

October 15, 2025

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

RE: Statement of Qualifications for On-Call Alternative Project Delivery and Value Methodology Administration Consultant(s) Contract Number: 2026-008

Dear Members of the Selection Panel:

The Arizona Department of Transportation (ADOT) has a proven track record of successfully delivering projects through innovative and alternative contracting methods. While processes and procedures are well-established, the industry climate and contractor relationships are ever-changing. To help ADOT maintain a competitive edge, HDR Engineering, Inc. (HDR) has assembled a high-performing team that distinguishes itself through deep expertise across all facets of alternative delivery support services for Design Build (DB), Construction Manager at Risk (CMAR), Public Private Partnerships (P3), Job Order Contracting (JOC), and value methodology administration envisioned under this contract.

Our Project (Contract) Manager (PM), Ben Spargo, PE (AZ No. 44736), has 24 years of experience working with you in various capacities, including as the PM of the South Mountain Freeway (SMF) General Engineering Consultant (GEC), supporting your largest project ever and first highway P3. He is currently the PM for the P3 Program Management Services contract and has helped advance the brand of the Alternative Delivery and Major Projects Division (ADMP) as the division of choice for innovation and efficiency in the delivery of complex projects. Ben has a deep understanding of your expectations for the delivery of these services.

Ben is supported directly by James Hartman, PE (AZ No. 49796) as Deputy Project (Contract) Manager (DPM). James is a former ADOT Assistant District Engineer and has been leading HDR construction administration teams for major ADOT projects, including the I-17 Improvements (Flex Lanes) GEC project, and the I-10 GRIC GEC.

Our proven strength, experience, and knowledge give us the ability to better leverage your resources, while maintaining accountability to your management. Our differentiators are:

Commitment to the Success of ADOT. The role of this on-call is to represent and advocate for ADOT's interests in the delivery of infrastructure projects. Since 1959, we've fostered and developed a client-focused approach through our planning, design, and construction management expertise to help you deliver your most complex and important projects in Arizona.

Unparalleled Local Expertise in Alternative Delivery. We have served in some capacity (GEC prime, GEC sub, construction administrator, procurement support, etc.) for every project delivered by ADMP in the last 10 years. We recently helped ADMP update the P3 Guidelines, CMAR Process Guide, and DB Procurement and Administration Guide. We helped ADOT procure and administer their first Integrated Design Build (IDB) project. We will apply our lessons learned through those important roles to keep ADOT's alternative delivery program as an industry leader.

History of Value Engineering (VE) and Cost Risk Analysis (CRA) Successes. On the 2017-028.02 contract, we led five VE studies for ADOT, resulting in 24 accepted recommendations with a potential cost savings of nearly \$10M. Also, our risk management program has been the backbone for delivery model decisions and management of the SMF and I-17 Improvement project. A highlight is on the SMF project, ADOT realized around \$125M savings and delivered the project 2-3 years faster using alternative delivery instead of traditional delivery.

HDR is prequalified with ADOT and is not a certified DBE firm. We embrace your DBE program, have included six DBE firms on our team, and pledge, where possible, to maximize their participation. As Project Principal on this contract and a Vice President for HDR, Peter Brakenhoff, PE (AZ No. 71703) has the authority to commit the key staff named within this SOQ. Peter and Ben confirm the commitment and availability of key personnel identified in this SOQ to the extent necessary to meet your quality and schedule expectations.

Jason Fort, PE (AZ No. 40280) is HDR's Area Operations Manager and authorized to sign contracts on behalf of HDR.

We are interested in being selected for this important contract. We thank you for the opportunity to submit our SOQ and are excited about continuing our committed, long standing working relationship with ADOT. Please contact Ben Spargo at 602.770.6620 or Ben.Spargo@hdrinc.com with any questions regarding this submittal.

