utility relocation management plans and reducing risk of delays and cost increases.

- Served as ADOT's Supplemental Project Delivery Manager for more than $170 million in construction, and was utility coordinator for ADOT design-build and complex projects

BRAD OLBERT, PE

QA/QC

Years of experience: 47 **PE:** AZ (#13955)
Education: BS, Engineering
Availability/Expected time commitment: 40%/10%

Brad maintains our transparent quality control process to mitigate errors, costly rework, and schedule delays.

- Current MC contract quality manager

ADDITIONAL KEY STAFF RESPONSIBILITIES

Area Leads will oversee a group of Prop 479 projects and the assigned task managers. Task managers will monitor major projects, support other program work, and lead special studies. Suzanne Deitering will support URMPs and other utility-related work. Brad Olbert will implement and maintain our QA/QC program.

SUBCONSULTANTS

With nine subconsultants, our extensive team will quickly respond to regional needs for effective, efficient delivery of tasks, keeping the program on schedule.

AECOM – AREA 3

Through their experience on the prior Prop 300 GC contract and Prop 400 MC contract and support of MAG to develop Momentum 2050, AECOM's staff understand how to efficiently deliver studies and plans supporting Prop 479.

AEROTECH MAPPING – AERIAL MAPPING

Aerotech has provided aerial mapping services in the southwest since 2002.

AZTEC – SPECIAL STUDIES, ENGINEERING SUPPORT

Aztec has fostered an excellent working relationship with Jacobs on the current MC contract and notable projects along the SR 303L to Lake Pleasant Parkway corridor (DCR Update, 51st and 43rd TIs PA, and Final System TI Design).

B&N – SPECIAL STUDIES

Continuing on our team to focus on special studies, B&N applies MC contract-related regional relationships, knowledge, and experience to meet tight schedules and respond rapidly to critical requests from MAG, ADOT, stakeholders, and member agencies.

EDPCO – CONSTRUCTION COST INDEX

We're bringing back EDPCo, one of Arizona's leading economists, to provide an Arizona-focused view of highway planning and construction-based economic understanding.

ETHOS – GEOTECHNICAL/PAVEMENT

A leading geotechnical firm that has teamed with Jacobs on many projects, including the MC contract, Ethos is familiar with conditions in the MAG region.

IMAVENS – CONSTRUCTABILITY REVIEWS

IMavens has provided construction consulting for nearly 90 projects in Maricopa County. Their staff are former contractors who use lessons learned from heavy civil construction experience to provide constructability reviews.

POINT – UTILITY RELOCATION MANAGEMENT, SPECIAL STUDIES

POINT has extensive experience in MAG/ADOT regional freeway design and utility coordination, including prior rights, utility agreements, and relocation design.

WSP – AREA 2

WSP's experience on past MC contracts and as GEC for three major ADOT projects in the last decade, combined with key staff experience as supplemental ADOT project managers provides them with insight on how to help ADOT and MAG efficiently deliver this program.

2g) a) TECHNICAL DISCIPLINE MATRIX

In addition to the key disciplines mentioned above, we identified additional technical disciplines needed to deliver our contract services. We confirm an Arizona-registered professional engineer will supervise all work performed for these technical disciplines. We have the resources necessary to complete all scope of work items listed in your RFQ and Technical Discipline Matrix.

	TECHNICAL WORK (% ANTICIPATED)*	TECHNICAL EXPERTISE/ SCOPE ITEMS	SIMILAR CONTRACTS
JACOBS	Program Delivery Schedule (3%)	RTPFP Master Schedule, Delivery Schedules, Project Programming	ADOT MC for RTPFP, $13.7 million (fee), Steve O'Brien – 602.712.7329, 2018- Present
	Environmental (5%)	NEPA Documents, PISA, Air and Noise, PEL Checklists, Environmental Overviews	ADOT SR101L at I-10 Interchange DCR and Final Design, $13.8M (fee), Rashidul Haque – 602.712.7352, 2022-Present
	Utility Management (4%)	Utility Cost Estimates, Utility Risk Registers	
	ROW Management (5%)	ROW Estimates, Risk Registers, Project Expenditure	
	Area Engineering Support (AES) – Traffic Engineering, Traffic Modeling, Structures, Utilities, Roadway, ROW, Constructability Reviews, Environmental, Cost Estimates, Drainage, Electrical/Lighting, Audit Support (10%)	Design Assistance, Cost Estimating	

	TECHNICAL WORK (% ANTICIPATED)*	TECHNICAL EXPERTISE/ SCOPE ITEMS	SIMILAR CONTRACTS
AECOM	AES, Construction Administration, Survey/LiDAR (10%)	Design Assistance	ADOT MC+ for RTPFP, $50.2M (fee), 2005-2019, Steve O'Brien – 602.712.7329
	MAG Project Cards (5%)	Cost Estimating	ADOT US 60 (Grand Avenue)/35th Avenue/Indian School Road TI DCR/EA, $6.4M (fee), 2020-Present, Bharat Kandel – 602.712.8736
AZTEC	Landscape/Roadside Development (2%)	Design Assistance	ADOT, SR202L (Santan Freeway), Val Vista to SR101L, General Purpose Lanes, DCR and Final Design, $10.9M (fee), 2017-Present, Kirstin Huston – 602.712.2167
	Utility Location & Coordination, Survey/LiDAR (2%)	Design Assistance, Mapping	ADOT/MAG, Management Consultant, $1.6M (fee), 2018-Present, Troy Sieglitz – 602.708.3450
WSP	AES, Construction Administration (10%)	Design Assistance	ADOT, MC for RTPFP, $35.1M (fee), 2005–2019, Steve O'Brien – 602.712.7329
			ADOT, I-10 Broadway Curve GEC, $41.6M (fee), 2018–Present, Amy Ritz – 602.708.0267
ETHOS	Geotechnical/Pavement (1%)	Field Investigation, Permitting, Lab Testing, Report Preparation	ADOT, SR 101L, I-10 System Improvements, $1,233,739 (fee), 2024-2025 Design, Rashidul Haque - 602.712.7352
			US 60, SR 303 Additional TI Improvements, $8,278 (fee), 2024 2025, Tricia Brown – 602.712.7046
IMAVENS	Constructability Reviews (2%)	Design Assistance	ADOT MC for RTPFP Cesar Chavez Project Plan and Schedule Review, $900 (fee), Feb 2025, Olivier Mirza- 602.712.4032
			ADOT MC for RTPFP Jackrabbit TI Project Schedule, $3,525 (fee), Jun 2024–Jul 2024, Bharat Kandel – 602.712.8736
AEROTECH MAPPING	Aerial Mapping (1%)	Aerial Surveys and Mapping	Jacobs/Hunter Contracting Co., Schultz Pass Road, $77,800 (fee), May 2023– Jun 2023, Berwyn Wilbrink – 480.363.6328
			Jacobs, North-South Corridor - South Segment Tier 2 EIS, $179,550.74 (fee), Apr 2025–Present, Troy Sieglitz – 602.708.3450

** Percentages are based on an estimate of time for each task over the total duration of the contract*

2g) b) PRIME AND SUBCONSULTANT TEAM PREVIOUS WORKING RELATIONSHIPS & TEAM CONTINUITY

Many of our key personnel work together on the current MC for RTPFP contract. Jacobs has worked with nearly all our subconsultants on recent, major ADOT projects and contracts, as shown in this matrix.

ADOT MC FOR RTPFP (2018-PRESENT)	ADOT MC FOR RTPFP (2004-2018)	ADOT NORTH-SOUTH CORRIDOR TIER II EIS AND DCR	ADOT I-10/SR 101L SYSTEM TI IMPROVEMENTS	ADOT SR 303 51ST & 43RD TI
As the MC, Jacobs performs a range of planning and programmatic services to support delivery of the RTPFP.	**AECOM supported delivery of more than 168 miles of MAG urban freeways and established processes and design guidance still in use today. WSP provided MC services for the I-17 and Loop 303 corridors.**	**Jacobs is leading the 31-mile south segment of the proposed North-South Corridor from I-10 to US 60 and AECOM is leading the Tier 2 EIS and DCR for the 22-mile north segment.**	**Troy led the Jacobs team helping you; MAG; and stakeholders improve this system interchange. We achieved the time-sensitive schedule, delivering this project for construction in FY26.**	**The Jacobs team completed fast-track design and advertised the project for construction ahead of schedule to address significant regional traffic growth.**
Team: ▪ Jacobs: Scott Jones, Troy Sieglitz, Lewis Ferguson, Carlos Alvarado, Nicolai Oliden, Daniel Voigt, Breeann Draper, Michael Okamoto ▪ Aerotech ▪ Aztec: Ron Szwiec ▪ B&N: David Lenzer ▪ EDPCo: Rick Merritt ▪ Ethos ▪ IMavens	*Team:* ▪ Troy Sieglitz (as employee of AECOM and WSP) ▪ AECOM: Kate Bondy, Matt Bondy, Rodney Bragg ▪ WSP: Jessica Fly ▪ Suzanne Deitering (as employee of AECOM)	*Team:* ▪ Jacobs: Troy Sieglitz, Lewis Ferguson, Nicolai Oliden, Daniel Voigt, Breeann Draper, Michael Okamoto ▪ AECOM: Kate Bondy, Matt Bondy ▪ Aerotech ▪ Ethos	*Team:* ▪ Jacobs: Troy Sieglitz, Lewis Ferguson, Nicolai Oliden, Daniel Voigt, Breeann Draper, Michael Okamoto ▪ AECOM: Kate Bondy, Matt Bondy, Rodney Bragg ▪ Aerotech ▪ B&N: David Lenzer ▪ Ethos	*Team:* ▪ Jacobs: Troy Sieglitz, Lewis Ferguson, Nicolai Oliden, Daniel Voigt, Breeann Draper, Michael Okamoto ▪ Aztec: Ron Szwiec ▪ B&N: David Lenzer ▪ Ethos ▪ IMavens

AECOM AZTEC TYPSA BURGESS & NIPLE WSP

Enhanced responsiveness and turnaround

› Key subconsultants know the MC for RTPFP - reducing the time and costs of training firms that are new to the program

› Addition of prior MCs means we have more than enough personnel to handle the program's complex startup, support every project, and respond to the unexpected but necessary popup tasks and requests

3a) INTERNAL QUALITY CONTROL PROCEDURES

Our quality management system is based on PEOPLE (the right people committed to quality), PROCESS (airtight procedures with frequent monitoring and verification), and PERFORMANCE (continuous improvement). Our quality process is ISO 9001 compliant and involves a formal system of checks, back-checks, and verification with feedback loops between the originator and checker to verify compliance with the technical and institutional requirements. Troy, in partnership with our area leads and task managers, will work with Quality Manager Brad Olbert, PE to deploy strict quality assurance measures program wide. These measures have been specifically tailored to the MC program since 2018 and have been refined to eliminate errors, costly rework, and schedule delays. Enforcing the use of our quality control program (by checking and back checking through a color-coded system) with hard deadlines built into the baseline schedule for the RTPFP, and each project, infuses a culture of quality into our delivery culture and creates an environment for quality compliance. Brad will educate our new team members, including AECOM and WSP, and ADOT personnel in the application of our quality program so it is consistently applied to every MC deliverable. He will monitor this contract from the program and project levels to confirm that the quality process is followed appropriately for all tasks.

Our Quality Program Enhances the Management of this Contract, Ensuring High-Quality Products

Process and Audits: Our team will complete the QA/QC process shown in Exhibit 3-1 before each submittal to you. Brad will perform a quality audit before documents are released to verify that all checking procedures outlined in our quality checklist were completed and documented. This eliminates the need for your staff to perform in-depth reviews of our work, allowing you to focus on deliverable outputs and decision-making regarding risk management, programming, and prioritization. The QA/QC process will also be applied to our overall program management activities, such as the Construction Cost Index, Unit Costs, and more.

Data Integrity and Security: In 2025, Jacobs obtained ISO 27001 certification for our Information Security Management Systems and verifies that we follow best-practice information security processes to maintain integrity, confidentiality, and availability of sensitive data. Due to the online nature of our dashboards and the sensitivity of data contained within, we will comply with ISO 27001 requirements to maintain data integrity and security, resulting in reliable and quality results.

Quality Follow Up with ADOT: Upon NTP and as part of our contract chartering session, Troy and the area leads will meet with ADOT PMG and Executive Leadership and conduct a project expectation survey. We'll provide a Project Management Plan and Quality Management Plan. Both will be updated throughout the contract, adjusted to provide cost-effective deliverables without sacrificing quality. During the course of the project, our Project Principal Scott Jones will periodically meet with key ADOT staff to confirm our team is meeting your expectations. By understanding expectations, we will provide deliverables that meet the variety of outputs needed to help you successfully deliver this program.

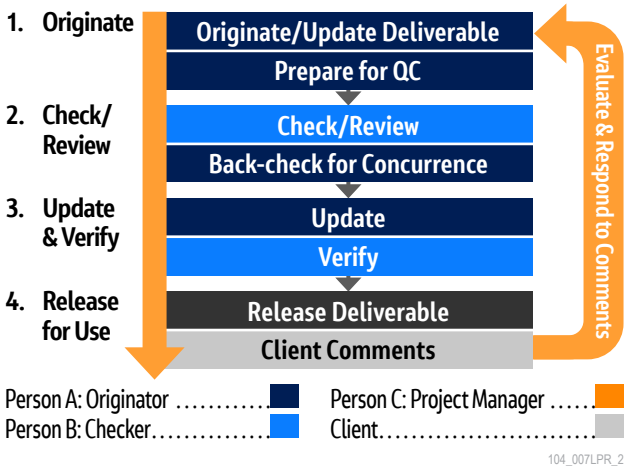
Quality Control/Assurance Procedures Incorporated into the Schedule

We believe that providing ample time for deliverable reviews, space in the schedule to collaborate and gain resolutions from reviewers, and hosting quality audits (formal and impromptu spot audits) is critical to delivering quality. We include a 10-day review cycle for deliverables. However, we may adjust this time frame, depending upon the nature of the program/project elements, to comply with the schedule.

Applying Quality Control Procedures to the Work Items Completed by Subconsultants Results in Consistency

In selecting our partners, we prioritized their demonstrated commitment to rigorous quality standards and their history of delivering quality results across the MAG urban freeway system. Oversight of quality integration between Jacobs and our subconsultants will be led by Brad. Area leads and task managers from WSP and AECOM; special studies leads from B&N, Aztec, and Point; along with all other subconsultants, will be required to submit structured quality conformance documentation at each key milestone. These documents and checklists will be embedded into Jacobs' contract management workflows and communications. Additionally, all subconsultant deliverables will undergo discipline-specific technical review prior to milestone submittals. Brad will then validate compliance with our quality protocols and formally document approval before any deliverables are released. For instance, for a project-specific deliverable from AECOM, Brad will coordinate with their designated quality manager to align on QA procedures at project initiation and verify adherence prior to submission. This multi-tiered QA/QC framework, with embedded checkpoints and verification layers, insulates the program from quality-related risks, delays, or rework.

Exhibit 3-1. Our QA/QC Process Helps to Eliminate/Reduce Risk



SCOTT JONES, PE

Project Principal

COMPANY TITLE, FIRM
West Central Region Executive Director of Operations for Buildings and Infrastructure, Jacobs

WORK LOCATION
Dallas, TX

YEARS OF EXPERIENCE
29 (with firm) | 29 (total)

EDUCATION
BS, Mechanical Engineering, Louisiana State University

REGISTRATIONS AND CERTIFICATIONS
Professional Engineer: CA, LA, TX

AVAILABILITY
As needed

ACTIVE COMMITMENTS
Scott provides senior oversight to major projects in Jacobs' West Central Region. For this key contract, this involves regularly checking in with Project (Contract) Manager Troy Sieglitz on staffing and performance to confirm and support your satisfaction with our performance.

BIO

In 2023, Scott became the Executive Director of Operations for Jacobs' West Central Region, which includes Arizona. He oversees the operations of more than 1,500 staff across 17 Jacobs offices, including Arizona. His key responsibilities include project performance, client satisfaction, and employee well-being. Previously, he was Jacobs' geographic manager for buildings and infrastructure in California and a global market leader for data centers across the firm.

His decades of experience have made Scott a proactive problem solver and an effective communicator. He focuses on responsiveness and flexibility, particularly on large, complex contracts or projects like yours. He brings experience in traditional design, design-build, at-risk construction, program management, and operation management for a variety of client types.

PROJECT EXPERIENCE

West Central Region Executive Director of Operations, Building and Infrastructure, Dallas, TX

Scott oversees Jacobs' building and infrastructure group across Texas, Oklahoma, Kansas, New Mexico, Arizona, Colorado, Nebraska, Wyoming, Utah, and Nevada. As noted above, his key responsibilities include employee well-being, business growth, sales support, project performance, and profit and loss. His West Central Region project oversight includes:

- **MC for RTPFP, ADOT, Phoenix, AZ. Scott acts on behalf of Jacobs regarding contractual matters, helps resolve conflicts, and serves as ADOT's internal advocate holding Troy and the team accountable to project delivery.** Our MC team provides reliable data to help you make informed decisions on project investments and delivery. By understanding economic influences, the team develops accurate, predictable, and reliable ROW cost estimates and market-based construction cost estimates to help improve cost management and programming. We've helped you prioritize projects, eliminate bias from the programming effort, and develop tools to help delivery teams understand, monitor, and mitigate project and program risks. We've helped complete tasks in addition to those identified in the original scope of work. Some of these tasks required us to source subject matter experts. **Highlights include five final design projects for high-priority, low cost (under $5 million) congestion mitigation; diamond grind cash flow model and performance data monitoring; tunnel waterproofing and dairy evaporation pond mitigation expertise, which avoided a potential $90 million dairy relocation; and evaluations for lower-cost implementation phasing of a large project.**
- **Capitol Extension, Valley Metro, Phoenix, AZ**. Promised to Arizona voters as part of Proposition 400 and Phoenix's Transportation 2050 initiative, the Capitol Extension (CAPEX) is a 0.8-mile light rail loop from west of downtown Phoenix, circling around the Capitol area, with two stations. The $499 million extension is part of the preparation for Valley Metro's future light rail extension on I-10. We're serving as lead designer for this CMAR project.

VALUE TO ADOT

Scott helps Jacobs' delivery teams source and integrate subject matter experts, new technology solutions, and staff from other offices to deliver our key contracts at a level exceeding client expectations. By engaging with other Jacobs transportation clients from multiple states, he keeps pace with how agencies respond to challenges in managing, delivering, and financing transportation infrastructure projects with increasing size, scale, and importance.

- **Mobility 35 General Engineering Consultant (GEC), TxDOT, Travis County, TX**. This $8 billion corridor development program is to reconstruct 80 miles of I-35 through Austin and the surrounding area. One of the most congested highways in Texas, I-35 is a backbone of Texas' connectivity and economic opportunities, and the Mobility35 program aims to upgrade this more than 50-year-old interstate to be smarter and more efficient. As GEC, our team acts as an extension of staff for the TxDOT's Austin District to help plan, design, and construct these updates across five counties. We're managing eight subconsultants and more than 30 engineers, planners, and environmental scientists. Our staff has surged to 88 people on the program, as needed.
- **Program Management Consultant, Regional Transportation Commission (RTC) of Southern Nevada, Clark County, NV**. We're helping RTC develop its capital projects and managing construction of infrastructure to support BRT, paratransit, fixed-route transit, parking, maintenance facilities, and transit centers—valued at more than $40 million. Tasks include corridor studies, program management, and technical support.
- **Houston Ship Channel Bridge, Harris County Toll Road Authority, Houston, TX**. Our team helped negotiate a construction contract cost change order with the contractor for the main span redesign. We then replaced the former program management consultant team without stopping work. We now provide program, risk, and schedule management for this $1 billion hybrid design-bid-build and design-build project. We conduct workshops with contractors in pricing and negotiations and in resolving claims during construction. Since becoming program manager, we've also implemented an innovative project controls dashboard.

Geographic Operations Manager, Building and Infrastructure, San Francisco, CA

From 2021 – 2023, Scott managed nearly 800 buildings and infrastructure staff supporting California projects.

Operations Leader, Northern California Operations – Building and Infrastructure, San Francisco, CA

From 2015 – 2021 Scott oversaw approximately 350 staff based in our Northern California offices, supporting major projects in California, across the US, and around the world.

Mission Critical Market Sector Leader, Various Projects, San Francisco, CA

From1996 – 2017, Scott led the mission critical sector, focused on data center projects, while managing related regional operations.

> *"I'm looking forward to continuing our partnership with ADOT and MAG and starting up Proposition 479 for success and long-term benefits in the MAG region. I'll be working closely with Troy to make sure that he has the staff and resources to respond to your needs and exceed your expectations."*

TROY SIEGLITZ, PE

Project/Contract Manager and ROW Acquisition Management

COMPANY TITLE, FIRM
Vice President,
Senior Project Manager, Jacobs

WORK LOCATION
Phoenix, AZ

YEARS OF EXPERIENCE
9 (with firm) | 29 (total)

EDUCATION
BS, Civil Engineering, New Mexico State University

REGISTRATIONS AND CERTIFICATIONS
Professional Engineer:
AZ (#41722)

AVAILABILITY
80%

ACTIVE COMMITMENTS

- ADOT MC for RTPFP, 30%, 12/2025; ADOT North-South Corridor DCR and T2 EIS, 10%, 8/2027; SR 303L to SR 74, 10%, 6/2025; SR 101 at I-10 System Interchange Improvements PDS 10%, 10/28

BIO

Troy brings reliable information and high-integrity teams to balance the MC for RTPFP and achieve program goals. He provides effective consultant oversight, develops accurate data and cost estimates, and streamlines ROW acquisition at the program and project levels. His team responds to program needs with required subject matter expertise, adjusts processes for efficiency, and tracks performance for accountability to Arizona citizens. He introduced programmatic approaches for Prop 400 and 479 projects, including developing the Proposition 400 financial model and Prop 479 map books and project cards. He led the team to review the regional transportation demand management (TDM) and conformity lane assignments for all Prop 479 projects. Troy continuously improves the quality of project studies and prioritization while enhancing consensus-building and coordination among local agencies and MAG, strengthening your trust in our ability to support your decision-making with reliable data.

PROJECT EXPERIENCE

Project Manager, MC for RTPFP, ADOT, Phoenix, AZ

Under Troy's leadership, the MC team provides reliable data to help you make informed decisions on project investments and delivery. By understanding economic influences, the team develops accurate, predictable, and reliable ROW cost estimates and market-based construction cost estimates to help improve cost management and programming. His efforts have helped you prioritize projects, eliminate bias from the programming effort, and develop tools to help delivery teams understand, monitor, and mitigate project and program risks. **Troy sourced subject matter experts for special studies, including a tunnel expert for the I-10 Tunnel Waterproofing Study and agricultural engineers to evaluate how to reuse the properties of dairies affected by construction of SR 30, the proposed six-lane freeway between SR 303L and SR 202L.** He oversaw delivery of 16 studies and final design for 4 projects. Achievements in ROW, financial and program planning, and program governance include:

- **ROW:** Troy oversaw ROW acquisition for multiple corridors, including prioritizing acquisitions and monitoring budget and funding requests. This involved developing and maintaining ROW risk registers and segment maps of acquisition progress.
- **Financial and Program Planning: Troy managed delivery of cost-risk assessments for multiple corridors. He planned and managed the Proposition 400 Extension Priority Planning Workshop that introduced a financial model to identify when projects should progress from preliminary design to final and construction and present our cash flow projections.** He oversaw development of the initial Proposition 400E estimates for more than 90 projects and update of those estimates for Proposition 479, including onboarding Nicolai Oliden to the cost estimate update team. Troy also helped MAG review the regional TDM and conformity lane assignments for all Proposition 479 projects through 2050, through a conformance lens.
- **Program Governance:** Troy refined access control limits, working with Central District and helped the State Engineers Office to develop the new Access Control Guidelines and created public-friendly visuals and monitored settlement updates throughout the current MC contract.

VALUE TO ADOT

Troy's continuous leadership of the program without interruption maintains consistency for you and MAG and supports your ability to achieve upcoming milestones. His daily, formal and informal communication with key RTPFP staff members promote efficiency. He's identified enhancements to our team and processes for Proposition 479 to de-risk the program and align with its performance-based goals. His key relationships with you, MAG, cities, and the program management team enable him to work efficiently without compromising quality, all while balancing multi-team dynamics across these entities, subconsultants, and other stakeholders, with sensitivity to the project managers' perspectives.

Project Manager, SR 30, SR 303L to SR 202L, ADOT, Buckeye, Goodyear, Avondale, and Phoenix, AZ

Troy led development of the SR30 implementation strategy and project management and financial management plans for this new freeway corridor to connect SR 303L (Estrella) and SR 202L (South Mountain) and establish a vital east-west link in the West Valley. **Troy delivered the LDCR and EA, developed a RAMP, and led a ROW cost risk assessment to prioritize more than 400 parcels—our proposed management planning approach for Proposition 479 projects is modeled from this work.** ROW acquisition is approximately 70% complete, demonstrating the value of the RAMP and its parcel-by-parcel risk assessment prioritizing parcels within three categories. He provides quarterly updates to ADOT and MAG and monitors the red letter communication process for SR30.

Project Manager, SR 303L from Lake Pleasant Parkway to I-17, ADOT, Phoenix and Peoria, AZ

Troy managed the DCR update and preparation of the environmental document and 30 percent design to add a general-purpose lane on SR 303L from Lake Pleasant Parkway to I-17 and implement I-17/SR303L system TI direct-connecting ramps, including new traffic models and conceptual alternatives. **Troy coordinated with ADOT, MAG, cities of Phoenix and Peoria, ASLD, TSMC and its development engineering teams, utility agencies, and many other stakeholders.**

Corridor Manager/Project Principal, SR 303L TIs at 51st and 43rd Avenues PA, DCR, and Final Design, ADOT, Phoenix, AZ

Troy led delivery of concepts, risk profile, construction cost estimates, and final design for interchange and mainline improvements needed to advance TSMC development. **Troy used design-build methodology to reduce the 18-month design schedule to 11 months and meet the aggressive schedule to design and construct traffic interchanges for the TSMC, opening in summer 2023.** Troy's team partnered with ADOT, the City of Phoenix, utility entities, and other stakeholders to take the final concept to construction.

Project Manager, Supplemental Services Part-Time Project Delivery Manager, ADOT, Phoenix, AZ

As part-time project manager, Troy helped deliver more than 10 projects to meet your 20-30-30-20, quarterly goals. **Integrating with ADOT staff and learning all project requirements enabled him to help streamline delivery for the permanent project manager. He's been with you through the evolution of your project delivery processes—including the expansion of Workfront, Proofing, ORD, and others.** He evaluated, developed, and managed project assessments, preliminary engineering, and final design projects for urban and rural traffic interchanges and grade separations; system-to-system interchanges, and projects for your LPA partners and tribal entities. He also prepared and delivered project presentations to the public in easy-to-understand language.

Project Manager, SR 101L/I-10 System TI Improvements DCR, CE, and Final Design, ADOT, Phoenix, AZ

Troy led the Jacobs/AECOM team helping you; MAG; cities of Phoenix, Avondale, and Tolleson; and stakeholders to identify and design system interchange improvements. The team evaluated concepts and provided cost estimates for a direct, high-occupancy vehicle ramp from eastbound I-10 to southbound SR101L and westbound I-10 to northbound SR101L. **Applying our DCR process understanding and engaging with stakeholders and the public, we achieved the time-sensitive schedule. Troy is managing final design services for the $300 million project.**

Project Manager, MC+ for RTPFP, ADOT, Phoenix, AZ

Troy managed various tasks under this prior contract, including:

- **US 60/Bell Road TI DCR and EA, Surprise, AZ.** Troy led development of a DCR and EA evaluating a new intersection or interchange configuration and grade separation of Bell Road over the BNSF Railway tracks and US 60, all while maintaining the traffic connection between the high-volume regional roadways. Responding to business owner concerns, an innovative design solution reduced the project footprint and visual impacts. Troy worked with your geotechnical and construction sections to develop a temporary geo-fabric retaining wall system, minimizing construction impacts to traffic without requiring additional ROW. He prepared and presented project information at agency, stakeholder, and public meetings and coordinated with FHWA, ADOT, MAG, MCDOT, and the City of El Mirage.
- **SR 202L (Red Mountain) DCR and CE from SR 101L (Pima Freeway) to Gilbert Road, Mesa, AZ.** Troy managed the team preparing a DCR and environmental document evaluating adding a general-purpose lane in each direction on SR 202L. To minimize property impacts, he developed a cantilever roadway segment and obtained design exception approvals.
- **US60 (Grand Avenue) at Thunderbird Road PA and EA, El Mirage, AZ.** Troy led the development of predesign documents and an EA to evaluate improvements to the US60/Thompson Ranch Road intersection. The selected alternative was to realign Thunderbird Road to directly connect to US60. Troy prepared and presented at public and stakeholder meetings and for the El Mirage City Council as part of the study's public involvement program.

> *"The MC program is ADOT's most important program. The challenge that ADOT faces is to use the project estimating tool to get better project costs in order to build a partnership with MAG to improve our overall management credibility. Under Troy's leadership, Jacobs has been a tremendous help restoring the partnership that ADOT needs with MAG."*
>
> *– ADOT MC for RTPFP - Client Satisfaction Survey Results*

JOHN (LEWIS) FERGUSON, PE

Lead Project Cost Estimator

COMPANY TITLE, FIRM
Engineer, Jacobs

WORK LOCATION
Phoenix, AZ

YEARS OF EXPERIENCE
6 (with firm) | 34 (total)

EDUCATION
BS, Civil Engineering, Northern Arizona University

REGISTRATIONS AND CERTIFICATIONS
Professional Engineer: AZ (#27293)

AVAILABILITY
70%

ACTIVE COMMITMENTS
› ADOT MC for RTPFP, 70%, 10/2026

BIO

You've come to rely on Lewis' high-quality cost estimates to support your RTPFP planning. In his 6 years on our MC team, Lewis has improved pre-design, design, construction, ROW, and utility cost estimate accuracy by applying inflation values, completing periodic updates, and considering trends in material and labor costs. Drawing on his 11 years of experience as an ADOT employee and with all facets of transportation engineering, Lewis easily spots red flags in estimates and extracts data valuable for the program from public and other sources. Owing to his strong relationships and reputation, ADOT project managers often tap Lewis for help addressing challenges quickly. Lewis' accurate, reliable cost estimating services resulted in ADOT making the 2-year look ahead estimates part of our scope of work for the program. Outside of the MC program, Lewis consistently provides engineering cost estimates within 5 percent of the final construction cost.

PROJECT EXPERIENCE

Project Engineer / QA/QC / Cost Estimating Manager, MC for RTPFP, ADOT, Phoenix, AZ

To provide realistic construction costs for projects in the program, Lewis updates project estimates throughout the year. The estimates reflect his analysis of material cost trends and other cost risks.
His achievements and responsibilities include:

- Led development and review of initial cost estimates for the over 90 Prop 400 projects and updates applying an inflation factor to those estimates for Prop 479 projects
- Monitors the ADOT Construction Cost Index, responds to questions, and provides input for planning
- Started accounting for costs of the TERO tax in estimates, which adds about 10% to initial ADOT costs on Native American land
- Tracks trends in unit costs for materials to support construction cost estimates
- Develops rough predesign estimates in response to state legislator requests
- Reviews Arizona Office of Tourism statewide estimates semi-annually
- Confirms contractor's bids are accurate (SR 101 design-build)

Lead Roadway Engineer, I-10 Widening from SR 85 to Citrus Road Concept Study, ADOT, Goodyear and Buckeye, AZ
Lewis developed two concepts as part of this scope letter for addition of an HOV lane, concrete median barrier, and median lighting to improve 12 miles of I-10.

Lead Roadway Engineer, Grand Avenue/35th Avenue/Indian School Road Intersection Concept Design Review and Cost Estimate, ADOT, Phoenix, AZ
Lewis reviewed the concept design and cost estimate to reconstruct the intersection of Grand Avenue, 35th Avenue, and Indian School Road. The project raises 35th Avenue to create an elevated intersection with Indian School Road above Grand Avenue. It constructs new bridges over BNSF Railroad, adds turn lanes, creates a new intersection between Grand Avenue and Glenosa and connection between 35th Avenue and Grand Avenue, and completes upgrades to improve traffic flow and reduce delays, crashes, and vehicle-train crashes.

Roadway Engineer / Construction Cost Estimator, I-40/US 93 West Kingman TI, ADOT, Kingman, AZ
This project represents the most significant remaining improvement left on the CANAMEX/I-11 corridor to provide delay free service between Phoenix and Las Vegas. The project is to create a direct access route between I-40 and US 93 to improve regional and local traffic flow efficiency and enhance safe travel, while improving local access and traffic operations at the Beale Street TI. Our team is developing major enhancements to the DCR concept, finalizing the EA re-evaluation

VALUE TO ADOT

Lewis has already gained ADOT's trust by helping provide consistently accurate estimates, making the program easier to predict. He brings continuity in estimate accuracy and quality from leading development of Prop 400 estimates and updating them for Prop 479. Lewis applies understanding of MAG's system to find and synthesize meaningful data to help you program the projects.

and environmental commitments, gaining FHWA approval on the CoA, and helping you deliver an award-winning system TI solution. **Lewis collaborated with ADOT Bridges to optimize bridge design from a constructability perspective and enable future widening of I-40 within the fly-over ramp, all while saving $640,000.**

Project Engineer / Construction Cost Estimator, SR 303L TIs at 51st and 43rd Avenues PA, ADOT, Phoenix, AZ

Lewis provided engineering and cost estimating for interchange and mainline improvements along SR 303L needed to advance the TSMC development. Jacobs used design-build methodology to reduce the 18-month design schedule to 11 months and meet the aggressive schedule to design and construct traffic interchanges for the TSMC opening in summer 2023. Partnering with ADOT, the City of Phoenix, utility entities, and other stakeholders was critical to meeting the aggressive schedule. **The accuracy of Lewis' cost estimates was critical to progressing the project under the aggressive schedule.**

Roadway Engineer / Construction Cost Estimator, I-17 DMS Improvements from New River to SR 169 PA and Final Design, ADOT, Maricopa County, AZ

Lewis led development of the Project Assessment and cost estimate for DMS improvements to the I-17 corridor. The team provided a detailed crash analysis on the 30-mile corridor to identify hot spots for crashes. The final design included the development of PS&E package for the installation of DMS and speed feedback signs and other minor improvements. The project was expedited to facilitate the installation of the signs by Memorial Day. The scope also included geotechnical services, traffic control plans, post-design services in addition to obtaining the environmental, utility, and ROW clearances for the project.

Constructability Reviews / Construction Cost Estimator, I-10 and SR 210 DCR and EA, ADOT, Tucson, AZ

This project includes widening I-10, extending SR 210 with a system interchange connection to I-10, and evaluating 15 service interchanges. **Lewis helped evaluate numerous TI alternatives, including DDI and platform TI concepts. As a result of the review, the team refined two build-alternatives for evaluation in the DCR,** including technical and environmental concerns. Public involvement meetings and stakeholder progress meetings have been critical to the evaluation and refinement process.

Roadway Engineer and Cost Estimator, SR303L from Lake Pleasant Parkway to I-17 DCR Update and Environmental Document, ADOT, Phoenix, AZ

Lewis supported the DCR update and 30% design for addition of a third general purpose lane in each direction on SR 303L and I-17/SR 303L system interchange direct-connecting ramps. Since the completion of the interim freeway, there has been significant development, including TSMC's new semiconductor manufacturing facility.
The DCR update involved developing new traffic models and developing, evaluating, and estimating conceptual alternatives for improvements, including proposed TIs at 67th, 51st, and 43rd Avenues and implementation of the ultimate I-17/SR 303L system interchange ramp connections. The recommended improvements required system ramp design, preliminary bridge design, drainage concept design, signing and pavement marking, lighting and ITS. Significant coordination was required with ADOT, MAG, cities of Phoenix and Peoria, Arizona State Land Department, TSMC and their development engineering teams, utility agencies, and many other stakeholders.

> *"For Proposition 479, my goal continues to be providing the most reliable and accurate cost information possible to help ADOT, and MAG make the right decisions and manage costs."*

CARLOS ALVARADO, PE

Financial/Management Plan Lead Cost Risk Analyst, CRAVE

COMPANY TITLE, FIRM
Consultant, Jacobs

WORK LOCATION
Phoenix, AZ

YEARS OF EXPERIENCE
23 (with firm) | 31 (total)

REGISTRATIONS AND CERTIFICATIONS
Professional Engineer:
Virginia (#0402031705)

AVAILABILITY
50%

ACTIVE COMMITMENTS
› Metropolitan Transportation Authority, OMNY Fare Collection Implementation, 50%, 6/2026

BIO

Carlos develops complex financial and cost-benefit analyses to support decision making for transportation capital projects, cost allocation, source and use of funds, toll/fare collection, and privatization using GAAP principles. He uses risk management techniques, including developing risk registers and quantifying risk cost and schedule impacts on projects via Monte Carlo simulations. He supports the ADOT RTPFP with risk management, data analysis, cashflow projections, business cases, and other analysis. Carlos' quantitative uncertainty risk cost and schedule analyses have contributed millions of dollars of mitigated risk.

Other similar work includes developing and maintaining a risk register for a $750 million Houston Metro bus rapid transit project. Carlos developed a risk register for deployment of the New York City Transit (NYCT) open payment fare collection system. He also worked on the best-practices risk management and P3 manuals for the FHWA. His unique combination of engineering experience and 20 years of financial and quantitative analysis enables him to help ADOT identify, assess, mitigate, transfer, and monitor risk in the RTPFP program and maximize its value.

PROJECT EXPERIENCE

Management Analysis Support, MC for RTPFP, ADOT, Phoenix, AZ
Carlos leads risk workshops to identify risks affecting this highway rehabilitation program. Using the data collected from the workshops, he performs an uncertainty analysis to determine the likely impact of risk factors on the baseline budget and schedule for several of the major highway projects, each valued at more than $100 million. He uses Monte Carlo simulation and reporting for the analysis. Key contract tasks that Carlos supported include:

- **ROW Acquisition Management** - Carlos helped develop a list of parcels to acquire, including priority, phase, estimated value, and actual acquisition value.
- **SR 30 Financial Management Plan** - Carlos helped develop an FHWA-compliant financial plan, including project scope, schedule, cost estimate, and sources of funds for the planned 13-mile east-west freeway in the southwest Valley. The plan includes a register to determine the potential impact of project cost and schedule risks. The plan is required for FHWA to approve funding ($3.4 billion for project, $500 million for ROW acquisitions).
- **Proposition 400 Extension Priority Planning Workshop** – Carlos developed a comprehensive model to forecast the execution of 97 highway projects over 30 years, from 2026-2056, valued at $14.4 billion. As part of the analysis, he allocated projects into five phases and by project execution stage, including pre-design, final design, and construction. The analysis considered time lag between project execution stages and uses and sources of funds. He provided a cashflow schedule by year and a 30-year visual schedule of all projects illustrating when each project would be active to ensure that projects were distributed over the 30-year period and to minimize negative cashflow.
- **Cost Risk Assessments for Anthem Way to Sunset Point (I-17), F0136 SR 101L, 75th Avenue to I-17, Indian School Road (I-17), SR 85 to Verrado Way (I-10), SR 202L Val Vista Drive to I-10** – Carlos prepared risk workshops for each of these project corridors. The workshops included an overview of the risk management process, a discussion to develop a risk register and a Monte Carlo simulation to estimate project risk impact.

VALUE TO ADOT

Carlos uses financial analysis and economic forecasting to provide insight to ADOT on resource efficiency, risks, and delivery framework for the MC for RTPFP over time. He provided financial forecasting for 97 of the Proposition 400 projects and financial analysis and planning to support hundreds of miles of Proposition 400 improvements. He uses risk management tools and techniques to help ADOT plan for and adapt to financial and management challenges through informed investment challenges. For example, through the Diamond Grind Business Case, Carlos found an estimated $1.4 billion in capital savings.

- **ADOT Diamond Grind Business Case** – Carlos developed a business case to compare the lifecycle cost of maintaining freeway surfaces in the Central District with rubberized asphalt versus diamond grinding. The analysis found an estimated $1.4 billion (35%) in capital savings associated with diamond grinding over a 25-year period. Independent experts confirmed the results of the analysis. MAG has adopted diamond grinding as the preferred approach for maintaining pavement surface quality.

Financial Consultant, Analysis of Alternatives for New Fare Payment System, New York City Transit (NYCT), New York, NY

Carlos provides financial analysis to determine the impact of NYCT's transition from the MetroCard-based fare collection system to a new fare payment System which relies on account-based contactless cards and mobile devices. He designed the analysis around capital investments, revenue, and operating expenses cost elements, building from work completed by NYCT. Carlos revised the business case to consider key cost driver uncertainty and used Monte Carlo simulation to determine the likelihood that the fare payment system will break even financially compared to the MetroCard fare collection system. Carlos is leading the development of a risk management process to help manage the implementation of the new fare payment system.

Financial Consultant, Capital Cost Benchmarking and Containment Study, McKinsey & Company/ MTA, New York, NY

Carlos led and coordinated support to a McKinsey & Company-led study of MTA's capital plan The goals of the study included benchmarking costs against comparable projects, understanding what drives cost premium relative to benchmarks, and developing a set of initiatives to address major drivers of cost premium.

Metro, Inner Katy Bus Rapid Transit, Houston, TX

Carlos led the development of a risk register for a $750 million bus rapid transit system. He used Monte Carlo simulation and refreshed and reporting on results monthly.

Risk Analyst, I-5 South Corridor, Caltrans, Los Angeles, CA

Carlos led a risk/uncertainty analysis to determine the impact of risk factors on the baseline budget for several $100+ million highway projects on the I-5 South Corridor. He used Monte Carlo simulation and refreshed and reported on results monthly.

Lead Analyst, Privatization Study for a Transit Line, Trimet, Portland, OR

Carlos led development of a financial model to determine the feasibility of attracting a private sector concessionaire to develop, operate, and maintain a bus rapid transit line. The model revolved around a cash-flow sensitivity analysis to determine the potential return on equity for the concessionaire by varying key parameters such as operations and maintenance hourly costs, average service speed, and levels of annual subsidies.

> *"As a Phoenix resident and Maricopa County taxpayer, working on the Regional Strategic Transportation Plan is personally meaningful to me. Over the past eight years, I've supported the program with financial analysis and risk management to help ensure that nearly $20 billion in transportation investments are sound, strategic, and beneficial—not just for the region, but for my own community."*

NICOLAI OLIDEN, PE

Area 1 Lead and MapBooks and Project Cards

COMPANY TITLE, FIRM
West Central Geography Southwest Highways Group Leader, Jacobs

WORK LOCATION
Phoenix, AZ

YEARS OF EXPERIENCE
3 (with firm) | 17 (total)

REGISTRATIONS AND CERTIFICATIONS
Professional Engineer: AZ (#53823)

EDUCATION
BS, Civil Engineering,
Arizona State University

AVAILABILITY
75%

ACTIVE COMMITMENTS
- ADOT MC for RTPFP, 25%, 6/2025; ADOT T0535 Gila River Linear Park Trail (PDOC LPA), 15%, 4/2026; ADOT SR 51 Diamond Grind Final Design (MC Task), 25%, 11/2025

BIO

Nicolai studies, plans, and designs highways, interchanges, and local streets and intersections in Arizona. With a career focused on ADOT projects, including design-build and CMAR delivery, he consistently delivers projects and large-scale transportation studies on schedule and with the quality you expect. Since joining the MC for RTPFP in 2022, he has managed the semi-annual cost estimate updates, led development of the Prop 479 MapBook, and managed a valuable traffic interchange alternatives assessment and fast-track ramp widening study and design. Demonstrating his ability to meet multiple program deadlines while managing projects and coordinating staff and stakeholders, Nicolai is well-qualified to transition into an area lead role for the upcoming RTPFP. Prior to joining Jacobs, he supported ADOT design-build and other projects and roadway projects for the Cities of Scottsdale, Phoenix, Yuma, Tempe, and Peoria.

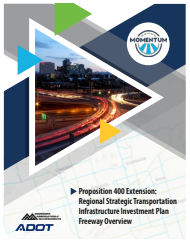
PROJECT EXPERIENCE

Task Manager – Semi-Annual Cost Estimates Update, MC for RTPFP, ADOT, Phoenix, AZ

Since joining Jacobs' RTPFP team, Nicolai's led one of the program's most critical tasks—the semi-annual update of the RTPFP parametric cost estimates for 30 ongoing Prop 400 projects. **Despite the challenges in coordinating with design consultant teams, ADOT, and MAG, he consistently meets deadlines for the update, while managing other projects from MAG.** MAG relies on the updated cost estimates, reflecting inflation, to adjust the program. To complete the update, he reviews unit costs on constructed projects and uses trends and projections to help maintain the quality of the data set as much as possible. **Since Nicolai's involvement, ADOT and MAG have come to Jacobs increasingly and Nicolai directly for information on cost trends. Nicolai supervises up to three Jacobs staff and subconsultants Aztec and B&N.**

Task Manager - Prop 479 MapBook, MC for RTPFP, ADOT, Phoenix, AZ

Building from the well-regarded draft MapBook we developed in 2021, **Nicolai is leading development of the Prop 479 MapBook.** The MapBook contains all the MAG region projects with a graphic and write up for each project's scope and parametric cost estimate.