Sincerely,

HDR



Ben Spargo, PE
Project (Contract) Manager



Jason Fort, PE
Arizona/New Mexico Area
Operations Manager

Engineering Consultants Section SOQ Proposal Certifications Form

Contract #: 2026-008Consultant Name: HDR Engineering, 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: Jason Fort, PETitle: Arizona/New Mexico Area Operations ManagerSignature: Date: October 15, 2025



PARTICIPATION IN BOYCOTT OF ISRAEL Attachment #2

Boycott of Israel Disclosure

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:

<input checked="" type="checkbox"/>	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 <i>et seq.</i> I understand that my entire response will become public record in accordance with A.A.C. R2-7-C317.
<input type="checkbox"/>	The Company submitting this Offer does participate in a boycott of Israel as described in A.R.S. §§35-393 <i>et seq.</i>
<input type="checkbox"/>	Exempt Solicitation, Contract, or Contractor. Indicate which of the following statements applies to this Contract: <ul style="list-style-type: none"> <input type="checkbox"/> Solicitation or Contract has an estimated value of less than \$100,000; <input type="checkbox"/> Contractor is a sole proprietorship; <input type="checkbox"/> Contractor has fewer than ten (10) employees; and/or <input type="checkbox"/> Contractor is a non-profit organization.

HDR Engineering, Inc.

Company Name

20 East Thomas Road, Suite 2500

Address

Phoenix, Arizona 85012-3118

City

State

Zip

Signature of Person Authorized to Sign

Jason Fort, PE

Printed Name

Arizona/New Mexico Area Operations Manager

Title



FORCED LABOR OF ETHNIC UYGHURS BAN Certification Form

Forced Labor of Ethnic Uyghurs Ban

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

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

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

Under A.R.S. §35-394:

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

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

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

HDR Engineering, Inc.

Company Name

20 East Thomas Road, Suite 2500

Address

Phoenix, Arizona 85012-3118

City

State

Zip

Signature of Person Authorized to Sign

Jason Fort, PE

Printed Name

Arizona/New Mexico Area Operations Manager

Title

1. Contract Understanding & Approach

HDR Engineering, Inc. (HDR) is proud of our long history providing a full range of support services to ADOT and other public agencies on a variety of successfully executed transportation alternative delivery projects. We understand this Alternative Project Delivery and Value Methodology On-Call provides ADOT and the Construction Group within independent and experienced consultants to 1) meet the federal requirements for performing value engineering studies on projects with a construction value over \$50 million; and 2) support all aspects of planning/policy, project development, procurement, preconstruction/design oversight, and construction administration.

Our promotion of a collaborative and integrated atmosphere with our clients maintains our position as their unwavering advocate and trusted advisor. We have a solid comprehension of your strategic plan and objectives, and an in-depth insight of the laws that form the basis of alternative delivery in Arizona. Our history, led by our Project Manager (PM), Ben Spargo, working with the Alternative Delivery and Major Projects (ADMP) Division, and our Deputy PM, James Hartman, working with the Construction Group, and our combined team's knowledge of alternative delivery policy and guidance provides you with the comfort that we are aligned with you at all levels.

1.a Tasks, Special Issues, Technical & Institutional Elements

Alternative project delivery, including Design Build (DB), Construction Manager at Risk (CMAR), Public Private Partnership (P3), and Job Order Contracting (JOC), is becoming more prominent as a method to efficiently build the necessary transportation infrastructure to meet ADOT's goals and objectives.

The tasks anticipated under this on-call contract generally fall within those performed under a Program Manager/Advisor contract or a full-service General Engineering Consultant (GEC) contract on larger alternative delivery projects; but for this on-call the services could be strategically assigned to mitigate specific risks of an alternative delivery project or otherwise complex construction project. With this in mind, The information for preconstruction/design is combined with construction oversight and contract administration. I suggest updating this sentence to be structured to mimic the detailed information provided. Those phases and potential services HDR and our team could provide during each are listed on the right:

Unparalleled ADOT Alternative Delivery Leadership

Our understanding and approach to this contract is based on our team's unparalleled experience in supporting ADOT's Alternative Delivery ambitions. The lessons learned from serving ADOT in various roles provides the unique capability of strong leadership for meeting future needs.

- **GEC** - South Mountain Freeway DBM, I-17 Improvement (Flex Lanes) project DBOM, I-10 Widening (Gila River Indian Community [GRIC]) DB, I-40 and I-17 Rest Area Truck Parking Integrated DB (IDB)
- **Construction Administrator** - SR 189 DB, I-10 Kino to Country Club DB, I-10 (Broadway Curve) DB, Temp-tech on-call
- **Program Manager** - P3 Office/ADMP Division (since 2010), guidance updates for P3, DB, and CMAR processes
- **Alt Del/VE On-Call 2018-2021** - numerous VEs, constructability/phasing study, and Independent Cost Estimates

We are your reliable partner who understands each unique task and performs the services with ADOT's best interests in mind on all tasks - big and small.