Project Manager - SR 303L Traffic Interchange Alternatives Project Assessment, MC for RTPFP, ADOT, Surprise, AZ

Spurred by a fast-growing population in the City of Surprise and Maricopa County, ADOT wanted to evaluate whether a new traffic interchange on SR 303L between the SR 303L/US 60 and SR303L/El Mirage Road traffic interchanges would alleviate congestion for residential areas north of SR 303L lacking freeway access. **Nicolai is leading the alternatives assessment, evaluating four concepts to provide access to the north of SR 303L between MP 120 to 122 and impacts to local roads.** Challenges include physical constraints like electric transmission towers requiring protection, a major flood control channel next to transmission lines, a variety of property uses in the ROW, and need for a non-standard traffic interchange layout. Nicolai manages six staff and our proposed subconsultant Aztec. The study requires coordination with utility companies, Maricopa County, Arizona State Land Department, Flood Control District of Maricopa County, and the City of Surprise. **We've progressed this study under an aggressive schedule and held many stakeholder and progress meetings to identify alternatives meeting diverse needs.** We received more than 1,500 comments from the public meeting. Once we complete updates to the alternatives assessment, design will proceed for a traffic interchange at 155th Avenue.

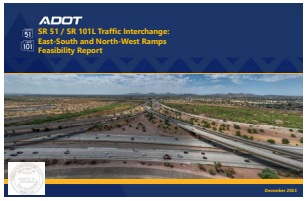
VALUE TO ADOT

Nicolai benefits you by seamlessly continuing the semi-annual cost estimate update process, without delay or data quality impacts. His experience leading studies and designs under accelerated schedules and career history of working on ADOT projects of all scales makes him ideal to serve as area lead helping monitor delivery of a group of major RTPFP projects.

Task Lead - SR 51 I-10 to Shea Boulevard Pavement Preservation Scoping Letter, MC for RTPFP, ADOT, Phoenix, AZ

Nicolai delivered a scoping letter evaluating three alternatives to rehabilitate SR 51's pavement from I-10 to Shea Boulevard. A major freeway in the Phoenix area, SR 51 is made of Portland Cement Concrete with an asphalt rubber asphaltic concrete friction course. The scoping document evaluated a mill and diamond grind treatment versus a mill and fill treatment and recommended mill and diamond grind. Working with the structures team to investigate the bridge joints—the most complicated part of this project—will provide value during final design. **Nicolai worked closely with ADOT's District Office to enhance the project scope, including identifying project limits that allowed ADOT/MAG to maximize the area for diamond grinding with necessary road closures and identifying other improvements.** He worked with the District to identify other items for improvements, like guardrail end treatments. MAG is using our preliminary cost estimate to progress the project to final design.

Project Manager – SR 51 / SR 101L Traffic Interchange: East-South and North West Ramps Feasibility Study and Final Design, MC for RTPFP, ADOT, Phoenix, AZ



Nicolai managed a feasibility study to evaluate improvements to the eastbound-to-southbound and northbound-to-westbound ramps at the SR 51 and SR 101 interchange, based on projected 2050 traffic volumes. The study analyzed roadway impacts, traffic operations, predictive safety, incident management, design exceptions, and construction costs for three alternatives. **Nicolai then delivered final design for the estimated $4.3 million conversion of single-lane ramps to dual-lane ramps, under an accelerated schedule of less than 7 months.** To simplify traffic control and reduce costs, we used final design to alter the original alternative and extended the equipment underpass, rather than widening both sides of the ramps. The project benefitted from partnering with ADOT to identify project challenges early. Nicolai supervised a team of six during the study and ten during final design.

Roadway Segment Lead, I-10 Broadway Curve Design-Build, ADOT, Tempe, AZ

Nicolai led the design team for a 2-mile segment of this design-build project to widen 12 miles of I-10 near the system interchanges with SR143 and US60. The designs for widening, new collector-distributor roads, and new interchange ramps address traffic weaving-related delays and safety concerns. **Nicolai coordinated with all disciplines to overcome challenges related to right-of-way constraints, local tie-ins, and utilities.**

Project Engineer, SR202L South Mountain Freeway Design-Build, ADOT, Phoenix, AZ

Nicolai led retaining and sound wall design teams for two of three segments for this new 22-mile freeway around the west and south sides of South Mountain, including more than 1 million square feet of walls. The project included new fly-over ramps constructed at SR202 and I-10 at the north limit, dozens of bridges, and miles of retaining walls and sound walls. Nicolai established retaining wall limits and created construction drawings for mechanically stabilized earth and concrete masonry sound walls. **His team led the challenging coordination of project-wide wall details to be used by the design team, which involved more than 10 design firms.** Other challenges included coordinating utility relocation, drainage and traffic design, construction sequencing, and collaboration with bridge engineers to establish the finished grades around the bridge abutments.

Design Engineer, SR 202L General Purpose Lanes (SR101L to Broadway Road), Red Mountain Design-Build, ADOT, Phoenix, AZ

Nicolai produced construction drawings, addressed utility and drainage conflicts, and worked closely with all disciplines to reduce impacts to retaining walls during the $109 million design-build widening of 5 miles of freeway. The project, extending from SR101L to Gilbert Road, was to accommodate additional general-purpose lanes. The 28 retaining walls and 3 overhang slabs included ADOT standard and non-standard cantilevered walls, combination sound and retaining walls, and foamed concrete backfill walls. Several types of non-standard cantilevered walls accommodated construction of footings adjacent to current walls to allow temporary excavation of the non-cohesive soils adjacent to the new walls. ADOT accepted the foamed concrete backfill wall as an alternative design concept to lessen the bearing pressure and settlement for Wall R1 at Alma School Road. Another design success was eliminating all shoring.

> *"This is the most important contract of my career, because we are influencing the overall program for the future of Arizona transportation."*

JESSICA FLY,
PE, PMP

Area 2 Lead

COMPANY TITLE, FIRM
Vice President, WSP

WORK LOCATION
Tempe, AZ

YEARS OF EXPERIENCE
19 (with firm) | 20 (total)

EDUCATION
- Bachelor, Civil Engineering, Arizona State University

REGISTRATIONS AND CERTIFICATIONS
- Professional Engineer: AZ (#52512)
- Project Management Professional, No. 2050556

AVAILABILITY
70%

ACTIVE COMMITMENTS
- MAG SR 101L Bottleneck Study, 10%, 4/2027; ADOT SR 30, 10%, 9/2026; ADOT SR 410 Sonoran Corridor DCR/EA, 10%, 10/2027

BIO

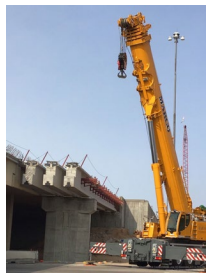
Jessica's passion for Arizona roadways stems from seeing the positive impact of ADOT freeway improvements on communities throughout the MAG region. As a project engineer for the prior ADOT MC contract, focused on the I-17 and Loop 303 corridors, and through her ongoing freeway development work, including the I-10, SR 30, SR 101L, SR 202L corridors, she knows how to lead projects through the ADOT delivery and design processes. Jessica has led corridor planning, scoping documents, preliminary engineering, final design, cost estimating, and construction administration tasks. As Area 2 Lead, she will leverage her experience with large ADOT and MAG projects and ADOT Project Delivery, Alternative Delivery, and Value Methodology On-Call contracts to guide critical decisions regarding funding, ownership and maintenance, permitting, ADA compliance, and design attributes. Jessica excels at asking the right questions, hearing concerns of all disciplines, and determining when research is required — these skills will help her excel as an Area 2 Lead and respond with the speed and quality that ADOT expects.

PROJECT EXPERIENCE

Project Engineer, MC for Freeway Corridors, ADOT, Maricopa County, AZ

WSP provided MC services for the I-17 and Loop 303 freeway corridors, which were part of the Phoenix metropolitan area's 20-year multimodal RTP for Proposition 400. WSP developed the roadway, traffic, structural, and drainage designs to 30% for both corridors, coordinated utility relocation, confirmed preliminary alignments for the new Loop 303 freeway corridor, and developed design concepts for capacity enhancements through the ADOT DCR process. Jessica focused on SR 303L, US 60 to Happy Valley Parkway DCR; SR 303L, I-10 to SR 30 DCR; SR 303L, SR 30 to I-10 Alternatives Selection Report and DCR; SR 303L El Mirage Road TI Preliminary Design; SR 303L, Peoria Avenue to Bell Road Preliminary Design. **Challenges included designing elements for an SR 303L corridor with rapidly changing land uses and ongoing development. To ensure success, the team continuously reviewed traffic projections, number of lanes provided, future utility corridors, regional drainage strategies, and the latest technology infrastructure.**

Project Manager, SR 101L, I-17 to Pima Road Design-Build, ADOT, Phoenix Metro, AZ



WSP provided GEC services during design and construction of this 13-mile design-build urban freeway widening, including 12 bridge widenings, reconstruction of service TI ramps and gores, and corridor signing, lighting, and landscape improvements. Jessica developed the project scope and contract, oversaw design, and provided construction management. Her responsibilities included stakeholder coordination, alignment of project scope to available budget, preparation of requests for qualifications/requests for proposal documents, design phase oversight and plan reviews, and document control. During construction she responded to RFIs, resolved field issues, reviewed change orders, and helped ADOT resident engineer and construction inspection staff. **Through tiered stakeholder coordination during the RFP phase, Jessica incorporated project scope elements and requirements into the contract documents for items such as traffic signal equipment and ownership, ADA improvements, allowable bridge concepts, MOT strategies, and environmental commitments. During construction phase, Jessica coordinated with stakeholders on construction details, traffic control approvals, and defining maintenance responsibilities.**

VALUE TO ADOT

Starting her career as a member of WSP's MC team supporting the I-17 and SR 303L corridors, Jessica has continued to hone her skills leading multidisciplinary teams to develop comprehensive solutions for complex MAG freeway projects. Through her strong working relationships with ADOT, MAG, Regional Local Public Agencies, and FHWA, Jessica aligns stakeholders and meets schedules. Her experience with 65 ADOT projects, improvements to 2,400 lane miles, and support for $200 million of design and $4 billion of construction for ADOT/MAG, qualifies her as an Area Lead for Proposition 479.

Design Segment Manager, SR 101L, Princess Drive to Shea Boulevard, ADOT, Scottsdale, AZ

WSP provided final design and post design services for a new general purpose lane in each direction and widening four major structures. The project included environmental documentation, utility relocation coordination, roadway and drainage design, geotechnical investigations and reports, structure analyses, traffic design, and construction bid document preparation. Jessica led roadway design using OpenRoads, provided multidisciplinary coordination, prepared special provisions, and compiled the overall project cost estimate. She also supported stakeholder coordination, including City of Scottsdale, CAP, MAG, and FHWA. **Early in design, Jessica identified and helped mitigate schedule and cost impacts, using lessons learned from construction of the adjacent SR 101L widening projects.**

Project Manager, SR 101L Bottleneck Study, MAG, Tempe/Mesa, AZ

WSP is performing a bottleneck study along SR 101L, from US 60 to SR 202L, and along SR 202L, from Priest Drive to Dobson Road. The study will engage various agency and public stakeholders to document existing and future conditions, establish alternatives and evaluation criteria, and provide an implementation plan for recommended improvements within these corridors to address current and future demand. Work elements include planning and engineering, including traffic modelling scenarios, concept-level plans, and planning-level cost estimates. **Jessica and the team are working with MAG staff to obtain corridor-specific connected and automated vehicle data, including traffic queuing, origin-destination, harsh braking, and lane by lane data. The team will use this data to calibrate the VISSIM model, understand root causes of congestion, and identify potential corridor improvements.**

Project Manager, SR 202L/McClintock Drive Traffic Interchange Feasibility Study, MAG, Tempe, AZ

This study evaluated the feasibility of reconstruction to a full-service interchange at SR 202L and McClintock Drive. WSP provided planning and engineering services to baseline existing conditions/constraints and future development activity, provide traffic modelling scenarios, produce an evaluation matrix and concept-level plans, and develop a planning-level cost estimate. Jessica led the agency stakeholder engagement to establish alternatives and evaluation criteria, facilitated stakeholder brainstorming sessions and development of engineering alternatives, authored the final feasibility report, and oversaw QA/QC of study deliverables. **Jessica led stakeholder coordination with MAG, ADOT, Tempe, Salt River Pima-Maricopa Indian Community, and Flood Control District of Maricopa County to develop several innovative concepts to allow additional access to SR 202L from McClintock Drive in a physically constrained area.**

Design Segment Manager, SR 30, 97th Avenue to 71st Avenue (Tres Rios), ADOT, Maricopa County, AZ

WSP is providing final design services for the new interim six-lane urban freeway segment between 97th and 71st Avenues. Improvements include traffic interchanges at 91st and 83rd Avenues, overpasses at 87th and 75th Avenues, equipment crossing at 79th Avenue, drainage channels along the freeway and crossroads, traffic elements, shared-use path, and utility relocations. Jessica is leading the multidisciplinary work between 87th and 71st Avenues, which includes the 83rd Avenue TI. She and the team are working closely with ADOT R/W Group to realign where 83rd Avenue intersects with Broadway Road from the south to match the north connection.

Jessica brings lessons learned in the design of new freeway corridor segments from her preliminary engineering on SR 303L and final design on SR 202L South Mountain to this greenfield segment of SR 30. She is helping coordinate mainline implementation phasing, crossroad design criteria, crossroad impacts to adjacent intersections, utility relocations, and ROW needs beyond those identified in the DCR.

> *"Jessica and the WSP project team provided effective, timely coordination and collaboration to assist ADOT in administering the SR 101L, I-17 to Pima Rd Design-Build project contract. It was a pleasure to work through challenges with Jessica and the WSP team as they were very responsive to my needs."*
> *— Anthony Brozich, ADOT Northwest District Administrator*

MATT BONDY, PE

Area 3 Lead

COMPANY TITLE, FIRM
Senior Transportation Engineer/Project Manager, AECOM

WORK LOCATION
Phoenix, AZ

YEARS OF EXPERIENCE
20 (with firm) | 20 (total)

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

REGISTRATIONS AND CERTIFICATIONS
Professional Engineer: AZ (#49520)

AVAILABILITY
60%

ACTIVE COMMITMENTS
- MCDOT, Bethany Home Road at Citrus Road Intersection Improvements Scope Design Report, 10%, 11/2025

BIO

Matt is experienced in roadway design and planning on corridor studies, scoping documents, environmental documents, and final design projects. He serves as project manager and/or senior roadway engineer for state, county, and municipal projects, including scoping assessments, spot improvements, and final design and construction documents. He manages urban and rural roadway design and planning projects, including alternative development and evaluation, preliminary and final design, geometric design, stakeholder coordination, utility coordination, and preparation of construction plans, specifications and estimates.

PROJECT EXPERIENCE

Roadway Engineer, RTPFP MC+, ADOT, Maricopa County, AZ
Matt provided roadway design, cost estimating, ROW and utility coordination, and alternatives development and evaluation for various task orders under AECOM's MC+ contract to help deliver the $9.6 billion RTPFP under Prop 400. AECOM supported the delivery of more than 168 miles of freeway with ADOT and MAG and delivered numerous quick-response task order requests. These requests often required innovative solutions to challenging agency requests for improvements on and off the freeway system. The team implemented an efficient, process-oriented approach to developing and evaluating alternatives and providing public-friendly documentation for briefing ADOT, MAG and agencies on the evaluation process and recommendations. Numerous design standards and processes were established under this contract, including TI design/spacing guidance.

Roadway Engineer, I-10 Broadway Curve to SR 51 DCR/CE, ADOT, Phoenix and Tempe, AZ

Matt's responsibilities included roadway design, alternatives development and evaluation, cost estimating, plan preparation, ROW, and utility coordination for a DCR and CE for an 8-mile segment of I-10 from SR 143 to SR 202L. Recognizing that many regional trips were using the local roadway system due to I-10 capacity constraints, Matt's recommendations included CD roads and a new concept for the MAG freeway system, which removed weaving conflicts from the I-10 mainline, enhancing capacity on I-10. This project established near-term capacity improvements that included TI improvements, new collector-distributor roads along I-10, and I-10 widening south of Baseline Road. AECOM performed traffic analyses for the alternatives and recommended improvements, including forecasting future traffic volumes; developing a simulation model for existing, no-build, and alternative networks; and performing level-of-service analyses.

Roadway Engineer, I-10/SR 101L System Traffic Interchange, ADOT, Maricopa County, AZ
Matt provided roadway design, design review, and cost estimating and assisted with plan preparation. As a subconsultant to Jacobs, AECOM performed traffic analysis, roadway, drainage, maintenance of traffic, and structural design services for the DCR and Environmental Assessment (EA). The DCR evaluated possible alternatives to enhance regional travel and mitigate existing weaving and safety issues to improve connectivity at the I-10/SR 101L system interchange. AECOM developed and calibrated a 9-mile VISSIM model to evaluate year 2050 traffic patterns and system performance, which included the system interchange and all TIs within the project limits on I-10 and SR 101L. The total project construction cost was estimated at $398M at the conclusion of the DCR. The DCR was delivered on time under an accelerated schedule and within the original project budget. **Matt's team recommended minimizing impacts by implementing a slip ramp in place of a longer extended parallel ramp that required significant structures, saving $140 million in construction costs.** The team used StreetLight origin-destination data to answer stakeholder questions and validate the feasibility of the slip ramp.

VALUE TO ADOT

Matt knows ADOT processes and guidelines, having managed statewide and Local Public Agency projects as an ADOT supplemental service employee. He works with stakeholders to reach consensus on design elements and consistently exceeds quality and schedule expectations.

In addition to the DHOV, the project team investigated and developed I-10 eastbound alternatives to alleviate congestion on the SE Ramp merge area.

Roadway Lead, US 60 (Grand Avenue)/35th Avenue/Indian School Road TI DCR/EA, ADOT, Phoenix, AZ

Matt led development and evaluation of 18 alternative concepts and developed Stage I (15%) plans for the preferred alternative at the 35th Avenue/Indian School Road intersection at US 60. This project involved extensive coordination with ADOT, MAG, the City of Phoenix, and the BNSF Railway. The EA process included a series of three public meetings, including a public hearing. The traffic analysis included Synchro analysis and a VISSIM model that included the BNSF trains, pedestrians, local buses, and bus rapid transit. The traffic analysis was used as an instrumental piece of identifying the preferred alternative. **The multimodal challenges within this project were immense and included planning for a future BRT route and LRT route and addressing pedestrian and bicycle needs.** Solutions to improve the safety and reliability of this intersection required a delicate balance of multimodal improvements for transit, rail, vehicles, pedestrians and bicycles with the adjacent land uses and communities. The selected alternative for this challenging project advances mobility within the region while improving operations, reliability and safety for all users - vehicles, transit, rail, bicycles and pedestrians.

Roadway Engineer, US 60 (Grand Avenue)/Bell Road Traffic Interchange DCR/EA, ADOT, Surprise, AZ

Matt provided roadway design, cost estimating, and ROW and utility coordination; developed and evaluated alternatives; and prepared plans for reconstruction of the Bell Road intersection along Grand Avenue into a grade-separated intersection, estimated at $67 million. **The grade-separated recommended alternative was a unique and innovative design in Maricopa County, with Bell Road and all left turn movements elevated over US 60 (Grand Avenue). AECOM prepared VISSIM simulations with interactive drive-throughs to assist with public involvement activities, educate the public, and garner consensus from stakeholders.**

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

Matt provided roadway design, cost estimating, and utility and ROW coordination; developed and evaluated alternatives; and prepared plans as part of a DCR and CE for improvements to the SR 101L corridor from I-17 to Princess Drive, estimated at $156 million. AECOM prepared an ADOT scoping document and received FHWA clearance for the addition of a general-purpose lane in each direction of travel, and additional lanes near the I-17/SR-101L TI and the SR-51/SR-101L TI. The project included traffic projections using the MAG regional TDM and traffic operational analysis of the SR 101L corridor. The project included the development and evaluation of six SR 101L widening alternatives. **Matt developed alternatives focused on alleviating congestion on the SR 101L corridor and at the I-17/SR-101L TI.**

Roadway Engineer, SR 101L, Princess Drive to Raintree Drive Traffic Alternatives Study, MAG, Scottsdale, AZ

Matt reviewed the roadway design and cost estimate for interchange configurations, including a diverging diamond, single-point urban, roundabout, and diamond interchanges. AECOM developed 15% design plans for the recommended alternative. The team developed concepts for each of the TIs within the project and presented them to stakeholders and MAG to build consensus on recommendations that were then moved on to ADOT for design. **The $24 million project was delivered under a condensed seven-month schedule and under budget. The project is under construction, using the study's recommendation to convert the Frank Lloyd Wright Boulevard single-point urban interchange into a diamond interchange.**

> *"Matt maintains appropriate documentation, including meeting notes, agendas, review comments, and correspondence. He uses man-hours and resources efficiently."*
>
> *– Marcellus Lisotta, MCDOT Project Management Group*

RICK MERRITT

Construction Cost Index

COMPANY TITLE, FIRM
President, Elliott D. Pollack & Company

WORK LOCATION
Phoenix, AZ

YEARS OF EXPERIENCE
35 (with firm) | 45 (total)

EDUCATION
- MBA, Arizona State University
- Bachelor, Community Planning, University of Cincinnati

REGISTRATIONS AND CERTIFICATIONS
Arizona Real Estate License

AVAILABILITY
20%

ACTIVE COMMITMENTS
- Town of Gilbert Affordable Housing Study, 10%,7/2025; City of Chandler Affordable Housing Study, 20%, 8/2025

BIO

Rick consults on all aspects of the Arizona economy and specializes in economic and fiscal impact analysis, real estate market and financial feasibility, affordable housing studies, and land use analysis. His work for ADOT includes a study of the impact of aviation in Arizona and participation in the Risk Analysis Process which is used to forecast transportation revenue. He periodically presents to the Arizona Finance Advisory Committee of Arizona Joint Legislative Budget Committee, which forecasts state revenues. He's also consulted with and prepared the two revenue forecasts for a half-cent sales tax for the Pinal County Regional Transportation Authority.

PROJECT EXPERIENCE

Economist, Construction Cost Forecast Analysis, ADOT, Statewide, AZ

Rick led a study to assess whether highway construction inflation trends could be forecasted. The study assessed economic conditions and factors that could influence highway construction inflation trends and evaluated a series of regression analyses that could assist in forecasting the direction of highway construction cost inflation in the future. The approach involved collecting data on historic construction cost trends nationally and locally, and forecasts of independent economic variables that may influence inflation. These variables were tested as to their relevance to construction cost trends. Regression analysis is only as good as its inputs. The difficulty in forecasting construction cost inflation is that one is comparing a highly volatile variable to independent variables that are not as volatile such as personal income, gross domestic product, or consumer price index. The regression model tries to return the results to the mean forecasts for the independent variables. This provides little assistance in forecasting inflationary impacts on construction costs. **Rick found that construction cost data collected for the ADOT construction cost index and the data collected by Jacobs probably provide the best method for evaluating short-term inflation trends. As such, these efforts should remain in place.**

Economist, Vehicle Emissions Control Program Fees, Arizona Department of Environmental Quality (ADEQ), Statewide, AZ

Rick analyzed the fee structure for the ADEQ Vehicle Emissions Program. Study goals included determining the customer equalization of test fees between Area A (Maricopa County and part of Pinal County) and Area B (Pima County) with the goal of such action to be revenue neutral and assessing a requested fee increase from its emissions contractor and its impact on the vehicle emission control program budget for FY23 and beyond. **Rick developed an economic model for ADEQ to determine the potential impact of the increase in test fees proposed by the contractor and provide a methodology for equalizing fees between the two emissions test areas.**

Economist, Air Quality Division, Economic Analysis of Arizona Oil and Gas Conservation Commission Program, ADEQ, Statewide, AZ

Rick advised ADEQ Air Quality Division on the preparation of a proposed fee structure and pricing strategy for the Arizona Oil and Gas Conservation Commission program. The study involved benchmarking four peer states in terms of budget, staffing, and oil and gas resources and analyzing the Arizona Oil and Gas regulatory program permit fees and staffing. Rick prepared recommendations on a fee-for-service model and justification of a General Fund allocation for the program.

VALUE TO ADOT

Rick uses knowledge of economic trends and population and employment forecasts to help forecast year of expenditure costs for Proposition 479 projects. He participates in revenue forecasting efforts for the state and Pinal County and ADOT's RAP program.

MICHAEL (MIKE) OKAMOTO, PE

Task Manager – Area 1

COMPANY TITLE, FIRM
Project Manager, Jacobs

WORK LOCATION
Phoenix, AZ

YEARS OF EXPERIENCE
26 (with firm) | 26 (total)

EDUCATION
BS, Civil Engineering, Arizona State University

REGISTRATIONS AND CERTIFICATIONS
Professional Engineer: Arizona (#51344)

AVAILABILITY
50%

ACTIVE COMMITMENTS

› ADOT Van Buren Street to I-10 West Bus Only HOV Connection, 20%, 7/2025; ADOT SR 303L to I-17 System Interchange Improvements, 25%, 7/2025; ADOT SR 303L to I-17 System Interchange Improvements PDS, 10%, 3/2028; Valley Metro Capitol Extension, 50%, 12/2026

BIO

Mike develops innovative solutions for complex freeway and interchange improvements. With a career focused on ADOT, he knows how to bring disciplines together to deliver impactful Design Concept Reports (DCRs), Environmental Assessments, Categorical Exclusions, and final designs for MAG-area freeways, streets, and major intersections. For recent projects under our RTPFP contract, Mike provided solutions that address short-term and long-term needs for the best value to ADOT, demonstrating his technical expertise in complex horizontal and vertical geometry and ability to meet aggressive schedules. Highlights include the SR 303 and US 60 Interchange Improvements which has significantly alleviated congestion, and the SR 303L at 51st and 43rd Avenues TI, which is a critical enabling project for development of the Taiwanese Semiconductor Manufacturing Company.

PROJECT EXPERIENCE

Roadway Lead/Task Manager, MC for RTPFP, ADOT, Phoenix, AZ

Mike serves as roadway lead and task manager for projects requiring complex designs. Tasks include:

- **SR 303L TIs at 51st and 43rd Avenues Project Assessment, DCR, and Final Design, Phoenix, AZ -** Mike and his team completed the project assessment and DCR for the 51st and 43rd Avenue interchanges and mainline improvements along SR 303L. The projects are critical to enabling development of the new Taiwanese Semiconductor Manufacturing Company (TSMC) semiconductor plant. To facilitate a fast-track project schedule, Mike delivered a robust DCR which enabled ADOT to streamline the improvements. The DCR identified updates to the roadway network adjacent to TMSC, based on coordination with TMSC and City of Phoenix representatives and included major utility improvements and final design concepts for tie-in of Phoenix cross-streets to the improvements. Most importantly, Mike's team included I-17 and SR-303 system-to-system Interchange recommendations in the DCR to enable ADOT to move directly into design on a faster-than-normal schedule. **To meet the fast-track project schedule, Mike partnered with ADOT, the City of Phoenix, utilities, and other stakeholders on the final concept to move into construction. Additionally, they collaborated with local design firms to integrate the final design concepts for the City of Phoenix cross-streets that would tie into these improvements. Recognizing the value of the DCR, ADOT awarded Jacobs final design for the adjacent traffic interchanges and system interchange. The design was completed in less than a year and has been constructed. The project demonstrates Mike's focus on efficient and comprehensive project delivery.** Services included concept evaluation, public meetings, risk profile development, and cost estimating, and coordination with local design firms, City of Phoenix, and TSMC representatives.

VALUE TO ADOT

Mike has unique expertise providing geometrics for rail and roadway interfaces. He develops solutions to complex urban freeway system-to-system interchanges and service TIs and coordinates across all technical disciplines to optimize the geometry to reduce costs, mitigate risks, and eliminate schedule impacts. He develops DCR concepts with robust stakeholder engagement and transitions those projects through final design. His experience includes designing solutions for complex urban freeway projects, including mainline GPL widenings, system-to-system interchanges connections, and service TI improvements. Through his design recommendations, Mike consistently optimizes the mainline and system interchange ramp geometry to reduce construction/ right-of-way costs and project risk.

- **SR 303 and US 60 Near Term and Short-Term Improvements, Sun City West, AZ -** Mike evaluated the feasibility of an ADOT consultant's long-term solution for the SR303 and US 60 traffic interchange. **He determined the solution wasn't feasible and provided a constructible long-term solution that cost less than the original and short-term improvements. Jacobs used a traffic model to demonstrate that the performance of the revised solution was better than the original. The short-term improvements alleviated congestion. Owing to the quality and success of Jacobs' solution, ADOT selected Jacobs to design other near-term improvements around the traffic interchange.**
- **I-10 West Project Assessment, Phoenix, AZ** Mike managed a project assessment for modifications to I-17 southbound frontage roads to support an interim Valley Metro bus connection from Van Buren Street to the median of I-10 and heading westbound. The project is related to Valley Metro's planned expansion on I-10 and involves technical and stakeholder coordination challenges. Mike's unique blend of rail and roadway design expertise was key to overcoming the project's core technical challenge — using Valley Metro alignments to create a roadway solution for buses and making roadway geometrics compatible with future rail geometrics. **Mike also helped strike a balance between Valley Metro, ADOT, and MAG needs, while laying the groundwork for Valley Metro's expansion.**
- **I-17 and Indian School - 27th Avenue Intersection Analysis, Phoenix, AZ -** Mike reviewed another ADOT consultant's solution for a grade-separated structure along Indian School Road. The review entailed validating the cost estimate, determining feasibility, and recommending improvements to the design concept. **Mike's team completed the analysis and cost estimates within one month, which is about half the time typically required for this type of review.**
- **Dixileta Interchange Project Assessment, Phoenix, AZ -** Through this project assessment, **Mike helped establish a foundation for future improvements to the frontage road and widening of the Dixileta traffic interchange, which had been partially constructed.** The team updated the cost estimate for the project in coordination with MAG, confirmed the geometrics and vertical clearances of structures, and provided information to help MAG decide on using a box culvert or independent structure.

Roadway Lead, ADOT, SR 303L from LPP to I-17 DCR Update and Environmental Document, Phoenix, AZ

This project prepared a DCR update and 30% design for a third GPL in each direction of travel on SR 303L, Lake Pleasant Parkway to I-17, including the implementation if the I-17/SR 303L System TI direct connecting ramps. The DCR update included establishing new traffic models and developing, evaluating, and costing conceptual alternatives for the SR 303L improvements, including proposed TIs at 67th, 51st, and 43rd Avenues and implementation of the ultimate I-17/SR 303L System TI ramp connections.

> *"I look forward to continuing providing project assessments and DCRS, reviewing consultant design solutions for cost effectiveness and feasibility, improving design solutions, and supporting the MC for RTPFP wherever I'm needed."*

DANIEL VOIGT, PE

Task Manager – Area 1

COMPANY TITLE, FIRM
Roadway/Highway Engineer and Project Manager, Jacobs

WORK LOCATION
Phoenix, AZ

YEARS OF EXPERIENCE
1 (with firm) | 20 (total)

EDUCATION
BS, Civil Engineering, Arizona State University

REGISTRATIONS AND CERTIFICATIONS
Professional Engineer: AZ (#50080), OH, VA

AVAILABILITY
65%

ACTIVE COMMITMENTS
- ADOT MC for RTPFP, 15%, 12/2025; ADOT I-10 TIs at Country Club and Kino Parkway, 10%, 2027; ADOT West Quartsite TI and Frontage Roads, 35%, 12/2026

BIO

Daniel's been a member of our MC for RTPFP team since 2018, first as an employee of our proposed subconsultant Aztec before joining Jacobs in 2023. In addition to his 6 years of experience with the RTPFP, he brings 20 years of ADOT-focused transportation engineering experience. Daniel designs TIs, freeways, major arterial roads, and local roads and delivers scoping documents, DCRs, final design plans, and specifications and estimates for both traditional and alternative project delivery methods. He provides utility coordination, post-design services, and various levels of public outreach. He led one of the roadway design teams for the SR 202 South Mountain Freeway Design-Build (Segment D), including fast-paced post design services. Prior to joining Jacobs, he served as roadway group manager for Aztec, responsible for managing the workloads of multiple design teams in three states and monitoring adherence to schedules, budgets, and quality control plans.

PROJECT EXPERIENCE

Task Manager/Project Engineer, MC for RTPFP, ADOT, Phoenix, AZ

Daniel has managed tasks and provided project estimates for the RTPFP as a member of Jacobs team since the start of Jacobs' MC contract in 2018. **He developed many of the initial planning-level cost estimates for Prop 400E projects, Prop 479 projects, and SPINE Study projects to help ADOT and MAG develop program budgets and has updated approximately 20 project estimates throughout their project lifecycles.** In addition to cost estimating support, Daniel supported the 16th Street Retaining Walls task and worked with our proposed area lead Nicolai Oliden on the recent Ramp ES Project and SR 303 Surprise TI Project Assessment. **For the SR 303 Project Assessment, Daniel prepared design concept alternatives, cost estimates, reviewed drainage and utility work, and performed stakeholder coordination—similar to the oversight we're anticipating for task managers to complete under the upcoming MC for RTPFP.**

Lead Roadway Engineer/Post Design Lead for Segment D, SR 202 South Mountain Freeway, ADOT, Phoenix, AZ

Daniel was lead designer for one of the multiple design teams for this design-build project, which was the largest design-build at the time in the state. **He led complex coordination with the City of Phoenix, Maricopa County, and various stakeholders, while coordinating the design with all engineering disciplines. During construction, Daniel responded to requests from ADOT, contractors, and others quickly to avoid delaying the project.** Segment D included 4 miles of I-10 reconstruction (two HOV managed lanes and six general purpose lanes), auxiliary lanes, 6 sets of service interchange ramps, 4 miles of parallel access/frontage roads, freeway to freeway interchange ramps, and 2 miles of new freeway mainline construction with crossroad service interchange. Daniel led design of roadway geometrics, earthwork modeling/ balancing, coordination for more than 500,000 SF of retaining and noise walls, design of nearly 100 ADA-compliant pedestrian ramps, and adjacent pedestrian facilities.

Lead Roadway Engineer, SR 303L from MC85 to Van Buren Road, ADOT, Phoenix, AZ

Daniel led roadway design for Phase 1 of SR 303L: MC85 to Van Vuren freeway extension, which includes three general purpose lanes in each direction from Van Buren Road to MC85. Tasks included design and preparation of construction plans, technical specifications, quantity computations, cost estimates, and related construction documents. **When the scope of the project nearly doubled and needs changed, Daniel provided alternatives to ADOT and MAG quickly, reached**

VALUE TO ADOT

With a career focused on ADOT projects and experience working with Troy Sieglitz and Nicolai Oliden on project cost estimating and other tasks under the current MC for RTPFP contract, Daniel understands your processes, standards, habits, and expectations and the workflows of the MC. He won't require onboarding and knows many ADOT PMs, which will allow him to help address project tasks and challenges quickly. He has many tools to optimize designs and reduce or eliminate cost and schedule risks associated with ROW and utilities that will be valuable when reviewing major Prop 479 projects.

a solution, and updated the design while effectively communicating and coordinating the additional resources and time required to incorporate the scope changes.

Project Manager/Lead Roadway Engineer, Avenida Del Yaqui – Baseline Road to Calle Carmen, ADOT/ Town of Guadalupe, Guadalupe, AZ

Daniel led the development of bid documents, in accordance with the ADOT Stage Submittal checklists and processes, for improvements to the Avenida Del Yaqui corridor, including mill and overlay of asphaltic concrete pavement, concrete curb, gutter, sidewalk, and driveway reconstruction, and new pavement markings, signing, bicycle facilities, and pedestrian enhancements. The project required coordination with The Town of Guadalupe and ADOT. **Daniel found solutions to achieve the Town's goals while staying within budget. For example, the Town wanted to incorporate a speed control element near a school. These changes would have increased costs. Daniel provided an alternative solution using speed tables, which the Town and ADOT accepted. His ability to work with local stakeholders and find a solution that addressed their need without increasing costs was critical to success of the project.**

Project Manager, 8th Avenue/Airport Road Intersection Improvements, ADOT/Graham County, Graham County, AZ

Daniel managed the design to improve this rural intersection, finding a solution that satisfied multiple stakeholders with a wide range of needs. Stakeholders included Graham County who maintains the road, local residents, the Freeport-McMoran Safford Mine who regularly transports large and specialty loads through the intersection, the Graham County Detention Center that is adjacent to the intersection, and local businesses. The selected roundabout addressed needs for direct roadway access, large vehicle access, security concerns, and utilities, while minimizing the maintenance burden for Graham County and avoiding sensitive properties in the area. Daniel managed the complex stakeholder coordination, including close coordination with the mine, which generated most of the area's traffic, and needed a solution that would accommodate the annual movement of a 100-foot-trailer. The mine's trailer has safely used the roundabout since its construction.

> *"I believe that my experience with ADOT has prepared me to take on more responsibilities under the next MC for RTPFP contract. I look forward to using my technical skills, knowledge of ADOT processes, and relationships with ADOT project managers and stakeholders to help implement Prop 479 investments, reduce commutes for MAG residents, and maximize taxpayer money."*

BREEANN DRAPER,
PE, ENV SP

Task Manager – Area 1

COMPANY TITLE, FIRM
Senior Roadway/Highway Engineer, Jacobs

WORK LOCATION
Phoenix, AZ

YEARS OF EXPERIENCE
3 (with firm) | 13 (total)

EDUCATION
- MS, Structural Engineering, Arizona State University
- BSE, Civil Engineering, Arizona State University

REGISTRATIONS AND CERTIFICATIONS
- Professional Engineer: AZ (#63895), TX
- Envision Sustainability Professional (ENV SP) (#10914)

AVAILABILITY
55%

ACTIVE COMMITMENTS
- ADOT F0779 Burnt Well Rest Area, 20%, 5/2026; City of Phoenix 1st Avenue & Washington ADA Remediation, 20%, 7/2026; ADOT F0475 SR 101L & I-10 TI PDS, 5%, 10/2027

BIO

Breeann has demonstrated her strong collaboration and multidisciplinary/agency coordination abilities since joining our MC for RTPFP team as a task manager in 2023. She delivered the SR 303L and US 60 TI Near-Term Improvements and SR 303L and US 60 TI Round 2.0 Improvements under fast-paced schedules to meet funding requirements. She effectively coordinates with ADOT project managers, ADOT Districts and ADOT Traffic Group to address concerns, while overseeing engineering disciplines. Breeann provides roadway design, modeling, plans, quantities, cost estimating, ADOT recap sheets, roadway special provisions, specifications, design exception letters, DCRs, and ADA feasibility studies. She coordinates engineering disciplines, reviews submittals, and leads meetings with clients.

PROJECT EXPERIENCE

Task Manager/Project Engineer, MC for RTPFP, Phoenix, AZ

Breeann is a task manager on our current MC for RTPFP. Tasks assigned to her include:

- **SR 303 Traffic Interchange Alternatives Project Assessment, Surprise, AZ.** Breeann reviewed multiple alternatives for a new TI between US 60 and Litchfield TI and provided a layout for a few of the alternatives. Compiling estimates for alternatives and coordinating exhibits.
- **SR 303L and US 60 TI Near-Term Improvements, Sun City West, AZ.** Building from a Jacobs study of near-term improvements, Jacobs provided final design for addition of general-purpose lanes, conversion of the one lane exit ramp to a two-lane exit ramp, adding left turn lanes, and other minor improvements. Breeann provided roadway design, managed design team, and coordinated with ADOT project managers. The $3.6 million project required a design exception for reducing lane and shoulder widths to provide an additional through-lane. **Breeann executed the design exception request and led the team to deliver the project under a fast-paced schedule (accelerated by about three months) dictated by funding and within budget. After construction of the triple left turn lanes on 163rd Avenue and Eastbound US 60 improvements, citizens have provided positive feedback about reduced congestion.**

Project Manager, SR 303L and US 60 TI Round 2.0 Improvements, ADOT, Sun City West, AZ

Breeann managed this fast-paced project to meet funding requirements. **The project required a significant pivot after stage 3 design when ADOT District expressed concerns about the benefit and value of adding a fourth eastbound and westbound US 60 through lanes at the 163rd Avenue intersection. Breeann coordinated with ADOT District and Traffic Group and through meetings with the design team, ADOT team, and MAG, reviewed different options.** It was determined that the through lane improvement should be removed from the project. Breeann's communication and collaboration skills were critical to addressing these concerns, modifying the project, and completing the design exception for this $3.1 million project on schedule. The scope includes adding a second right turn lane on eastbound US 60 to southbound Loop 303 and a third left turn lane from southbound Loop 303 to westbound US 60 and lengthening the two-lane portion of southbound Loop 303 on-ramp.

VALUE TO ADOT

Breeann is thriving as a task manager delivering fast-paced projects under our current MC contract. She's proven her ability to lead challenging roadway design projects, collaborate directly with ADOT, and get the right information to the right people.

Roadway Lead/Task Manager, SR 101L at I-10 System Interchange Improvements, ADOT, Phoenix, Avondale, and Tolleson, AZ

Breeann coordinated all disciplines, roadway design, and plan production coordination for this $291.6 million system interchange improvement. She helped with utility exhibits, attended utility coordination meetings, prepared a design exception letter, provided cost estimating, and attended client meetings. Breeann also implemented and managed the QA/QC system, including file storage on ProjectWise. The system interchange between I-10 and SR 101 is a hub for travelers and major commercial and truck distribution. Growth in the I-10 corridor and nearby cities led to this project to improve safety and operations on I-10, SR 101L and local TIs and crossroads, accommodate future widening, and provide opportunities for incident management. The project includes new DHOV ramps between SR 101L and I-10, alignment modifications, ramp reconstruction, and addition of general purpose and auxiliary lanes on I-10 eastbound, and shift to SR 101L northbound and southbound to allow the new DHOV ramps and lanes and reconstruction of ramps. **Breeann led the team in addressing many project challenges, from preparing design exceptions or variances for 25 elements of the project to developing unique solutions for utility conflicts, protection, and mitigation, and developing special barrier details.**

Lead Roadway Engineer, SR 347 and Maricopa Road Traffic Signal Upgrade Final Design, ADOT, Maricopa, AZ

Breeann provided roadway design, modeling, grading detailing, quantities, and plan coordination for a new traffic signal added to the intersection of SR 347 and Maricopa Road. Roadway improvements included widening to the outside for the southbound and providing a lane for right turn from Maricopa Road, widening in the northbound median to provide receiving lane for the left turn from Maricopa Road. Challenges include lack of new ROW and steep superelevation for the road that required innovative grading. The traffic signal pole location for Maricopa Road was in a low spot in relation to the roadway way slopes, requiring a taller foundation to be used in lieu of re-grading a natural drainage flow or using a wall.

Lead Roadway Engineer, SR 24 Elsworth Road to Ironwood Road, Final Design, ADOT, Pinal County, AZ

Breeann provided roadway and channel modeling, roadway, fencing, and other plan sheets for SR 24, ramps and 3 crossroads. **She coordinated the plan sheet production, quantities, estimate, and recap for a project that had more than four funding sources.** The project includes ramps and crossroads for 5 traffic interchanges, Elsworth Road, Williams Field Road, Meridian, Signal Butte and Ironwood. A large drainage channel followed the road along the East side. The project was an expressway design, with mainline being carried through each intersection at the crossroads.

> ***"I'm ready to continue using my quick problem-solving skills and strong collaboration with ADOT to address design concerns, meet tight schedules, and provide high-quality deliverables for this important program."***

SANDY THOMS,
PE, PTOE, RSP1

Task Manager – Area 2

COMPANY TITLE, FIRM
Vice President, Traffic Engineering, WSP

WORK LOCATION
Phoenix, AZ

YEARS OF EXPERIENCE
7 (with firm) | 14 (total)

EDUCATION
- MSE, Civil Engineering, Arizona State University
- BSE, Civil Engineering, Arizona State University

REGISTRATIONS AND CERTIFICATIONS
- Professional Engineer, AZ (#60181)
- Professional Traffic Operations Engineer (PTOE) (#4085)
- Road Safety Professional (RSP) Level 1 (# 324)

AVAILABILITY
60%

ACTIVE COMMITMENTS
- ADOT Supplemental PM, 15%, 3/2026; ADOT SR 30, 97th Ave to 71st Ave, 5%, 6/2026; ADOT SR 24, SR 202L to Ironwood, 5%, 2/2026 ; MAG SR 101L Bottleneck Study, 5%, 6/2026; ADOT Various Projects, 10%, 1/2026

BIO

Based on her work as a project manager and traffic lead on numerous ADOT, MAG, and Maricopa County Department of Transportation (MCDOT) projects, Sandy uses a holistic approach to managing projects. She integrates her multi-agency perspective with technical expertise in traffic engineering analysis, safety, and design. She understands the requirements for coordinating with LPAs, MAG, and consultants—enabling her to anticipate and balance stakeholder needs and goals in her solutions. She has traffic safety experience from nearly 20 road safety audits, many for MAG, and crash analyses for major projects using the HSM predictable method. Her traffic background will be valuable as she monitors development of projects in her area for incorporation of traffic safety.