Planning/Policy/Guidance

The alternative delivery industry is ever-changing and new delivery methods, such as Integrated DB and alliance contracting, are becoming preferable to the status quo. As ADOT continues to assess its delivery tools, HDR can help to provide advice and expertise gained from working on U.S. and international projects and supporting different owners.

Technical Elements/Tasks

Legislative Advisory Services: The Arizona legislature recently extended the DB and CMAR law through 2035. AGC is interested in removing the sunset from the DB law, cleaning up provisions in the DB and P3 law, as well as establishing specific legislation authorizing IDB. HDR helped pass Arizona's P3 law in 2008 and has helped other states advance legislation in support of IDB and alliance contracting authority.

Contract Template Development: ADOT ADMP has been collaborating with the Arizona Chapter of Associated General Contractors (AZAGC) to develop a consistent contract template for P3 and DB projects. HDR's James Truong, helped facilitate the meetings and draft the procurement template documents.

Guidance Documents: ADOT recently posted new guidance documents for their P3, CMAR, and DB procurement and contract administration. HDR's Ben Spargo for P3 and CMAR and James Truong for DB helped update each of those documents and could continue to enhance these based on continued experience and lessons learned. Also, as new delivery models are explored, additional guidance and process guides would be needed to document ADOT's approach.

Delivery Method Evaluation: ADOT currently documents delivery method evaluations using their "Project Delivery Method Score Summary". FHWA, other states, and trade organizations have developed more robust evaluation applications that could be adopted by ADOT to justify and streamline their delivery model selection. For the SR 347 project, HDR prepared a white paper analyzing the schedule, cost, and risk factors between DBB, DB, and CMAR delivery to help support ADOT's decision-making process.

Education & Outreach: While more prominent now, alternative delivery remains the lesser-known delivery model within ADOT, stakeholders, and the public. HDR helped ADMP develop an alternative delivery-specific ADOT website and a presentation template for outreach to industry and internal ADOT groups. There will continue to be a need to

"get the word out" as alternative delivery evolves and the next generation of staff and project.

Project Scoping, Environmental, Risk Assessment: For certain projects, there may be a desire to develop concepts, advance environmental clearance, and/or conduct risk assessments early in the process to better understand the nature of the project and help inform delivery model selection. As requested, HDR's team can help remove impediments and mitigate long-lead risks to allow the project to be successful and meet its goals and objectives.

Procurement/Selection/Negotiations Support

Each delivery method has unique procurement goals and objectives. The key is to perform procurement activities on schedule with effective processes that avoid procurement cancellations or protests. HDR will provide a focus to maximize value to ADOT in all procurements.

Technical Elements/Tasks

Requests for Information (RFI) and/or Industry Outreach: A key element of alternative delivery is building interest and competition for the project. Issuing an RFI and/or holding a pre-procurement industry forum and/or one-on-one meetings helps gauge interest. It can also,



Why HDR? Keys to Success

- Seasoned, ADOT-experienced management team with Ben and James providing decades of service to ADMP and the Construction Group
- We understand ADMP's unique approach to project delivery
- Ready resource, ready to respond and understand the need to quickly prepare scopes of work and cost proposals to meet schedule demands
- Established record of building cohesive teams with the best person/resource based on the needs of each individual task, focused on achieving ADOT's goals and objectives
- Deep team with broad expertise, able to manage potential conflicts of interest, time commitments, and a wide variety of tasks

and especially for a P3, solicit input from industry on how to structure the contract and project structure to obtain best value and greatest interest and competition. HDR has developed numerous RFIs (SMF, I-17 Improvement (Flex Lanes), and Solar and Lighting P3s) as well as helped set up and facilitate industry forums for the SR 88 CMAR and SR 347 CMAR.