PROJECT EXPERIENCE

Traffic Analysis Lead, SR 101L, Princess Drive to Shea Boulevard, ADOT, Scottsdale, AZ

Sandy supported this final design project by developing a design exception request to improve traffic operations and safety. The design exception would reduce lane widths and shoulder widths to allow an additional general purpose lane for a mile-long stretch to facilitate merging and weaving maneuvers. **Sandy modeled the project in VISSIM to quantitatively demonstrate that there was an operational benefit of providing the additional lane and performed a predictive safety evaluation to assess the expected changes to crash frequency. The design exception was approved by ADOT and FHWA.**

Traffic Lead, SR 202L and McClintock Drive TI Feasibility Study, MAG, Tempe, AZ

This study evaluated the feasibility of adding ramps and converting a half traffic interchange at SR 202L and McClintock Drive to a full-service traffic interchange. The team developed several high-level configurations to present to MAG, City of Tempe, and ADOT. The top three alternatives were progressed for an alternative analysis which included developing an Alternative Evaluation Matrix. **Sandy led the traffic operational evaluation to assess if the change would impact SR 202L mainline and if it would relieve traffic from adjacent arterials.** A feasibility report documents study findings and recommendations.

Deputy Project Manager and Traffic Engineer, SR 303L Litchfield Road TI Project Assessment, MAG, Surprise, AZ

WSP evaluated four configurations for a new traffic interchange proposed on SR 303L at Litchfield Road and presented an evaluation matrix to project stakeholders. Sandy modeled traffic operations of the mainline, ramps, and Litchfield Road using HCS and Synchro. WSP developed a project assessment and 15% design plans for the preferred alternative as well as a Planning and Environmental Linkages checklist.

Traffic Lead, I-10, I-17 Split to SR 202L Santan (I-10 Broadway Curve), ADOT, Maricopa County, AZ

As the GEC, WSP is supporting I-10 widening to provide additional general purpose and HOV lanes, a collector-distributor system, and improve system and service interchanges. **Sandy and her team developed a microsimulation model using VISSIM to evaluate**

VALUE TO ADOT

Sandy understands ADOT project delivery, including funding mechanisms and constraints, agreements, permitting, scheduling, and all other elements critical to success and will help anticipate and resolve issues before they impact the quality of Proposition 479 projects. Her traffic safety experience in the MAG region, evaluating conditions and developing recommendations for improvements, enables her to verify that traffic safety is accounted for in the projects in her area.

the recommended improvements and identify locations for further enhancement. The team conducted an origin-destination study at all ramps entering and exiting I-10 throughout the project to help ensure weaving maneuvers were accurately represented. Sandy was responsible for all traffic elements of this project, including developing the Change of Access Report and confirming design complied with necessary standards.

Supplemental Project Manager, Supplemental Services Project Development, ADOT Project Management Group, Phoenix, AZ

Sandy serves as an extension of ADOT staff within ADOT's Project Management Group, managing in-house and consultant-designed projects on behalf of ADOT. She initiates, manages, and coordinates projects from inception to completion and ensures compliance with federal funding requirements. **Sandy takes ownership of each project and uses her interpersonal skills to bring together various stakeholders and design groups and deliver these critical projects for ADOT.**

Project Manager and Traffic Engineer, ITS and Safety On-Call Services, MAG, MAG Region, AZ

Sandy has supported or led more than 12 task orders under this on-call through multiple contracts. WSP is providing ITS and safety planning services to MAG. Task orders under this on-call contract include conducting road safety assessments, safe routes to school studies, and before-and-after travel time evaluation studies for the traffic signal optimization program (TSOP) and developing signal coordination plans as part of the TSOP.

Traffic Lead, SR 30, 97th Ave to 71st Ave, ADOT, Maricopa County, AZ

WSP is developing final design for 3.3 miles of a new interim six-lane freeway in the west valley which includes new traffic interchanges at 91st and 83rd Avenues, overpasses at 87th and 75th Avenues, equipment crossing at 79th Avenue, a half-mile-long bridge over a mining pit, drainage channels, a shared-use path, and utility relocations. Sandy is responsible for the traffic analysis, signing, pavement marking, lighting, signals, and traffic control for the project, including wayfinding signage and pedestrian lighting on the shared use path.

Deputy Project Manager and Traffic Lead, I-10 Knox Bicycle and Pedestrian Bridge Scoping Study, MAG, Tempe and Phoenix, AZ

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 is evaluating purpose and need, identifying the connection points for the bridge on either side of I-10, and outlining the impacts, design considerations, and an implementation plan. **Sandy is overseeing the traffic design elements and facilitating multidisciplinary coordination to develop the final report.**

Project Manager, SR 85, Broadway Road to Hazen Road, MAG, Buckeye, AZ

Sandy managed this study evaluating near- and long-term improvement alternatives for this ADOT-maintained highway. Planned as the future I-11 corridor, this segment is currently operating in an interim configuration with traffic traveling on future frontage roads. With an unfavorable crash history and anticipated substantial growth and development soon, there is an urgent need to identify improvements that will continue to support the region. The study evaluates traffic operational performance and predicted safety performance of the corridor and the major intersections. The team identified and compared improvement alternatives in an evaluation matrix before recommending a near- and long-term improvement concept.

Traffic Analysis Lead, I-10 Widening from SR 85 to Citrus Road, ADOT, Goodyear and Buckeye, AZ

WSP is developing the final design for widening 12 miles of I-10 to provide a new HOV lane. This includes installing new median barrier, lighting, drainage improvements, and minor ITS enhancements. Sandy is performing the traffic analysis to support the air quality hot spot analysis and design decision documentation for deficient ramp shoulders. Due to a funding shortfall, a separate project is being developed to re-stripe 5 miles of pavement between Verrado Way to Citrus Road and add the new HOV lane without pavement widening. **Sandy is performing the traffic operational and predictive safety analysis to justify deficient mainline shoulders to accomplish this interim improvement.**

Traffic Engineer, SR 24, SR 202L to Ironwood, ADOT, Mesa, AZ

WSP is providing final design services as a subconsultant for the system interchange along SR 24 from SR 202L to Ironwood Drive. Sandy is responsible for the signing and pavement marking along 5.5 miles of SR 202L. **She is working closely with ADOT Traffic Design to develop creative solutions for upgrading the system interchange signing to newer arrow-per-lane signs using existing sign structures.**

> *"I see tremendous value in taking a step back and evaluating how a project will impact the safety of all road users. My experience with ADOT and MAG has allowed me to truly understand the bigger picture of infrastructure in the Valley by seeing the connections between the two agencies."*

DALLAS HAMMIT, PE

Task Manager – Area 2

COMPANY TITLE, FIRM
Senior Vice President, Project Management, WSP

WORK LOCATION
Tempe, AZ

YEARS OF EXPERIENCE
3 (with firm) | 35 (total)

EDUCATION
- BS, Mechanical Engineering, University of Wyoming
- Certified Public Manager, Arizona State University

REGISTRATIONS AND CERTIFICATIONS
Professional Engineer: AZ (#34853)

AVAILABILITY
100%

ACTIVE COMMITMENTS
- ADOT, I-10 Broadway Curve P3, 10%, 6/2026

BIO

Dallas is a proven leader in the transportation/construction industry, experienced working with federal agencies, public and elected officials, contractors, and consultants. Dallas served in multiple roles as an ADOT employee, including Senior Resident Engineer, District Engineer, Deputy State Engineer, and Deputy Director for Transportation and State Engineer. As Deputy Director, he was responsible for the planning, development, construction, maintenance, and operations of the Arizona highway system. He oversaw the Multi Modal Planning, Infrastructure Delivery and Operations, and Transportation System Management and Operations Divisions and the Major Projects Group, Environmental Planning Group, Transportation LEAN Coach Team, Broadband Office, and Transportation Budget Office. He oversaw a $62 million operations budget, $153 million maintenance operations budget, and $1.2 billion construction program.

PROJECT EXPERIENCE

Project Manager, I-10 Broadway Curve P3, ADOT, Phoenix, AZ
Dallis manages WSP's GEC services for the $776 million I-10 corridor improvements between I-17 and SR 202L San-tan/South Mountain Freeway via a Public-Private Partnership project. Considered a Major Project by FHWA due project costs exceeding $500 million, the project team has been responsible for conducting a cost estimate review workshop and preparing an Initial Financial Plan and Project Management Plan.

ADOT State Engineer, South Mountain Freeway P3, ADOT, Phoenix, AZ
Dallas helped manage the largest project in ADOT's history, using a design, build, maintain delivery model to reduce the cost to taxpayers without sacrificing quality. The $1.8 billion project included 22 miles of new freeway with 3 general purpose lanes and 1 high occupancy vehicle lane, 41 bridges, 15 interchanges including 2 half diverging diamond interchanges, 12 miles of sound walls, and 6 miles of shared use path.

ADOT State Engineer, SR 189 Nogales to I-19 Design-Build, ADOT, Nogales, AZ
Dallas helped manage improvements to approximately 3.75 miles of SR 189, Mariposa Road. The $138 million design-build project included construction of elevated -flyover ramps connecting SR 189 with Interstate 19, widening of Mariposa Road between the Port of Entry and Intersection 19, and construction of a roundabout.

ADOT State Engineer, SR 101L Expansion, ADOT, Phoenix, AZ
Dallas managed widening and improvement of Loop 101 (Pima Freeway) from I-17 in Phoenix east to Pima Road in Scottsdale. The design-build project entailed adding one general purpose lane in each direction between I-17 and Pima Road, adding an auxiliary lane in each direction between Seventh Street and Cave Creek Road, constructing a new overpass structure at the future Miller Road alignment, and modifying freeway ramps and frontage road connections at 11 interchanges. New noise and retaining walls, drainage improvements, and diamond grinding of concrete pavement was also completed.

ADOT State Engineer, I-17 Flex Lanes Between Anthem and Sunset Point, ADOT, AZ
Dallas managed the $446 million expansion of 23 miles of I-17 between Anthem Way and Sunset Point, including 15 miles of roadway widening, two bridge replacements, 10 bridge widenings, and construction of 8 miles of flex lanes.

ADOT State Engineer, I-10 Broadway Curve, ADOT, Phoenix, AZ
Dallas helped manage the $176 million, design-build I-10 Broadway Curve Improvement Project runs along 11 miles of Interstate 10 between the Loop 202 (Santan/South Mountain Freeway) and I-17 near Phoenix Sky Harbor International Airport. The project Includes widening

VALUE TO ADOT

Dallas is the former ADOT Deputy Director for Transportation/State Engineer. He has extensive knowledge of the goals and expectations for developing program-level plans for ADOT, understands all ADOT's districts and has relationships with key ADOT leadership. With his ADOT connections and knowledge, Dallas is positioned to assist with tasks requiring ADOT and federal agency coordination

I-10 to six general purpose lanes and two HOV lanes in each direction between US 60 (Superstition Freeway) and I-17, adding a fourth general purpose lane in each direction between Ray Road and US 60, adding collector-distributor roads parallel to I-10 between Baseline Road and 40th Street to separate through-traffic on I-10 from local traffic entering or exiting the highway, rebuilding the I-10 interchange with SR 143 to improve traffic flow and create direct connections to and from SR 143 for drivers in the I-10 HOV lanes, replacing bridges, widening the I-10 bridges over the Salt River, building two bridges for pedestrians and bicyclists over I-10 between Baseline and Broadway roads, improving the Sun Circle Trail crossing at Guadalupe Road, and building sound and retaining walls.

ADOT State Engineer, Interstate 11 Tier 1 EIS, ADOT, Santa Cruz, Pima, Pinal, Maricopa, and Yavapai counties, AZ

Dallas managed the Final Tier 1 EIS that evaluated alternatives to provide high capacity, access-controlled I-11 transportation corridor to serve population and employment growth; support regional mobility; connect metropolitan areas and markets; enhance access to support economic vitality; and provide alternate regional routes to facilitate emergency evacuation and defense access. The Draft Tier 1 EIS provided information for the public, agencies, and tribes to comment on the analysis of a set of Build Corridor Alternatives, including a Recommended Alternative. Each Build Corridor Alternative is a 2,000-foot-wide corridor, within which a future alignment would be located. The assumed ultimate typical cross section for the I-11 facility is approximately 400 feet wide, but the specific alignment location and width would be refined as part of the Tier 2 analyses.

ADOT State Engineer, North-South Corridor Tier 1 EIS, ADOT, Pinal County, AZ

Dallas managed the North-South Tier 1 EIS that evaluated alternatives to improve regional connectivity, provide an additional connection through a growing area of the Sun Corridor, and address current and future transportation needs in Pinal County. The North-South Corridor spans more than 50 miles between U.S. 60 in Apache Junction and I-10 in Eloy, passing through the city of Coolidge, town of Florence and portions of unincorporated Pinal County along the way. The study also incorporates the proposed extension of State Route 24 from Ironwood Drive to the North-South Corridor. This access-controlled north-to-south transportation corridor will improve access to future activity centers, improve regional mobility, improve north-to-south connectivity, integrate the region's transportation network, address existing and future population and employment growth, provide an alternative to avoid congestion on I-10.

ADOT State Engineer, I-10 Design Review and Environmental Analysis, ADOT, Phoenix, AZ

Dallas managed a study of a 26-mile segment of Interstate 10 between the Loop 202 interchange south of Phoenix to just south of the SR 387 interchange near Casa Grande. The project entailed adding two lanes in each direction between Loop 202 and Riggs Road, one lane in each direction from Riggs Road to SR 387, replacing the I-10 bridges over the Gila River and improvements at 10 traffic interchanges.

ADOT District Engineer, SR 195 between I-8 and International Border, ADOT, Yuma, AZ

Dallas oversaw project development for a 23-mile corridor proposed as an alternative to US 95 between San Luis II port of entry and I-8. The project included design and construction of an access controlled four lane divided freeway. Thirteen miles of the corridor was constructed through the marine bombing range. Environmental mitigation was required to protect the flat tailed horned lizard and other wildlife in along the corridor. The project was divided into four segments with four different design teams.

ADOT District Engineer, SR 85 Expansion, ADOT, Buckeye, AZ

Dallas oversaw expansion of a 20-mile section of SR 85 between I-10 and I-8, between Buckeye and Gila Bend, from a two-lane rural roadway to a four lane partially access controlled highway with two new lanes parallel to the existing lanes separated by a wide median. Environmental mitigation was required to protect desert tortoises and other wildlife in along the corridor. The project was divided into six segments with six different design teams.

ADOT District Engineer, SR 89/69 Traffic Interchange, ADOT, Prescott, AZ

Dallas oversaw development and administration of SR 69 and SR 89 reconstruction, including a new bridge over SR 89 and Improved access to Yavapai College.

ADOT District Engineer, US 93 Wickenburg Interim Bypass, ADOT, Wickenburg, AZ

Dallas oversaw development of a new roadway to serve as an interim bypass for US 93 around downtown Wickenburg. The project included construction of two miles of new five lane roadway with two multi-lane roundabout and the new bridge over the Hassayampa River. The project also provided Hassayampa riverbank protection.

ADOT District Engineer, SR 89 Expansion, ADOT, Chino Valley, AZ

Dallas developed, administered, and oversaw ADOT's first CMAR project, which converted a two-lane roadway into a four-lane divided highway with curbed median thought the southern three miles of Chino Valley. The project included significant public Involvement effort work with business own-in efforts to reduce access points along the corridor.

ADOT District Engineer, I-17 and SR 69 Traffic Interchange, ADOT, Cordes Lakes, AZ

Dallas developed ADOT's first federal CMAR project to replace the I-17 TI at Cordes Junction with a system interchange and constructed an additional diamond interchange for local access, two roundabouts, and new access to the ADOT maintenance facility.

ANGIE GALIETTI, PE

Task Manager – Area 2

COMPANY TITLE, FIRM
Assistant Vice President/ Project Manager, WSP

WORK LOCATION
Tempe, AZ

YEARS OF EXPERIENCE
7 (with firm) | 16 (total)

EDUCATION
BS, Civil Engineering, Michigan State University

REGISTRATIONS AND CERTIFICATIONS
Professional Engineer: AZ (#58889)

AVAILABILITY
› 50%

ACTIVE COMMITMENTS
› ADOT I-40 Riordan BNSF Railroad OP EB/WB, 10%, 12/2026; ADOT Temporary Part-Time Project Delivery Manager, 40%, 11/2029

BIO

Angie has served as a project manager, deputy project manager, and task lead on projects for ADOT, MCDOT, and municipalities across Arizona. As a Part Time Delivery Manager (Supplemental PM) for ADOT, Angie has worked on 42 projects and developed a deep understanding of ADOT's processes and requirements. In addition to being the ADOT Project Manager for five Local Agency HSIP projects in the Central District, she is the current ADOT Project Manager for the US 60/SR 74 BNSF Intermodal Facility. Her combination of experience as a consultant on ADOT projects and being a supplemental PM, will allow Angie to anticipate needs as well as expectations from local agencies and ADOT for her assignments as task manager.

PROJECT EXPERIENCE

Senior Structural Reviewer, ADOT I-10 Broadway Curve P3 GEC, Metropolitan Phoenix, AZ

WSP is providing GEC services for the I-10 corridor improvements between I-17 and SR 202L Santan/South Mountain Freeway. The project includes reconstruction of the I-10/SR 143/ US60 System TI and 11 miles of general-purpose/high-occupancy vehicle lane widening. **Angie supported ADOT in delivering this P3 project along I-10 between the I-17 Split and the SR 202L Santan Freeway. Angie helped review all bridges, retaining walls, and other structures calculations and plans for the project.**

ADOT Supplemental Project Manager, ADOT Supplemental Project Development Manager, Phoenix, AZ

Angie serves as an extension of ADOT staff in the role of Project Manager within ADOT's Project Management Group, managing in-house as well as consultant-designed projects on behalf of ADOT. Angie is responsible for initiating, managing, and coordinating projects from inception to completion and ensuring they remain in compliance with federal funding requirements. She has worked on 42 projects and developed a deep understanding of ADOT's processes and requirements. In addition to being the ADOT Project Manager for five Local Agency HSIP projects in the Central District, she is the current ADOT Project Manager for the US 60/SR 74 BNSF Intermodal Facility. This developer-led project has required extensive inter-agency coordination between ADOT, MAG, MCDOT and the City of Surprise for concurrence on ADOT roadway improvements and from a regional transportation planning perspective.

> *"My experience as a Part Time Delivery Manager for ADOT has greatly expanded my understanding of the full lifecycle of an ADOT project. Having delivered dozens of projects on ADOT's behalf allows me to anticipate the needs of task orders under this contract and intuitively consider their impact on the greater ADOT program."*

Structures Lead, Surprise SR 303L Litchfield Road TI Project Assessment, Surprise, AZ

A new traffic interchange was proposed 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, including the City of Surprise and MAG. A project assessment and 15% design plans were developed for the preferred alternative as well as a Planning and Environmental Linkages checklist. **Angie was responsible for interdisciplinary coordination to select and estimate the best option for the structure over SR303, including associated retaining and noise walls.** Additional structural analysis was needed to ensure the TI could be built without sustainable impact on the existing canal and power lines.

VALUE TO ADOT

Angie offers lessons learned from managing more than 39 projects ranging from bridge replacement, bridge scour retrofit, new traffic interchanges, and pavement rehabilitation. In FY24, she delivered 11 projects valued at $66.5 million as an ADOT Project Delivery Manager. She's delivered 42 projects as an ADOT Supplemental Project Manager.

RODNEY BRAGG, PE

Task Manager – Area 3

COMPANY TITLE, FIRM
Senior Transportation Engineer, AECOM

WORK LOCATION
Phoenix, AZ

YEARS OF EXPERIENCE
28 (with firm) | 31 (total)

EDUCATION
BS, Civil Engineering, Arizona State University

REGISTRATIONS AND CERTIFICATIONS
Professional Engineer: AZ (#32831)

AVAILABILITY
20%

ACTIVE COMMITMENTS
- ADOT 35th Avenue/Indian School Rd Design, 40%, 2026; ADOT North-South Tier 2 EIS/DCR, Segment 1, 30%, 2027; ADOT North-South Tier 2 EIS/DCR, Segment 2, 10%, 2027

BIO

Rodney's knowledge of Arizona freeway planning and design stems from his 20 years of experience with numerous portions of the MAG Regional Freeway System. Rodney worked on the preliminary design for the initial construction of segments of the SR 101L and SR 202L freeways and DCRs and preliminary design for the widening of the same freeways and numerous other freeways. He served multiple roles on the ADOT MC+ contract, including task manager, traffic lead, roadway lead, and QA manager. In addition to transportation planning and design, Rodney's expertise includes traffic impact studies, project assessments, DCRs, and corridor, safety, traffic, and access management studies. He's supported traffic volume projections, traffic operational analysis, crash analysis, access management, alternative development and evaluation, roadway geometry, and cost estimating. His design experience includes geometric, pavement marking and signing construction staging/traffic control design for urban freeway, TI, urban roadway, and rural roadway projects. He also prepares plans and cost estimates and provides QA/QC.

PROJECT EXPERIENCE

Task Manager/Traffic Lead/Roadway Lead/QA, RTPFP MC+, ADOT, Maricopa County, AZ

Rodney served multiple roles during this contract, including task manager coordinating delivery of specific projects and traffic analysis lead. AECOM assisted ADOT and MAG in delivering $9.6 billion of projects and more than 168 miles of freeway under Proposition 400. AECOM performed program and project management, conceptual design, environmental studies, preliminary engineering, general plans (30%), construction cost estimates, and assisted ADOT in project development, management, design, ROW, and construction. **Rodney responded to numerous quick-response task order requests that demanded innovative solutions** to challenging agency requests for improvements on and off the freeway system. The team implemented an efficient approach to developing and evaluating alternatives and providing public-friendly documentation for briefing ADOT, MAG and agencies on the evaluation process and recommendations.