Request for Qualifications (RFQ) and/or Request for Proposals (RFP):

- **For DB**, the goal is to balance prescriptive and performance technical provisions and reduce risk in the bid pricing by preparing RFQ/ RFP in a manner that is clear to the proposers and consistent with industry expectations.
- **For P3s**, ADOT can take advantage of performance-based criteria and technical provisions, optimized incentives, and tailored risk regimes to maximize innovation and value.
- **For CMAR**, since the selection is solely qualifications based, it's important to align selection criteria with the goals and objectives for the project to obtain the best partner for ADOT.

HDR developed contract templates for DB and CMAR that can be tailored to each individual project, as evidenced most recently by the I-10 GRIC DB and Burnt Well Rest Area CMAR.

Proposal Evaluation and Selection Support: Key to this step is confidentiality and following the established evaluation manual to lead to an evaluation and selection process that stands up to any potential protests. A key consideration is the ADOT selection team, which must include a contractor representative if using the CMAR or DB law. Whether its merely checking references or completing detailed reviews of proposal submittals, HDR's team has a strong track-record supporting ADMP through eight alternative delivery or P3 procurements with no protests.

WHAT'S NEW IN ALTERNATIVE DELIVERY?

Integrated Design Build (IDB) is a delivery method that is gaining popularity for transportation projects. ADOT just recently initiated its first IDB on a truck parking expansion project (HDR helped prepare the RFQ, preconstruction contract and construction contract). IDB is similar to CMAR, however the owner contracts with a single entity to design and build the project (assuming they reach agreement on a GMP and execute a construction contract).

Alliance Contracting is a project delivery method where all parties, including owners, contractors, and sometimes even designers and consultants, form an alliance to work collaboratively. This approach prioritizes shared goals, open communication, and risk-sharing among all parties. The alliance agreement is drafted and structured to avoid "win-lose" scenarios, foster "win-win" approaches, and typically includes pain and gain-sharing mechanisms. ADOT does not currently have direct statutory authority for either method, however the P3 law allows the flexibility for their use. HDR has helped other states advance legislation in support of IDB and Alliance contracting authority.

Negotiations and Contractor Execution Support: Contract negotiation is a critical piece of all delivery methods prior to contract execution. We understand the nuances of each method, can anticipate the winning negotiation approach, and will provide ADOT the advantage of optimized pricing and on-schedule contract signing.

Preconstruction/Design & Construction Oversight/Contract Administration

Regardless of the size of project or delivery model, we treat every assignment as the most important at that time. In this phase, we will serve as an extension of ADOT staff focused providing the expertise needed to reach your goals and objectives.

Technical Elements/Tasks

Value Analysis, Risk Assessment & Value Engineering: An early task in the design development process. Further details are provided in Section 1.d).

Design Reviews: Design reviews will focus on the compliance with contract requirements and not the preference of the reviewer. Our team has experience across the board serving as GEC design reviewers for SMF and I-17 Improvement.

Partnering, Issue Resolution: HDR shares ADOT's strong support for partnering as a valuable driver of the success of alternative delivery projects. We can support in facilitating, participating in or presenting specific topics, or advising ADOT during issue resolution. HDR is proud of its role in the partnering awards won on the SR 88 CMAR project.

Independent Cost Estimating (CMAR): We will evaluate the contractor's cost estimates (labor, equipment, materials) and cost models (mark-ups, allowances, incentives, and contingencies) and prepare an Independent Construction Expert (ICE) from the bottom up using HCSS (construction estimating software), which considers market conditions with labor, equipment, and material components. Chuck Zervas served in this role on the SR 79 Gila River Bridge CMAR and Andrew Flecky served in this role on the I-40 and I-17 Rest Area Truck Parking Expansion IDB.

Constructability Reviews: Either as part of the ICE process or on an independent project, our team of design and construction professionals can evaluate the construction plans for constructability issues such as limited access, phasing, or maintenance of traffic and help recommend mitigation. HDR, led by Structures Lead, Greg Lingor, provided constructability reviews for the ADOT-designed US 60 Queen Creek Bridge project.

Construction Engineering: Our construction inspection team, led by James Hartman, understands all aspects of ADOT construction administration under all delivery models and can support the ADOT org administering the alternative delivery project. Our full service program supports office administration, labor compliance, inspection, owner verification (OV), materials management, quality acceptance, and more.