Roadway Lead (subconsultant), I-10/SR 101L System TI, ADOT, Maricopa County, AZ

Rodney led roadway design for the estimated $398 million McDowell Road/91st Ramp and the SR 101L service TI improvements proposed at Thomas Road and McDowell Road. As a subconsultant to Jacobs, AECOM performed traffic analysis, roadway, drainage, maintenance of traffic, and structural design services for the DCR and Environmental Assessment. The DCR evaluated possible alternatives to enhance regional travel, mitigate weaving and safety issues, and improve connectivity at the I-10/SR 101L system interchange. AECOM developed and calibrated a 9-mile VISSIM model to evaluate year 2050 traffic patterns and system performance, which included the system interchange and all TIs within the project limits on I-10 and SR 101L. The team evaluated five build alternatives and recommended a DHOV ramp alignment with minimal impacts to the interchange ramps, widening the SR 101L mainline with dual-lane exit ramps, a direct slip ramp to 91st Avenue, and extending SR 101L eastbound on-ramp lanes onto the I-10 eastbound mainline. **The team delivered the DCR under an accelerated schedule within budget. The project team recommended minimizing impacts by implementing a slip ramp in place of a longer extended parallel ramp that required significant structures, reducing construction cost by $140 million.**

Project Manager, US 60 (Grand Avenue)/35th Avenue/Indian School Road TI DCR/Environmental Assessment, ADOT, Phoenix, AZ

Rodney led the coordination efforts with ADOT, City of Phoenix, and BNSF Railway to identify alternatives for this complex intersection to enhance safety and operation while removing at-grade railroad crossings. Deliverables included a DCR with 15% roll plot, Environmental Assessment, and related studies to define a preferred alternative at the

VALUE TO ADOT

Rodney develops and evaluates alternatives, using expertise in traffic analysis and roadway design. His historical knowledge of the MAG system and experience in nearly all aspects of transportation planning and design will enable him to efficiently support ADOT and consultant project managers, while helping to prevent or address scope creep and cost and schedule risks.

35th Avenue/Indian School Road intersection at US 60. The study evaluated numerous alternatives to improve intersection operations and safety and to reduce vehicle/train conflicts, including grade-separating 35th Avenue from the BNSF Railway. There were three public meetings, including a public hearing. Synchro analysis and a VISSIM model that included the BNSF trains, pedestrians, local buses, and bus rapid transit were key to identifying the preferred alternative. **The selected alternative for this challenging project advances mobility within the region while improving operations, reliability and safety for all users - vehicles, transit, rail, bicycles and pedestrians.**

Roadway Lead, SR 101L, Princess Drive to Raintree Drive Traffic Alternatives Study, MAG, Scottsdale, AZ

Rodney led development of alternatives for each of the TIs on SR 101 from Princess Drive to Raintree Drive, including roll plots, typical sections, and planning cost estimates. The study evaluated the corridor's current and future needs and alternative interchange configuration. The team developed concepts for each of the TIs within the project and presented them to stakeholders and MAG to build consensus on recommendations that were then moved on to ADOT for design. **The estimated $24 million project was delivered on schedule and under budget and is under construction based on recommendations from the study** to convert the Frank Lloyd Wright Boulevard SPUI into a diamond interchange.

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

Rodney led development and evaluation of alternatives to reconstruct Bell Road along Grand Avenue. The team prepared plan/profile sheets, typical sections, and cost estimates, and a traffic report, which evaluated the operational analysis of the roadway alternatives. AECOM used VISSIM and Synchro to analyze existing and future conditions for each alternative. The final recommendation included grade-separating the intersection of US 60 (Grand Ave) and Bell Road, estimated at $67 million. The grade-separated recommended alternative was a unique and innovative design in Maricopa County, with Bell Road and all left turn movements elevated over US 60 (Grand Ave).

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

Rodney led the traffic analyses, including forecasting traffic volumes, developing multiple VISSIM models, and level-of-service analyses for the mainline and interchanges. AECOM completed a DCR and Categorical Exclusion for improvements to the SR 101L corridor from I-17 to Princess Drive. **AECOM prepared an ADOT scoping document and received FHWA clearance for the addition of a general-purpose lane in each direction of travel,** and additional lanes near the I-17/SR-101L TI and the SR-51/SR-101L TI. The project included traffic projections using the MAG regional TDM and traffic operational analysis of the SR 101L corridor. The estimated $156 million project included the development and evaluation of six SR 101L widening alternatives.

Roadway Lead, SR 101L, Baseline Road to SR 202L DCR, ADOT, Chandler and Tempe, AZ

Rodney led delivery of a Categorical Exclusion, DCR, and cost estimate for 6 miles of freeway widening to provide general-purpose lanes in each direction, bridge widening at Chandler Boulevard TI overpass, and drainage modifications, estimated at $43 million. Stakeholders included ADOT, MAG, FHWA, MCDOT, and the cities of Mesa, Tempe, and Chandler. This project included traffic projections using the MAG regional travel demand model, and traffic operational analysis of the SR 101L corridor. AECOM prepared constructible alternatives that considered ROW and widening constraints in this significantly built-out corridor. **The team used a performance-based practical design approach to focus on corridor goals and justify design exceptions for reducing lane widths to add additional ramp lanes in constrained areas.**

Roadway Lead, I-10 Broadway Curve to SR 51 DCR/CE, ADOT, Phoenix and Tempe, AZ

Rodney led development and evaluation of alternatives for the freeway widening, collector-distributor roads, and interchange improvements and development of plan/profile sheets, typical sections, and cost estimates for the recommended alternative. The DCR and CE focused on an 8-mile segment of I-10 from SR-143 to SR-202L. The project established near-term capacity improvements that included TI improvements, new collector-distributor roads along I-10, and I-10 widening south of Baseline Road. AECOM forecasted future traffic volumes; developed a simulation model for existing, no-build, and alternative networks; and performed level-of-service analyses. AECOM conducted extensive traffic analyses of the I-10 and adjacent roadway networks, recognizing that many regional trips were using the local roadway system due to existing I-10 capacity constraints. **Recommendations included collector-distributor roads, a new concept for the MAG freeway system, which removed weaving conflicts from the I-10 mainline, enhancing capacity on I-10.**

> *"I am writing you, to both congratulate and thank the AECOM I-11 EIS Team for the completion of the I-11 EIS Record of Decision reached in November 2021. More specifically, I would like to thank Rodney Bragg for their excellent work and professionalism over the course of the past 5 years... the leadership of these professionals was key to our success."*
>
> *— Jay P. Van Echo, PE, ADOT I-11 Tier 1 EIS Study Manager*

KATE BONDY, PE, PTOE

Task Manager – Area 3

COMPANY TITLE, FIRM
Consultant Senior Traffic Engineer / Project Manager and Traffic Department Manager for Greater West Region, AECOM

WORK LOCATION
Phoenix, AZ

YEARS OF EXPERIENCE
22 (with firm) | 22 (total)

EDUCATION

BS, Civil Engineering, Arizona State University

REGISTRATIONS AND CERTIFICATIONS
- Professional Engineer: AZ (#45815)
- Professional Traffic Operations Engineer (#3160)

AVAILABILITY
30%

ACTIVE COMMITMENTS
- ADOT SR 69 ITS Improvement Study, 10%, 12/2025; ADOT I-10 Kino Parkway to Country Club Drive GEC, 15%, 12/2025; ADOT US 95 Imperial Road to Aberdeen Road, 20%, 10/2025; ADOT North/South North Tier 2 EIS Segment 1, 15%, 2027; ADOT North/South South Tier 2 EIS Segment 2, 15%, 2027; ADOT US 60 (Grand Avenue)/35th Avenue/Indian School Road TI, 5%, 2026

BIO

Kate manages ADOT traffic impact studies, corridor studies, circulation plans, regional transportation plans (RTPs), and final design. She leads traffic analysis efforts to achieve project consensus on recommended improvements. She knows ADOT traffic design standards and analysis expectations. With experience on over 15 ADOT DCRs, she provides transportation operational modeling analysis for alternatives evaluation and design. She uses relevant software applications, including MicroStation, Auto-turn, Synchro/Sim Traffic, Highway Capacity Software, Passer, GIS, Visual, Corsim, VISSIM, Sidra, Arcady, and RODEL roundabout analysis software.

PROJECT EXPERIENCE

Traffic Analysis Lead/ Traffic Engineer, RTPFP MC+, ADOT, Maricopa County, AZ

Kate led traffic-related task orders to provide traffic analysis and up to 30% design of traffic elements on specific projects as part of AECOM's MC+ contract. She also served as a traffic engineer and provided analysis, reports, and traffic design services. AECOM assisted ADOT and MAG in delivering $9.6 billion in work to implement the RTPFP under Proposition 400. The team implemented an efficient, process-oriented approach to developing and evaluating alternatives and providing public-friendly documentation for briefing ADOT, MAG and agencies on the evaluation process and recommendations. Numerous design standards and processes were established under this contract, including guidance for the development of horizon year traffic volume projections and traffic analysis procedures for the freeway, service interchanges, and system interchanges.

Project Manager (subconsultant)/Traffic Lead, I-10/SR 101L System TI, ADOT, Maricopa County, AZ

Kate led the coordination efforts with Jacobs, the prime consultant, and all of the project's traffic aspects, including developing a complex 9-mile VISSIM model to evaluate year 2050 traffic patterns and system performance and evaluating more than 20 signalized intersections. Kate delivered preliminary plans, estimate, drainage report, traffic report, and DCR write-ups. The DCR evaluated possible alternatives to enhance regional travel and mitigate existing weaving and safety issues to improve connectivity at the I-10/SR 101L system interchange. Kate led evaluation of five build alternatives. Model output was a vital component of the study recommendations. Study recommendations included a DHOV ramp alignment with minimal impacts to the existing interchange ramps,

VALUE TO ADOT

Kate's experience providing traffic engineering for ADOT DCRs, environmental documents, and final design allows her to backcheck Proposition 479 projects for lane balance, safety, and ability to address traffic demand. She understands MAG's Travel Demand Models, traffic demand on ADOT's urban roadway system, and how to balance operations with safety. Kate's known for her ability to builds consensus with MAG stakeholders during alternative development and review.

widening the SR 101L mainline with dual-lane exit ramps, adding a direct slip ramp to 91st Avenue, and extending SR 101L eastbound on-ramp lanes onto the I-10 eastbound mainline. The total project construction cost was estimated at $398 million at the conclusion of the DCR. The DCR was delivered on time under an accelerated schedule and within the original project budget. **The project team recommended minimizing impacts by implementing a slip ramp in place of a longer extended parallel ramp that required significant structures, saving $140 million in construction costs.** The team used StreetLight origin-destination data to answer stakeholder questions and validate the feasibility of the slip ramp.

Traffic Lead, US 60 (Grand Avenue)/35th Avenue/ Indian School Road TI DCR/EA, ADOT, Phoenix, AZ

Kate led the traffic and safety analysis, including the data collection and SYNCHRO and VISSIM analysis of multiple alternatives with 10 intersections, as part of a DCR (with 15% roll plot), EA, and related studies to define a preferred alternative to improve operations at the 35th Avenue/Indian School Road intersection at US 60. This project involved extensive coordination with ADOT, MAG, the City of Phoenix, and the BNSF Railway. The EA process included a series of three public meetings, including a public hearing. The traffic analysis included Synchro analysis and a VISSIM model that included the BNSF trains, pedestrians, local buses, and bus rapid transit. The traffic analysis was used as an instrumental piece of identifying the preferred alternative.

The multimodal challenges within this project were immense and included planning for a future BRT route and LRT route and addressing pedestrian and bicycle needs. Solutions to improve the safety and reliability of this intersection required a delicate balance of multimodal improvements for transit, rail, vehicles, pedestrians and bicycles with the adjacent land uses and communities. **Kate identified alternatives that maintained connections for vehicle travel, pedestrians, and bicycles while providing grade separations with the two railroad crossings.**

Project Manager, SR 101L, Princess Drive to Raintree Drive Traffic Alternatives Study, MAG, Scottsdale, AZ

Kate coordinated with MAG and the City of Scottsdale to reach consensus on a preferred alternative. The study evaluated diverging diamond, single-point urban, roundabout, and diamond interchanges. Kate led the traffic analyses and development of the study report. The team used VISSIM to analyze various alternative scenarios and developed 15% design plans for the recommended alternative to convert Frank Lloyd Wright Boulevard single point urban interchange into a diamond interchange, estimated at $24 million. The team developed concepts for each of the TIs within the project and presented them to stakeholders and MAG to build consensus on recommendations that moved to ADOT for design. **The project was delivered under a condensed seven-month schedule and under budget.** The project is currently under construction using recommendations identified from the study.

Traffic Lead, US 60 (Grand Avenue)/Bell Road TI DCR/EA, ADOT, Scottsdale, AZ

Kate participated in the alternative selection process and assisted with a detailed alternatives evaluation as part of a DCR and EA to reconstruct the Bell Road intersection along Grand Avenue into a grade-separated intersection. The final recommendation included grade-separating the intersection of Grand Ave and Bell Road, estimated at $67 million. **She managed the VISSIM model development, which included simulations for use at the public hearings. Kate developed a maintenance of traffic plan to keep Bell Road and US 60 (Grand Ave) open during construction of the new grade-separated interchange.** The grade-separated recommended alternative was a unique and innovative design in Maricopa County, with Bell Road and all left turn movements elevated over Grand Ave. AECOM prepared VISSIM simulations with interactive drive-throughs to assist with public involvement activities, educate the public, and garner consensus from stakeholders.

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

AECOM completed a DCR and categorical exclusion (CE) for improvements to the SR 101L corridor from I-17 to Princess Drive. AECOM prepared an ADOT scoping document and received FHWA clearance for the addition of a general-purpose lane in each direction of travel, and additional lanes near the I-17/SR-101L TI and the SR-51/ SR-101L TI. The estimated $156 million project included traffic projections using the MAG regional TDM and traffic operational analysis of the SR 101L corridor. The project included the development and evaluation of six SR 101L widening alternatives. **Kate coordinated with multiple stakeholders, including ADOT, MAG, FHWA, MCDOT, USBR, CAWCD, ASLD, and the cities of Phoenix and Scottsdale. She conducted traffic projections using the MAG regional TDM, and traffic operational analysis of the SR 101L corridor.**

> *"Kate, I have reviewed the Draft Report and congratulate AECOM on a VERY WELL DONE report. AECOM has demonstrated a complete and thorough understanding of all facets of transportation planning in the CYMPO region." — Norm Davis, Prescott Valley Public Works Director*

JOEL (PAT) SALERNO, PE

Task Manager – Area 3

COMPANY TITLE, FIRM
Project Manager, AECOM

WORK LOCATION
Phoenix, AZ

YEARS OF EXPERIENCE
<1 (with firm) | 40 (total)

EDUCATION
BS, Civil Engineering, University of Nebraska at Omaha

REGISTRATIONS AND CERTIFICATIONS
Professional Engineer: AZ (#31995), CO, NE, TX

AVAILABILITY
50%

ACTIVE COMMITMENTS

- ADOT US 60 (Grand Avenue)/35th Avenue/ Indian School Road DCR/EA, 10%, 2026; ADOT North-South Tier 2 DCR/EIS, Segment 1, 10%, 2027; ADOT SR 347 I-10 to City of Maricopa Design, 15%, 2026; MCDOT SRPMIC Dobson Road DCR, 15%, 2026

BIO

Pat has worked on numerous projects in the Valley, including his many years as MC on the SR 303L and I-17 corridors. He has significant planning, design, coordination, and management experience for ADOT, MAG, MCDOT, and Local Public Agency urban and rural roadway projects, including a variety of complex, long-term, and alternative delivery method assignments. He develops DCRs, scoping design plans and reports, and alternatives analyses and technical memoranda and provides major utility relocation coordination. Pat has also participated in many public information meetings, presentations, quality assurance/quality control reviews, and post-design activities, and has prepared conceptual to final design construction plans, specifications, and quantity/cost estimates for a variety of projects.

PROJECT EXPERIENCE

Roadway Engineer, US 60 (Grand Avenue)/35th Avenue/Indian School Road TI DCR/EA, ADOT, Phoenix, AZ

Pat coordinated with ADOT to develop the Design Decision Document that outlines potential design exceptions. He also participated in construction schedule and construction cost estimate development, and performed PS&E quality control reviews for this DCR with 5% roll plot), Environmental Assessment, and related studies to define a preferred alternative at the 35th Avenue/Indian School Road intersection at US 60. The study evaluated numerous alternatives to improve intersection operations and safety and reduce vehicle/train conflicts, including grade-separating 35th Avenue from the BNSF Railway. This project involved extensive coordination with ADOT, MAG, the City of Phoenix, and the BNSF Railway. The EA process included a series of three public meetings, including a public hearing. AECOM provided Synchro analysis and a VISSIM model that included the BNSF trains, pedestrians, local buses, and bus rapid transit, which was key to identifying the preferred alternative. This estimated $400 million project has completed Stage III. The multimodal challenges within this project were immense and included planning for a future BRT route and LRT route and addressing pedestrian and bicycle needs. Solutions to improve the safety and reliability of this intersection required a delicate balance of multimodal improvements for transit, rail, vehicles, pedestrians and bicycles with the adjacent land uses and communities. The selected alternative for this challenging project advances mobility within the region while improving operations, reliability and safety for all users - vehicles, transit, rail, bicycles and pedestrians.

Design Manager, SR 303L I-10 to US 60 (Grand Avenue), ADOT, Glendale, Peoria, Surprise, AZ

As part of the MC+ team, Pat provided input and assistance in the project corridor program management for ADOT and coordinated all design activities of the multi-disciplined engineering and CAD staff to design 16 miles of new freeway. This six-year $250 million project was delivered on schedule and within budget. Pat coordinated work with ADOT, subconsultants, utility companies, three cities, and other agencies and stakeholders. He performed quality control reviews; oversaw the preparation of preliminary plans, quantities, cost estimates, special provisions, and sealed drawings and reports; and participated in public information meetings. The original two-lane rural roadway with two-lane crossroads at 1-mile intervals was converted to an

VALUE TO ADOT

Pat progresses projects as quickly as possible and holds discipline leaders and subconsultants accountable to avoid schedule delays. He performs value engineering throughout design to stay within the project's context and budget and finds innovative solutions to overcome challenges. He offers lessons-learned from 15 ADOT projects, valued at $40 million in design and $500 million in construction.

elevated six-lane freeway with grade-separated diamond or SPUI interchanges at 1-mile intervals, with directional interchanges at I-10, Northern Parkway, and US 60 (Grand Avenue). The project included a major drainage interceptor channel and a series of large drainage detention basins along the west side of the new freeway that captures and routes storm water southward through the I-10 interchange. The project was divided into numerous design packages, which included various interchange types. During the transition to final design, where projects were awarded to numerous consultants, Pat attended all final design kickoff meetings to explain the preliminary design and issues, share project knowledge, answer questions, and smoothly transition the projects for ADOT, the local agencies, and the selected consultants' benefit. Pat held monthly progress meetings over this multi-year design effort that included all ADOT disciplines, three city jurisdictions, FCDMC, and utility owners as well as meetings with BNSF Railroad to discuss, mitigate, and align stakeholder interests and preliminary design issues.

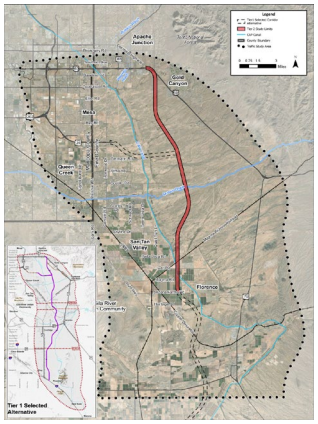
Deputy Project Manager, I-17, Maricopa Traffic Interchange to SR 101L Study, ADOT, Phoenix, AZ

As part of the MC+ team, Pat coordinated work with ADOT, subconsultants, and other agencies developing the preliminary DCR and EIS for 20 miles of freeway improvements from the I-17 split to the SR 101L interchange. He performed quality control reviews; prepared conceptual plans, quantities, and cost estimates; and participated in public information meetings. This freeway corridor through the heart of Phoenix includes adjacent frontage roads and experiences traffic delays numerous times a day. Pat helped manage development and evaluation of numerous freeway widening, viaduct, and separate express lane scenarios and new HOV access options to improve traffic safety, operations, and capacity. **Pat and his design team worked through multiple freeway improvement scenarios with color-coded alternatives that made visualization of the project options much easier for ADOT, stakeholders, and the public.** The project traverses a highly developed corridor with very tight ROW. The team focused on alternatives that would minimize impacts to residents and businesses.

Review Engineer, Alternative Project Delivery Administration On-Call Value Engineering Study, ADOT, Northeastern Arizona

Pat participated in a value engineering assignment for the I-40 McCarrel to Querino and I-40 Querino to Hawthorne Pavement Rehabilitation projects, focusing on roadway work. These two adjacent 11-mile and 12-mile projects on I-40 were at Stage III plan development and encompassed mill and SMA/end product pavement replacements, replacement embankment curb, cattle guards, signing, and pavement markings, ramp and crossroad rehabilitation, drainage culvert improvements, and bridge surface enhancements. Guardrail and end terminals did not meet AASHTO Manual for Assessing Safety Hardware (MASH) testing requirements and were replaced with MASH-compliant systems. **Over four days, Pat and the value engineering study team identified millions of dollars in cost savings and presented findings to ADOT, District, and consultant project managers.**

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



Pat is developing major sections of the DCR evaluating new freeway alignments within this 22-mile Tier 1 corridor. He is reviewing information from various disciplines for accuracy and relevance for incorporation into the report. The 1,500-foot Tier 1 corridor will be refined to a 400-foot ROW width for the Recommended Build Alternative and will include traffic interchanges, drainage improvements, bridge concepts, and other improvements. The EIS process includes extensive tribal consultation and coordination to identify and avoid archaeological sites and traditional cultural properties. The corridor alternatives are comprehensive and developed based on input from the public; coordination with local, regional, state, and federal agencies and tribes; and findings from previous studies. The Preferred Alternative is selected based upon an evaluation of traffic operations, right-of-way impacts, ability to provide for local access, estimated project cost, constructability, utility considerations, and environmental considerations. There is insufficient infrastructure to accommodate projected population and employment growth and to support local, regional, and statewide planning efforts in this area. The proposed project will meet the regional long-range travel demand and improve connectivity between the Phoenix metro area, southeastern Maricopa County, Pinal County, and Tucson and builds on the Tier 1 efforts to continue moving this corridor forward into implementable projects. **Pat has worked on previous MC contracts and was a key contributor in developing loop corridor preliminary plans, reports, and cost estimates while determining and implementing final design projects with reasonable constructible segments within the new loop freeway corridor.**

> *"I worked on the MC+ and delivered high-quality, accurate, and timely results for the SR 303L and I-17 corridors. I'm determined to achieve even more positive results for the upcoming MC for RTPFP contract."*

DAVID LENZER, PE

Special Studies Task Manager

COMPANY TITLE, FIRM
Senior Transportation Project Manager, B&N

WORK LOCATION
Phoenix, AZ

YEARS OF EXPERIENCE
23 (with firm) | 31 (total)

EDUCATION
BSE, Civil Engineering,
Case Western Reserve University

REGISTRATIONS AND CERTIFICATIONS
Professional Engineer: AZ (#61197), OH

AVAILABILITY
60%

ACTIVE COMMITMENTS

› ADOT MC for RTPFP, 10%, 10/2025; ADOT Project Development On-Call, 10%, 3/2026; ADOT El Mirage Road DCR and EA, 10%, 10/2025; MCDOT Northern Parkway Program, 5%, 12/2026; MCDOT Professional Services On-Call, 5%, 2/2026

BIO

David boasts an extensive background encompassing a diverse range of transportation-related projects for municipalities, local governments, and various agencies. His expertise spans all facets of roadway engineering, including horizontal and vertical geometrics, ADA compliance, safety protocols, utility coordination, and construction phasing. Additionally, David is adept at design review, 3D modeling, cost estimating, and plan preparation. His proficiency extends to a broad spectrum of engineering services for municipalities, counties, and DOTs. David excels in shepherding projects from planning to design to construction phases. His portfolio encompasses the design of urban and rural streets and highways, intersection improvements including signalization conversions, development of active transportation facilities (bicycle and pedestrian enhancements), interagency coordination, traffic engineering, drainage solutions, and safety enhancements.

PROJECT EXPERIENCE

Task Manager, MC for RTPFP, ADOT, Phoenix, AZ
David provides scoping, planning-level design, construction cost model development, and parametric cost estimates as a member of Jacobs' MC for RTPFP team. **David led the development of the parametric cost estimate template and managed the cost model.** He's also played key roles in six tasks under the contract:

- ***Task Manager, SR 101L 67th and 59th Avenue Improvements Scoping Assessment.*** **David led the scoping for proposed improvements to two TIs on SR 101L and the nearby arterial streets.** The urban TIs provide critical freeway access to Glendale and Phoenix. They are located in developed areas with closely spaced intersections and property access. The project was coordinated closely with the local cities and an active SR 101L add GPL project that was in final design. The project included alternative development and analysis, geometric design, traffic analysis, safety analysis, environmental documentation, public outreach, stakeholder engagement, and more. B&N developed complex microsimulation models to evaluate the alternatives, which considered stem, nearby arterial intersections, and property access.
- ***Task Manager, SR 24 Improvements at Ironwood Road.*** **David manages B&Ns' services to ADOT, MAG, the Town of Queen Creek, and Pinal County, including traffic forecasting, traffic analysis, and roadway improvements at the intersection of SR 24 and Ironwood Drive.** He is collaborating closely with ASLD, MAG, and the surrounding agencies to develop and evaluate improvement alternatives. The team is developing parametric project cost estimates for each of the alternatives so that the partner agencies can make informed decisions on how best to proceed.
- ***Senior Roadway Engineer, SR 303L Lake Pleasant Parkway to I-17 Scoping Assessment, Senior Roadway Engineer.*** **David led the corridor traffic forecast and TI alternatives development for the 67th Ave TI scoping and environmental documentation.** He assisted with the alternative development and analysis of the 51st Ave and 43rd Ave TIs. The project required coordination with ADOT, Phoenix, ASLD, and TSMC representatives.

VALUE TO ADOT

David has managed six tasks under our current MC for RTPFP contract. He also helped develop the parametric cost estimate template and manage the cost model. He excels in shepherding projects from planning to design to construction phases. His experience includes designing urban and rural streets and highways, intersection improvements, safety enhancements, and bicycle/pedestrian improvements and coordinating between ADOT and LPAs.

- ***Senior Roadway Engineer, SR101L/I-10 System Interchange DCR and Environmental Document.*** David served in a leading role for the team that evaluated the I-10/SR 101L system TI; the I-10 service TIs at Avondale Boulevard, 107th Avenue, 99th Avenue, 91st Avenue, and 83rd Avenue; the SR 101L service TIs at McDowell Road, Thomas Road and Indian School Road; and the McDowell Road intersections at 99th Avenue and 91st Avenue The study was conducted in partnership with MAG, ADOT, FHWA, Phoenix, and Tolleson to evaluate traffic operations and recommend geometric improvements. B&N developed alternatives to accommodate a new DHOV ramp at the system TI connecting I-10 to/from the east and SR 101L to/from the north. The project developed a new connection between SR 101L and 91st Avenue and improvements at each TI, the McDowell Road intersections, and arterial streets within the vicinity of the system TI. David and B&N prepared a MAG feasibility study that established the foundation for this successful project. Complex traffic analysis, including microsimulation, was used to evaluate TI alternatives.
- ***Traffic Design Manager, SR 303L 43rd and 51st Avenue Improvements Final Design.*** David oversaw the signing, pavement marking, and traffic control for the new 43rd/51st Avenue TIs. **He provided maintenance of traffic and construction sequencing plans, specifications, and quantities to align with the accelerated construction schedule that coordinated the TSMC fabrication plant and Phoenix roadway improvements.**
- ***Project Manager, El Mirage Road SR 303L to Jomax Road DCR/EA.*** **David manages the day-to-day project activities, coordinates with Peoria to navigate the project through the ADOT design process, and interfaces with stakeholders.** B&N is preparing the DCR and Environmental Assessment for El Mirage Road from SR 303L through Happy Valley Road to Jomax Road. The new roadway traverses unincorporated Maricopa County and the City of Peoria. Our team will be collaborating with ADOT, Peoria, MAG, Maricopa County, and Surprise to validate the land use and forecast traffic volumes for 2050.

Senior Engineer/Contributing Author, Performance Based Practical Design Guidelines (PBPDG) and Implementation, ADOT, Statewide, AZ

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

Senior Engineer, SR 202L I-10 to Val Vista Drive General Purpose Lane Scoping Assessment, ADOT, Maricopa County, AZ

David oversaw the traffic analysis and assisted with the development and evaluation of corridor and TI alternatives for the scoping and environmental documentation of general purpose lane additions for over 12 miles of urban freeway and nine TIs in Phoenix, Arizona. Improvements were closely coordinated with local agencies and additional planned major freeway improvements to SR 101L and South Mountain SR 202L. coordinated with MAG, ADOT, Chandler, and Gilbert to prepare traffic forecasts. developed complex microsimulation models to evaluate mainline and TI performance. David oversaw the final design of the improvements to the arterial network, including the ADA design.

Project Manager, I-10 Tunnel to I-17 Split Corridor Scoping Assessment, MAG Maricopa County, AZ

David is leading the team evaluating I-10 from the Deck Park Tunnel to the I-17 split, including the SR 51/SR 202L Ministack system TI and numerous service TIs. He is closely coordinating with ADOT, MAG, FHWA, Phoenix, and Phoenix Sky Harbor Airport for his team to develop and evaluate geometric alternatives, complete a complex microsimulation traffic analysis, and prepare preliminary environmental documentation. B&N is leveraging complex urban environment expertise for the mainline freeway, system, and service TI operations, airport operations, municipal transportation needs, and building stakeholder consensus.

Project (Contract) Manager, Planning and Development On-Call (PDOC), ADOT, Statewide, AZ

David coordinates staffing and contractual requirements for this on-call with ADOT, for which B&N has completed multiple projects.

Senior Roadway Engineer, SR 202L, SR 101L to Val Vista Drive General Purpose Lane Scoping and Final Design, ADOT, Maricopa County, AZ

David supported the final design of the improvements to the SR 202L TI with McQueen Road, the SR 202L TI with Cooper Road, and improvements to the arterial network, including the ADA design. The TI improvements included reprofiling the ramps to minimize impacts to the freeway and arterial streets. The ADA improvements were designed to upgrade the existing facilities without requiring additional right-of-way. The improvements were closely coordinated with the local municipalities. During the scoping phase of the project, B&N conducted the traffic analysis for the project improvements. B&N coordinated with ADOT, the MPO, and local municipalities to prepare traffic forecasts. B&N determined the design year traffic volumes by considering background growth, planned development, and adjacent major freeway improvements.

> ***"I really enjoy working on the current MC contract because it gives me the ability to help shape the region's freeway network and improve things now and for the future."***

BRIAN RILEY, PE

Special Studies Task Manager

COMPANY TITLE, FIRM
Senior Vice President, POINT Engineers

WORK LOCATION
Phoenix, AZ

YEARS OF EXPERIENCE
23 (with firm) | 23 (total)

EDUCATION
BS, Civil Engineering, Arizona State University

REGISTRATIONS AND CERTIFICATIONS
Professional Engineer: AZ (#45657)

AVAILABILITY
40%

ACTIVE COMMITMENTS
- ADOT I-10 North of Nelson Road to Gas Line Road, 25%, 4/2026; ADOT SR 24 SR 202L to Ironwood, 15%, 3/2026; ADOT SR 30 71st Ave to SR 202L, 20%, 8/2026

BIO

Brian provides design, cost estimating, value engineering, constructability review, utility conflict identification and coordination, value engineering, design reviews, and construction support services for ADOT projects statewide. He's served as Project Engineer on complex alternative delivery project and new and interim urban freeways. His experience includes roadway corridor, arterial intersection, and major urban freeway design, engineering estimates, quantities, and special detail design for municipal, county, and state projects.

PROJECT EXPERIENCE

Project Manage, I-10, North of Nelson Road to Dirk Lay Road ADOT, Gila River Indian Community, AZ

Brian managed final design to widen 8 miles of I-10 through the Gila River Indian Community with one general purpose lane in each direction, concrete barrier between directions, a new interchange at Seed Farm Road, crossroad improvements at Nelson Road and Gas Line Road, bridge widening at Nelson Road, bridge replacements at Gas Line and Seed Farm Roads, culvert replacements, upgraded lighting, ITS infrastructure, and utility relocations. **Brian coordinated with multiple ADOT groups and affected stakeholders and utilities,** Gila River Farms, Gila River Indian Community Utility Authority, Pima-Maricopa Irrigation Project, San Carlos Irrigation Project, Gila River Indian Irrigation and Drainage District, and Gila River Indian Community Department of Transportation.

Project Engineer, SR 24 Ellsworth Road to Ironwood Drive – Interim Phase 2, ADOT, Mesa and Pinal County, AZ

Brian designed five miles of new interim urban freeway. The project includes mainline and TI design, earthwork modeling, and alternatives development to reduce overall cost. Improvements include four new crossroad service TIs, a TI at Ellsworth, one crossroad overpass bridges at Mountain Road, retaining walls, onsite and offsite drainage facilities, lighting, traffic signals, FMS, signing/pavement marking, erosion control, utility relocations, and maintenance of traffic. The project required close coordination with the City of Mesa, Mesa-Gateway Airport, adjacent developers, Pinal County, Town of Queen Creek, and Maricopa County Flood Control District.

Project Engineer, SR 24, SR 202L to Ellsworth Road – Interim Phase 1, ADOT, Mesa and Pinal County, AZ

Brian designed the system interchange with SR 202, 1-mile of new urban freeway, and one new partial TI at Ellsworth Road. The project includes mainline and system/service interchange design, earthwork modeling, and design refinement to reduce overall cost. Improvements included one new crossroad service TI, four system ramp bridges, crossroad overpass bridges at Ray Road, retaining walls, onsite and offsite drainage facilities, lighting, traffic signals, FMS, signing/pavement marking, erosion control, utility relocations, and maintenance of traffic. **As part of the maintenance of traffic plan Brian designed a mainline cross-over detour to allow both fly-over structures' hinges to be built in the same phase while maintaining two lanes of SR202L traffic in each direction.** The project required close coordination with the City of Mesa, adjacent developers, Mesa-Gateway Airport, and the Maricopa County Flood Control District.

Project Engineer, I-17/Central Avenue Bridge DCR and Final Design, ADOT, Phoenix, AZ

Brian was responsible for a DCR and final plans to replace the I-17 bridge over Central Avenue. Brian led the development of alternatives for the new bridge that will provide clearance for future light rail trains, includes future widening of I-17 for auxiliary lanes, and ensures the frontage roads' operational characteristics are maintained. In Phase 1, the DCR examined the engineering characteristics, environmental impacts, and ROW of various alternatives. Final design included all engineering plans, reports, specifications, and construction cost estimates to reconstruct the Central Avenue bridge and surrounding facilities. Sequencing and maintenance of traffic were critical items

VALUE TO ADOT

Brian is known for his responsiveness, collaboration, and team building in managing ADOT projects of all types. He works with contractors, design consultants, ADOT and MAG staff, cities, and stakeholders to reduce construction costs without sacrificing scope and meet schedules.

for this project's success. **Brian worked closely with the structure and traffic engineers to establish a sequence to shift traffic, remove the existing bridge, raise the grade of I-17, and construct the new bridge in phases while maximizing the lanes available for I-17 traffic.** This project also implemented smart work zone technologies to inform motorists informed of travel times and potential construction related delays.

Project Engineer, SR 202L South Mountain Freeway P3 Connect 202 Partners, ADOT, Phoenix, AZ

Brian designed mainline and ramps for the Salt River/South Papago segments, which included 7.5 miles of new mainline freeway with eight traffic interchanges. Work encompassed all aspects of freeway design and coordination of roadway, bridges, retaining walls, noise walls, drainage, signing and marking, lighting, and maintenance of traffic. **Brian delivered design under a fast-track schedule, including multiple interdisciplinary and constructability reviews and a rigorous design quality control process and extensive documentation of quality control activities.** Brian also developed the SR 202L / SR 30 compatibility design to demonstrate that lowering SR202 profile over the Salt River would not adversely affect the future system interchange.

Project Engineer, US 60 (Grand Ave) / SR 303L Interim TI – CMAR, ADOT, Surprise, AZ

Brian supported design of a system-to-system TI and two miles of urban freeway. Construction included widening a four span SR 303L structure over US 60 and the BNSF Railroad, retaining and sound walls, onsite and offsite drainage facilities, lighting, traffic signals, FMS, signing/pavement marking, erosion control, utility relocations, and construction sequencing and maintenance of traffic. **Brian worked closely with the CMAR to develop sequencing and maintenance of traffic plans tailored to the CMAR's schedule and production rates. This resulted in an efficient and effective construction phase that met all ADOT's and BNSF's goals for lane restrictions and closures.** The project included utility, ROW, and environmental clearances and coordination with ADOT, CMAR, City of Surprise, surrounding homeowner's associations, BNSF railroad, and utilities. **Brian participated in a value engineering workshop that resulted in an alternative interchange configuration.** The interchange was developed to Stage IV plans before funding constraints required an interim solution.

Project Manager, Deer Valley Road Wall Reconstruction – 109th to 105th Avenue, Peoria, Maricopa County, AZ

Brian managed a feasibility study, and final design for approximately 4,000 feet of wall replacement along Deer Valley Road through the City of Peoria. MCDOT recently constructed Deer Valley Road across the Agua Fria River that introduced additional traffic to this segment of Deer Valley Road through the City of Peoria. The City initiated this project to determine the wall type, impacts, and involvement of the 75 affected property owners. **Brian delivered this fast-track study, design, and construction in approximately 9 months.**

Project Engineer, SR 260, I-17 to Thousand Trails – CMAR, ADOT, Camp Verde, Cottonwood, AZ

Brian oversaw multidisciplinary design for this $34 million CMAR project to reconstruct more than 7 miles of SR 260 roadway into a divided highway with seven modern roundabout intersections. This project included intricate earthwork modeling of unsuitable clay material, complex offsite drainage conditions, and detailed maintenance of traffic plans to ensure the vital commuter route operated efficiently during construction. **Brian coordinated closely with the CMAR contractor to integrate preferred construction means and methods into the project development process with a focus on maintenance of traffic plans and earthwork management. Brian also led the utility coordination and relocation effort, including providing power services for lighting the seven new roundabout intersections.**

Project Engineer, SR 89 – Deep Well Ranch to SR 89A, ADOT, Prescott, AZ

Brian was responsible for final design and construction documents for 1.5 miles of SR89 and one roundabout intersection at Perkins Road. The project included utility, ROW, and environmental clearances and coordination with ADOT, City of Prescott, Prescott Municipal Airport, Antelope Hills golf course, and utilities. Construction included roadway and intersection reconstruction, retaining and noise walls, onsite and offsite drainage facilities, traffic signals, ADA improvements, erosion control, FMS, roundabout lighting, signing/pavement marking, and maintenance of traffic. Construction sequencing and maintenance of traffic were critical to successfully constructing the roadway along the alignment but lowered approximately 3-5 feet to improve sight distance and access from Perkins Road and James Lane.

> *"As a Phoenix native, I have seen the results of the RTPFP execution since its inception, studied it in school, and have worked on final design projects associated with it. As part of the new ADOT MC, I look forward to carrying that experience into the future, to help deliver the much-needed program to enhance ADOT's system, improve safety, and reduce congestion for all of us."*

RON SZWIEC, PE

Special Studies Task Manager

COMPANY TITLE, FIRM
Arizona Lead for Transportation, AZTEC

WORK LOCATION
Phoenix, AZ

YEARS OF EXPERIENCE
9 (with firm) | 23 (total)

EDUCATION
BS, Civil Engineering

REGISTRATIONS AND CERTIFICATIONS
Professional Engineer: AZ (#33563), CO, NV

AVAILABILITY
30%

ACTIVE COMMITMENTS
› ADOT SR 202L Val Vista to SR101L Post Design, 20%, 7/2027; ADOT MC for RTPFP, 10%, Varies; PDOC Task Orders, 15%, Varies

BIO

Ron oversees AZTEC's cost estimating services and other task orders under Jacobs' current MC for RTPFP contract. His experience includes designing and managing local intersection improvements to arterial streets, rural highways, interstates, and urban freeways and development of roadway studies and improvements, concept studies, plans, roadway design, roadway models, ROW studies, maintenance of traffic plans, specifications, and cost estimates. As AZTEC's Arizona lead for transportation, he is responsible for managing his own projects, assigning project managers to projects, coordinating with disciplines, design quality, resource planning, and employee mentoring.

PROJECT EXPERIENCE

AZTEC Project Manager, MC for RTPFP, ADOT, Phoenix, AZ
Ron oversees AZTEC's cost estimating services and other task orders. He assigns proper resources, monitors budge/schedule, and ensures proper development procedures. AZTEC has provided semi-annual estimate updates to ensure adequate programming and design tasks. **Ron's focus is providing realistic construction cost estimates for projects and engineering and coordination services that deliver value.**

Design Manager for DCR and Project Manager for Final Design, SR 202L (Santan Freeway) Val Vista to SR 101L General Purpose Lanes DCR and Final Design, ADOT, Chandler and Gilbert, AZ
Ron led the design for addition of one general purpose lane on SR 202L in each direction from Val Vista Drive to Gilbert Road and two general purpose lanes from Gilbert Road to SR 101L. Key elements include freeway widening, widening crossroad overpasses, retaining walls, extending the drainage system, traffic design, traffic analysis, traffic control, geotechnical and pavement design, landscape and aesthetics, construction cost estimating, and environmental documents. The project is currently under construction.

Design Quality Control Manager, SR 202L HOV Lanes, I-10 to Gilbert Road Design-Build, ADOT, Chandler, AZ
Ron provided quality control for design and construction of HOV lanes in the median of SR 202L in each direction and HOV directional ramps at the I-10/SR202L TI and the SR101L/SR202L TI. Other work included bridge widening, retaining walls, drainage improvements, signing, lighting, median barriers, landscaping, utility relocations, and survey. This 10-mile project significantly improved traffic flow by reducing congestion, encouraging carpooling, and facilitating an expanded regional transit network.

AZTEC Project Manager, SR 260 Lion Springs MP 256.2 to MP 260.1 Widening Final Design; ADOT, Gila County, AZ
AZTEC is a major subconsultant for final design to widen this highway from two lanes to four lanes. Ron is managing AZTEC's environmental, survey, mapping, and roadway design support services.

AZTEC Deputy Design Segment Manager, SR202L South Mountain Freeway P3, ADOT, Phoenix, AZ
Ron led AZTEC's final design for one of four major project segments, Segment D, which involved four miles of I-10 reconstruction (two HOV Managed lanes and six general purpose lanes), auxiliary lanes, service interchange ramps, four miles of parallel access/frontage roads, freeway to freeway interchange ramps, and two miles of new freeway mainline construction with cross road service interchange. AZTEC's design efforts included roadway geometrics, earthwork modeling/balancing, 11 new bridges, over 500,000 SF of retaining and noise walls, on- and off-site drainage systems, maintenance of traffic plan, freeway lighting, ITS, signing and marking, utility location and relocations, mobile/LiDAR survey, landscaping, Section 404 Individual Permitting, and environment compliance. AZTEC also

VALUE TO ADOT

Ron oversees Aztec's cost estimating and task order services under Jacobs' current MC for RTPFP contract. Outside of the MC, he manages roadway, ROW, and concept studies; roadway design and modeling; drainage and signing and pavement marking design; and plan preparation. As a transportation lead for Aztec, he mentors employees, and provides design quality control These skills, coupled with his transportation design experience align well to the task manager responsibilities we anticipate for this contract.

provided structural engineering, survey, utility locating, and environmental compliance for the entire 22-mile corridor.

Quality Control Manager, I-10/SR303L TI, Phase I, ADOT, Goodyear, AZ

Ron provided quality control for the first phase of this two-phase project, which laid the groundwork for what is planned to be the Valley's largest System TI. The TI includes a five-level configuration of fully directional ramps and an embedded one-way frontage road network to serve the arterial street system surrounding the TI. AZTEC designed the realignment to widen I-10 to its ultimate width between Citrus Road and Sarival Avenue. Other key project features include 14 bridges, crossroad improvements at Citrus Road, Sarival Avenue, Thomas Road, and McDowell Road, an on-site drainage system, a regionally significant off-site drainage system, traffic operations infrastructure, and major utility relocations.

Deputy Project Manager, SR 101L/64th Street TI, ADOT, Phoenix, AZ

Ron helped oversee contract plan preparation, including roadway plan and profiles and drainage, ROW, landscaping, signing, striping, and structural plans. He coordinated with the ADOT Project Manager and all of AZTEC's subconsultants. AZTEC designed a new compact-diamond TI at Pima Freeway (SR 101L) and 64th Street, a half-mile of interceptor channels, six box culvert extensions, a new bridge to carry 64th Street over SR 101L, new ramp connections from 64th Street to SR 101L, new auxiliary lanes on SR 101L from 56th Street to Scottsdale Road, new and revised storm drain, reconfigured SR 101L signing, lighting, FMS, and pavement marking elements, traffic control and construction sequencing plans, two new traffic signals on 64th Street, extension of a utility duct bank, and landscaping and irrigation work.

Contract Manager, On-Call Statewide Roadway Engineering, ADOT, Statewide, AZ

Ron managed tasks assigned to AZTEC under this on-call contract. He assigned tasks managers, monitored budget and schedule, and provided quality control. Tasks included Chino Road Extension Scoping Letter and Final Design, Douglas, AZ; US 160, Red Mesa Survey; I-8, Stateline to Fortuna Pavement Preservation; US191 B Realignment DCR and EA, Chino Road to US 191, Douglas AZ; and I-17, MP 309.9 to MP 310.82 Survey, SR 260 Elk Fencing MP 268 to 277.