Schedule Review: Our scheduling lead, Gana, will review contractor provided CPM schedules from technical, contract, cost and constructability perspectives. The technical reviews will identify if the schedule generally accepted scheduling requirements. The contract review will document whether the schedule meets contract requirements including submittal and procurement activities, project specific time or timing related requirements, third-party work and timing. The cost analysis will validate whether the schedule aligns with the construction cost estimates. The constructability review will indicate whether the schedule includes the work identified in the plans, is logically planned, and meets staging and phasing requirements.

Change Order & Claims Support: In today's construction environment, change orders and claims are part of the business. Our construction cost and scheduling team are experienced in supporting change order and claims analysis. Our team is further supported by RLB. The combined HDR/ RLB team helped ADOT mitigate claims and the I-17 Improvement project.

SPECIAL ISSUES OR PROBLEMS

To achieve a best value project, we must understand the most critical issues. Proper management results in a final product that is innovative in design, safe and efficient in construction and operation, high in quality, competitive in cost, and completed in the shortest time possible – in short, a best value project. Below is our high-level understanding of some of the special issues as they relate to the ADOT alternative delivery program as a whole.

- Schedule is typically a driver of the use of alternative delivery, so the team needs to be proactive, responsive, and drive the process to maximize the schedule benefit of alternative delivery.
- The process for determining the most effective delivery method is not clear and may not result in decisions that provide the best value to ADOT.
- ADOT must do more with less and work with fewer staff and tighter budgets.
- Improper risk management leads to missed opportunities and unexpected outcomes.
- Silos impede consensus building and expectation management with all major stakeholders.
- Maintaining the balance between project prescriptive requirements and performance criteria is important to enhance innovation.

HDR is unique in our ability to address these particular issues for ADOT, and we present our approach to providing comprehensive solutions in Section 1.b.

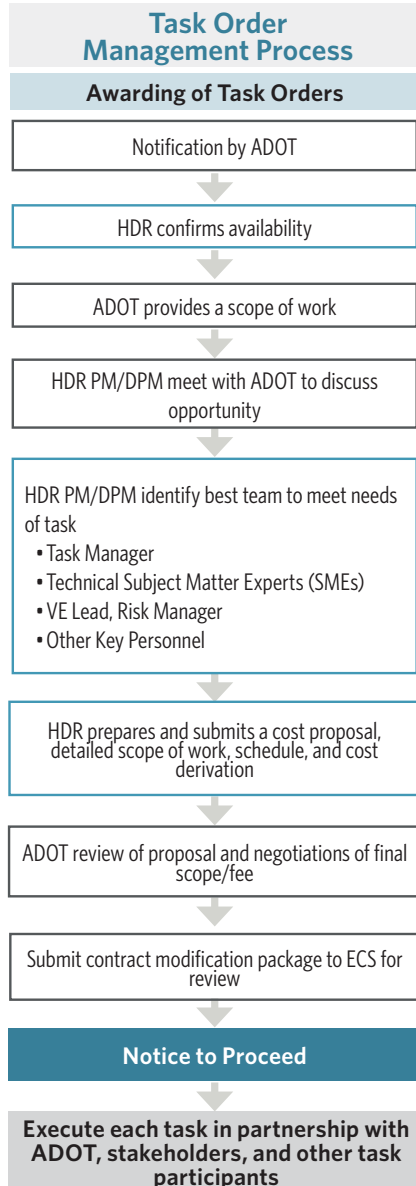
INSTITUTIONAL ELEMENTS

We understand the institutional considerations that could impact the tasks under this contract:

- Work with ADOT's Construction Group and ADMP to promote delivery method decisions that are risk-based and are in line with ADOT's strategic goals.
- We should include input from all ADOT groups, stakeholders, and the industry.
- Consult other HDR offices to bring forth proven solutions that have been successfully implemented across the US.
- There are advantages for ADOT to deliver DB projects using the P3 law.
- To be successful, ADMP needs to work with all ADOT groups, however the constraints of doing so cannot impact the overall success of the project.
- There are extensive resources within ADOT (Legal/Policy, Construction Group, Technical Groups); work to develop the next generation of project delivery professionals.
- We will provide a fresh set of eyes, supplementing ADOT's project staff, providing resources that ADOT requests, and only for the duration that ADOT needs the support.
- Include Federal Highway Administration (FHWA) early in the process to help identify concerns and gain buy-in on key requirements and risk assignments.
- Effective use of the partnering escalation ladder is essential to issue resolution it is important to quickly document and resolve issues that arise during design and construction.