Quality Control Manager, SR 303L, Happy Valley Parkway to Lake Pleasant Parkway, ADOT, Peoria, AZ

Ron provided quality control for the final design of this challenging and unique seven-mile freeway design project. As a cornerstone in ADOT's growing freeway system, this project included 15 bridges, miles of drainage improvements, deep cuts and tall fills, corridor earthwork balancing, and precedent-setting landscaping mitigation. Additional design elements included on and off-site drainage, traffic engineering, utility relocations, and construction sequencing plans. **Ron oversaw AZTEC's evaluation of the concepts shown in the DCR and development of several alternatives to improve the design and reduce costs. The project balanced environmental stewardship with complex agency ROW acquisition, and AZTEC met a fast-tracked schedule to deliver construction documents in 14 months.**

Project Manager, South Central Light Rail Extension – Central Avenue: Washington Street to Baseline Road, Valley Metro, Phoenix, AZ

Ron managed AZTEC's roadway design for 1st Avenue from downtown to Central Avenue and Central Avenue from Downtown to the Salt River, and the for the overall development and management of the landscape and irrigation design. This project extends Valley Metro's urban light rail system 5.5 miles to south Phoenix. The extension spans southward along Central Avenue and 1st Avenue from Washington Street to Baseline Road, provides 11 stations and 2 park-and-rides, and complements the transit system in the area.

Roadway Design Lead/Quality Control, Avenida Rio Salado/Broadway Road, City of Phoenix, Phoenix, AZ

Ron led roadway design and quality control tasks for an Enhanced Project Assessment and an Environmental Assessment for a new high-capacity major arterial that will be located south of the Salt River and extend from the planned SR30 and South Mountain Freeway (SR 202L) to 7th Street. The project involved significant coordination with the City of Phoenix, ADOT, FHWA, local utility companies, and the public. The preliminary design scope involved developing alternative corridor locations and project cost estimates, determining right-of-way impacts for each alternative corridor location, and evaluating and recommending alternatives. AZTEC subsequently served as the Program Management Consultant (PMC) for the final design portion of this project, working with the City to design and construct five out of six segments of this nearly seven-mile-long project. As the PMC, AZTEC managed, coordinated, and reviewed the final design plans prepared by each of the five different engineering consultants. These design plans include grading, paving, lighting, storm drain and utility relocation designs.

> *"Working on this contract is very important to me knowing how critical this is to set the stage for delivering the priority projects for the regional freeway system. I take pride in ensuring the projects we support are delivered with high quality submittals from the beginning."*

SUZANNE DEITERING, PE

Utility Relocation Management

COMPANY TITLE, FIRM
Vice President, POINT

WORK LOCATION
Phoenix, AZ

YEARS OF EXPERIENCE
23 (with firm) | 31 (total)

EDUCATION
BS, Civil Engineering, Arizona State University

REGISTRATIONS AND CERTIFICATIONS
Professional Engineer: AZ (#43837)

AVAILABILITY
30%

ACTIVE COMMITMENTS
› ADOT US 93 Big Jim Wash, 35%, 8/2026; ADOT Warner Road, 15%, 11/2025

BIO

Suzanne provides utility coordination and clearance for ADOT projects of all size and scope, including design-build delivery. Her experience includes utility coordination for freeway construction and widening, bridges, TIs, and pavement rehabilitation projects. She's also served as a design lead and project manager for roadway reconstruction. She integrates the sequence of utility activities with projects' critical paths and uses her extensive knowledge of ADOT procedures and requirements to help avoid delays related to utilities.

PROJECT EXPERIENCE

Utility Coordinator, SR 303L from Happy Valley Parkway to Lake Pleasant Parkway, ADOT, Peoria, AZ

Suzanne was responsible for the utility clearance for the project and design of a new City of Peoria water line crossing at Jomax Road. The project includes a general purpose lane for six miles of freeway, new traffic service interchange at Jomax Parkway, full freeway construction near the Jomax Parkway TI, new bridge crossings over the Beardsley Canal, TI design, four new bridges, lighting, striping, and signals. Suzanne coordinated with the City of Peoria for a smooth connection at the Jomax Parkway TI to the City's Jomax Parkway project, on schedule, and to accommodate future utilities.

GEC Utility Coordinator, SR 101L from Baseline Road to SR 202L (Santan), ADOT, Chandler, AZ

Suzanne coordinated the designation and conflict review during the procurement phase for this 6-mile design-build project. She wrote the utility-related technical text of the RFP. She conducted utility coordination meetings and developer one-on-one meetings. Extensive coordination between the developer, ADOT and SRP was required to meet relocation widows and avoid delays to construction. Suzanne also assisted ADOT Utilities and Railroad for prior rights review and utility agreements. The affected utilities include SRP power and irrigation, Century Link, Cox Communications, Air Products, Southwest Gas, El Paso Natural Gas and City facilities.

Project Engineer and Utility Coordinator, SR 303L from Waddell to Mountain View, ADOT, Surprise, AZ

This freeway segment included 3.6 miles of new 6-lane freeway, a new arterial roadway at Greenway Road, new Greenway Road bridge, roadway and offsite drainage channel, extensive retaining and sound walls, and substantial utility coordination and relocations. **Suzanne was responsible for the corridor-wide utility coordination effort,** which included two well-site abandonments, new irrigation siphons under the freeway, irrigation easements, design of water and sewer line relocations, and dry utility crossings in the new Greenway Road Underpass. Suzanne also helped coordinate the execution of five utility agreements and one utility-related IGA for this project.

Project Engineer and Utility Coordinator, I-10 Perryville Road TI, ADOT, Buckeye, AZ

Suzanne provided utility design and coordination services for fast-track construction of a new 2-span concrete prestressed girder bridge on I-10 over Perryville Road to accommodate a new traffic interchange. Demolition of the existing bridge and construction of the new bridge was completed in three months. Utility coordination and relocations included facilities from APS, Century Link, MCI, and installation of future utility sleeves in Perryville Road for the Town of Buckeye. **Suzanne was proactive and effective in utility coordination to complete the utility clearance in a timely manner and meet the accelerated design-build schedule.**

VALUE TO ADOT

Suzanne is fluent in ADOT procedures and requirements, having served as an ADOT Supplemental Project Delivery Manager delivering more than $170 million in construction. She has successful strategies to reduce risk of delays and cost increases related to utilities. She's served as a utility coordinator for ADOT design-build and other complex projects, working with ADOT Utilities to ensure early relocation and approvals from various entities on schedule. Susan reviews sequence of utility activities against the project's critical path to spot potential challenges. She offers valuable lessons learned for the MC team about preparing effective Utility Relocation Management Plans.

GEC Utility and Railroad Coordinator, US 60 (Grand Ave)/ Bell Road TI Design-Build, ADOT, Surprise, AZ

Suzanne prepared all of the technical provisions for the bid documents, prior rights reviews, utility agreements and conflict reviews and worked with ADOT U&RR section to gain project approval from BNSF and Arizona Corporation Commission for the reconstruction of US60 (Grand Ave) and Bell Road intersection. This intersection was reconstructed with Bell Road as a grade-separated intersection going over US60 and the adjacent BNSF tracks using a median urban diamond design. The project required significant utility relocations, including early relocation of the APS 69kV overhead power, relocation of the railroad crossing signal and gates, Arizona Water Company 12 and 16-inch water line relocations, joint trench coordination, and relocation of City of Surprise facilities.

Segment Design Engineer and Utility Coordinator, SR 179 from Oak Creek to Sedona, ADOT, Sedona, AZ

Suzanne was the segment design engineer and utility coordinator for the planning, design, and construction for a 9-mile segment of SR 179 from the Village of Oak Creek to Sedona. This project included a yearlong Needs Based Implementation Planning process that was heavily influenced by community input, and context sensitive solutions to design issues. This project included a two-lane roadway with right- and left-turn lanes, 2,000 LF of new 78" SD thru the Village of Oak Creek and 7,000 LF of storm drain thru out the City of Sedona, 195 culverts or culvert extensions including one pedestrian undercrossing, significant utility coordination, 57 driveway connections, 13 cross road tie-ins, and a total of 11 roundabouts on the corridor (2 multi-lane roundabouts).

Deputy Project Manager, Lindsay Road Traffic Interchange at 202L, Town of Gilbert, Gilbert, AZ

Suzanne led the SRP coordination to relocate an overhead transmission pole, including reviewing prior rights documentation and identifying new easement limits and access for SRP. The project includes adding a new diamond traffic interchange at Lindsay Road and a west bound frontage road between Gilbert Road and Lindsay Road. Approximately 0.47 miles of Lindsay Road will be fully reconstructed. **Suzanne helped guide the design team and the Town of Gilbert through ADOT's design and submittal procedures along with oversight to ensure Federal requirements were met when acquiring right-of-way.** This project had state, local, regional, and federal funding sources.

Project Engineer, US 93 SB Wagon Bow Ranch, ADOT, Kingman, AZ

Suzanne helped manage the final design of a new 4.1-mile southbound roadway and reconstruction of a portion of the existing adjacent highway from Milepost 108.9 to 113. This $21 million project included two new wash crossing bridges, 12 new box culverts and 17 new pipe culverts, and accommodations for a future TI. **Suzanne led the team in evaluating and designing the SB alignment to curve around a large cut slope which ultimately reduced earthwork and allowed for a smaller footprint on the land.** Key stakeholders include ADOT Northeast District and BLM.

Supplemental Project Manager, ADOT, Statewide, AZ

Suzanne managed and delivered more than $170 million in construction as a supplemental project manager. She understands the importance of meeting project schedules, budgets and communicating with the stakeholders.

ADOT Supplemental Project Manager, I-40 Devil Dog Wash, ADOT, Flagstaff, AZ

Throughout the 2016 winter season, the Devil Dog Wash section of I-40 pavement degraded, leading to daily tire blow-outs and vehicle damages. ADOT assigned the project to address pavement with a deadline to advertise for construction within 11 weeks. Suzanne led the multi-discipline team to determine the best approach to address the failing pavement. This included engaging ADOT's geotechnical and pavement design teams with on-site visits, facilitating District's input and directing the design consultant. Suzanne updated the Federal Highways Area Engineer regularly to ensure the project authorization would be swift. The project scope included reconstruction of the eastbound and westbound roadways between MP 156.5 to MP 161.4, including addressing insufficient superelevation and geometry and rehabilitation of two bridges.

> *"As an east valley resident and key team member on the Broadway Curve project it was both an exciting and challenging project. My own quality of life improved as my commute time was drastically reduced thanks to the project improvements! I'm excited to apart of the MC team and contribute to the planning and delivery of projects that bring growth opportunities, congestion relief and safety improvements to the community!"*

BRAD OLBERT, PE

QA/QC Manager

COMPANY TITLE, FIRM
Project Manager, Jacobs

WORK LOCATION
Phoenix, AZ

YEARS OF EXPERIENCE
40 (with firm) | 47 (total)

EDUCATION
BS, Engineering,
Arizona State University

REGISTRATIONS AND CERTIFICATIONS
Professional Engineer:
Arizona (#13955)

AVAILABILITY
40%

ACTIVE COMMITMENTS
› Valley Metro, Capitol Extension Light Rail Extension, 60%, 2026

BIO

Brad oversees our quality control process to minimize errors, costly rework, and schedule delays. He enforces the use of our quality control program, including checking and back checking through a color-coded system, and building in quality review deadlines baseline schedules to create an environment for quality compliance. Brad applies the QA/QC process to program services, special studies, and all contract tasks as another tool to improve constructability and mitigate contractor change orders. He's also managed DCRs, Environmental Assessments, and preparation of plans, specifications, and estimates for your urban freeways, including system interchanges, TIs, bridges, and walls. His experience as a project manager and quality manager allows him to tailor QA/QC programs and reviews to the multidisciplinary environment on specific projects. On this contract, he will implement our quality plan, train new subconsultants in our procedures, and verify that the team is following Jacobs' corporate quality processes. Drawing on this experience, Brad will work with Troy to confirm that DCRs, studies, and all other contract deliverables are complete and developed to ADOT standards.

PROJECT EXPERIENCE

Quality Manager, MC for RTPFP, ADOT, Phoenix, AZ

Brad oversees our quality control program for the contract, which applies to all deliverables, including work by subconsultants. He confirms that quality control checks occur in a timely manner, using the proper procedures. Our QA/QC program is designed to maintain the quality, accuracy, and reliability of data ADOT requires to make informed decisions and confirm that special studies and other task orders meet your requirements.

Project Manager, I-10 and SR210 DCR and Environmental Assessment, ADOT, Tucson, AZ

Brad worked with a team of transportation planners, traffic and design engineers, environmental planners, and technicians to develop system alternatives for improving the capacity of 13 miles of I-10 and SR210 to handle 2040 design year traffic volumes in Tucson. The project included widening I-10, extending SR210 with a system interchange connection to I-10, and evaluating 15 service interchanges. Extensive traffic operational analyses were performed to evaluate numerous TI alternatives, including the DDI concept. The team refined two build-alternatives for evaluation in the DCR, including technical and environmental concerns. The project included extensive public and agency outreach, including several public meetings and a public hearing.

> *"Prop 479 has the potential to dramatically improve the quality of life for MAG residents. That's why it's so important to have a logical, appropriate, and robust QA/QC program to achieve the gold standard for each project and task assigned to the MC.*

Quality Manager, SR303L TIs at 51st and 43rd Avenue Project Assessment, DCR, and Final Design, ADOT, Phoenix, AZ

Brad implemented and monitored the QA/QC program for the project assessment and DCR for the 51st and 43rd Avenue interchanges and mainline improvements along SR303L. Robust quality management helped enable the design's completion in less than a year and project's successful construction. The projects are critical to enabling development of the TSMC semiconductor plant. The DCR was robust enough to enable ADOT to move directly into design on a faster-than-normal schedule. Brad reviewed work by Jacobs and subconsultants Aztec, Ethos, and B&N. Recognizing the value of the DCR, ADOT awarded Jacobs final design for the adjacent traffic interchanges and system interchange.

VALUE TO ADOT

Brad is our current MC for RTPFP contract quality manager. He'll continue in this role, focusing on maintaining our transparent, quality control process to minimize eliminate errors, costly rework, and schedule delays.

From: ADOT Business Engagement and Compliance Office
To: Crooks, Nick
Cc: contractorcompliance@azdot.gov
Subject: [EXTERNAL] Bidders List for Jacobs Engineering Group Inc.
Date: Wednesday, June 11, 2025 8:08:23 AM

This Message Is From an External Sender
This message came from outside your organization.

Jacobs Engineering Group Inc., AZUTRACS Number: 10561 has submitted a Bidder/Proposer list for **2025-009** on 06/11/2025 at 5:07 AM MST (UTC - 07:00).

Bidders/Proposers for this firm include:

Firm Name	Address	Ethnicity	Gender	Age of Firm	Annual Gross Receipts	DBE Status	NAICS Codes
AECOM Technical Services 01	7720 N. 16th Street, Suite 100 Phoenix, AZ 85020	Other	M	10+ years	More than $100 million	Non-DBE	541330
AeroTech Mapping	3285 N. Fort Apache Las Vegas, NV 89129	Hispanic American	F	1-3 years	Unknown	DBE	541370
AeroTech Mapping Inc	3285 North Fort Apache LAS VEGAS, NV 89129	Hispanic American	F	4-7 years	$5 million to $10 million	Non-DBE	541370
AZTEC Engineering Group, Inc.	501 N. 44th Street Phoenix, AZ 85008	Other	M	10+ years	$10 million to $50 million	Non-DBE	541330
Burgess & Niple	1230 West Washington Street Tempe, AZ 85288	Caucasian	M	10+ years	$50 million to $100 million	Non-DBE	541330
C A Group Arizona, Inc.	8433 North Black Canyon Hwy. Phoenix, AZ 85201	Caucasian	M	10+ years	$10 million to $50 million	Non-DBE	541330
Elliott D. Pollack & Company Consulting	3317 S. Higley Road Gilbert, AZ 85297	Caucasian	M	10+ years	$1 million to $2 million	Non-DBE	541330
Ethos Engineering, LLC	9180 South Kyrene Rd Tempe, AZ 85284	Hispanic American	M	10+ years	$1 million to $2 million	DBE	541330
HDR Engineering, Inc.	20 E Thomas Road, Ste 2500	Other	M	10+ years	More than $100 million	Non-DBE	541330

	Phoenix, AZ 85012						
Infrastructure Mavens, LLC	21001 N. Tatum Blvd., Suite 1630-603 Phoenix, AZ 85050	Caucasian	M	10+ years	Less than $500,000	Non-DBE	541330
Kimley-Horn & Associates, Inc.	1661 East Camelback Road Phoenix, AZ 85016	Caucasian	M	10+ years	More than $100 million	Non-DBE	541330
NFRA, Inc.	77 E. Thomas Road, Suite 200 Phoenix, AZ 85012	Asian-Pacific American	M	10+ years	$2 million to $5 million	Non-DBE	541330
Point Engineers, LLC	7600 N. 16th Street, Suite 202 Phoenix, AZ 85020	Caucasian	M	10+ years	$1 million to $2 million	Non-DBE	541330
T.Y. Lin International	1475 N. Scottsdale Road Scottsdale, AZ 85257	Other	M	10+ years	More than $100 million	Non-DBE	541330
United Civil Group Corp.	2803 N. 7th Avenue Phoenix, AZ 85007	Caucasian	F	10+ years	$500,000 to $1 million	DBE	541330
WSP USA Inc.	1230 W. Washington Street, Suite 405 Tempe, AZ 85281	Other	M	10+ years	$10 million to $50 million	Non-DBE	541330

CONSULTANT INFORMATION PAGES (CIP)

CONTRACT NO.: 2025-009

CONTACT PERSON: Scott Jones

E-MAIL ADDRESS: scott.jones@jacobs.com

TITLE: Executive Director of Operations

CONSULTANT FIRM: Jacobs Engineering Group Inc.

ADDRESS: 1501 West Fountainhead Parkway, Suite 401

CITY, STATE, ZIP: Tempe, AZ 85282

TELEPHONE: 817.312.3884

FAX NUMBER: N/A

UNIQUE ENTITY ID# (FROM SAM WEBSITE): VBXLMKKVC5C5

ADOT CERTIFIED DBE FIRM? (YES/NO) Yes

SUBCONSULTANT(S):	TYPE OF WORK	ADOT CERTIFIED DBE FIRM (YES/NO)
AECOM Technical Services, Inc.	Civil Engineering	No
AeroTech Mapping, Inc.	Survey, Mapping, Aerial	Yes
AZTEC Engineering Group, Inc.	Civil Engineering	No
Burgess & Niple, Inc.	Civil Engineering	No
Elliott D. Pollack & Company	Misc/Other Skills	No
Ethos Engineering, LLC	Geotech, Material Testing, Subsurface	Yes
Infrastructure Mavens LLC	Misc/Other Skills	No
POINT Engineers	Civil Engineering	No
WSP USA Inc.	PE Management/General Consultant	No

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

Revised 05/02/2024

SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	AECOM Technical Services
CONTACT PERSON:	Jennifer Bixby, PE, PTOE
E-MAIL ADDRESS:	jennifer.bixby@aecom.com
TITLE:	Vice President
ADDRESS:	7720 North 16th Street
	Suite 100
CITY, STATE ZIP:	Phoenix, AZ 85020
TELEPHONE:	480.363.0447
FAX NUMBER:	602.371.1615
UNIQUE ENTITY ID #:	EPUXNLX5EYC4

SUBCONSULTANT FIRM NAME:	AeroTech Mapping, Inc.
CONTACT PERSON:	Alicia Mendoza
E-MAIL ADDRESS:	aliciamendoza@atmlv.com
TITLE:	Business Development Manager
ADDRESS:	8433 N. Black Canyon Hwy
	Suite 120
CITY, STATE ZIP:	Phoenix, AZ 85021
TELEPHONE:	623.242.7656
FAX NUMBER:	n/a
UNIQUE ENTITY ID #:	J34PH4CCSMJ4

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

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

Revised 05/02/2024

SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	AZTEC Engineering Group, Inc.
CONTACT PERSON:	Ron Szwiec
E-MAIL ADDRESS:	rszwiec@aztec.us
TITLE:	Vice President
ADDRESS:	501 North 44th Street
	Suite 300
CITY, STATE ZIP:	Phoenix, AZ 85008
TELEPHONE:	602.402.8805
FAX NUMBER:	602.454.0403
UNIQUE ENTITY ID #:	F8UEAZAM19A3

SUBCONSULTANT FIRM NAME:	Burgess & Niple, Inc.
CONTACT PERSON:	Jason Pagnard
E-MAIL ADDRESS:	jason.pagnard@burgessniple.com
TITLE:	Vice President
ADDRESS:	1230 West Washington Street
	Suite 511
CITY, STATE ZIP:	Tempe, AZ 85288
TELEPHONE:	480.580.4333
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	JGKUUVVJDKW3

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Revised 05/02/2024

SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	Elliott D. Pollack & Company
CONTACT PERSON:	Richard Merritt
E-MAIL ADDRESS:	merritt@edpco.com
TITLE:	President
ADDRESS:	3317 S. Higley Road
	Suite 114-115
CITY, STATE ZIP:	Gilbert, AZ 85297
TELEPHONE:	602.369.8624
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	JNT3SZQJX1L9

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

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Revised 05/02/2024

SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	Infrastructure Mavens LLC
CONTACT PERSON:	Andrew Flecky
E-MAIL ADDRESS:	aflecky@infrastructuremavens.com
TITLE:	Manager/Independent Construction Expert
ADDRESS:	21001 N. Tatum Blvd.
	Suite 1630-603
CITY, STATE ZIP:	Phoenix, AZ 85050
TELEPHONE:	602.721.3853
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	X3DADKL2A8G6

SUBCONSULTANT FIRM NAME:	POINT Engineers
CONTACT PERSON:	Suzanne Deitering
E-MAIL ADDRESS:	sdeitering@pointengineers.com
TITLE:	Vice President
ADDRESS:	7600 N. 16th Street
	Suite 202
CITY, STATE ZIP:	Phoenix, AZ 85296
TELEPHONE:	480.628.4306
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	VK5BKQCMCS69

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Revised 05/02/2024

SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	WSP USA Inc.
CONTACT PERSON:	Joy Melita, PE
E-MAIL ADDRESS:	Joy.Melita@wsp.com
TITLE:	Senior Vice President
ADDRESS:	1230 W. Washington Street
	Suite 405
CITY, STATE ZIP:	Tempe, AZ 85288
TELEPHONE:	480.921.6875
FAX NUMBER:	480.966.9234
UNIQUE ENTITY ID #:	LLWLXEU6T563

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

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Revised 05/02/2024

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	June 24, 2025 Date
Scott Jones Printed Name	Executive Director of Operations 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 Supplemental Services Type Contracts ONLY)

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

Revised 05/02/2024