1.b Approach to Tasks & Potential Issues

The successful delivery of multi-disciplinary projects demands close coordination and communication between you and the task order team. One of our goals is to foster a mutual respect between us as we support you in all aspects of the alternative delivery program, providing highly experienced teams with the exact skills for each unique task order. **ADOT will benefit from HDR's ability to meet schedule, location, and budget requirements with the largest contingent of alternative project delivery resources in Arizona.** Our proposed approach gives ADOT a clear advantage, as we have the depth and experience to deal effectively with the tasks and issues that will be encountered by any project delivered by ADOT in the alternative project delivery arena. **Our approach is to pair our PM, Ben Spargo, who is an industry leader in program management with deep ADOT alternative delivery experience, with Deputy PM, James Hartman, who is a former ADOT Resident Engineer and now helps lead HDR's construction inspection team in Arizona—two leaders that have successfully organized multidisciplinary teams to deliver ADOT's most important projects.**



The Task Order Management Process graphic demonstrates our understanding of the process associated with assigning tasks to the prime consultant and our role in support of ADOT. Once ADOT issues an assignment, Ben will review it with James, and

ALTERNATIVE DELIVERY PROGRAM SUPPORT

DB/P3 Approach:

- Gather industry input and peer analysis of trends in DB structure
- Monitor legislative and industry feedback on P3 laws locally and across the U.S.
- Evaluate current DB contract language against industry standards
- Incorporate DB (using P3 law) and other forms of DB into delivery decision matrix

CMAR Approach:

- Gather industry input and peer analysis related to GMP allowances, overhead costs, markups, incentives, and contingency allocations
- Evaluate current CMAR process and procedures and document lessons learned from recent CMAR projects

Successful HDR Projects:

- Program Manager and Technical Advisor for ADOT's Office of P3 Initiatives (Ben Spargo, Lorena Piedrahita, James Truong)

PROCUREMENT/SELECTION/NEGOTIATIONS SUPPORT

DB/P3 Approach:

- Build consensus on project requirements
- Develop comprehensive bridging documents to clearly define project scope
- Conduct 2-step RFQ/RFP, where appropriate, per AZ P3 law
- Utilize stipend agreements to incorporate Alternative Technical Concepts (ATCs) from unsuccessful proposers into the agreement prior to execution
- Instead of recycling old procurement documents, customize them to reflect the nuances of each project
- Include performance specifications to encourage competition and innovation
- Develop requests for information, conduct one-on-one meetings, and draft RFP to engage potential proposers

CMAR Approach:

- Prepare RFQ in coordination with C&S and ADMP
- Develop evaluation manual and support selection team, including negotiations of preconstruction agreement.

Successful HDR Projects:

- GEC for South Mountain Freeway P3 Design Build Maintain (DBM) (Ben Spargo, James Hartman, Lorena Piedrahita, James Truong)
- GEC for I-17, Anthem to SR 69 (Flex Lanes) P3 Design Build Operate Maintain (DBOM) (Ben Spargo, Lorena Piedrahita, James Truong)
- GEC for I-40 and I-17 Rest Area Truck Parking Expansion Project (IDB) (Ben Spargo, Ted Smithwick, James Truong)
- Procurement support for SR 88 CMAR (Ben Spargo, Ted Smithwick)

PRECONSTRUCTION/DESIGN & OVERSIGHT/CONTRACT ADMINISTRATION SUPPORT**DB/P3 Approach:**

- Distribute risk register to the entire team and incorporate into huddle board discussions
- Continually evaluate cost and schedule risks through CPM schedule and work flow-based project management information systems
- Conduct over-the-shoulder reviews for comment resolution and schedule adherence
- Verify conformance to contract and project requirements
- Oversight of risks that are shifted to the DB
- Provide timely and appropriate reviews to maintain schedule
- Proactively issue identification to mitigate threats and enhance opportunities
- Develop rigorous time impact analysis for what-if scenarios and delay claims

CMAR Approach:

- Review Cost Model, validate allowances, overhead costs, and prepare ICE.
- Conduct constructability reviews to reduce errors, delays, and cost overruns
- Provide timely tracking and review of submittals for conformance
- Assist in document control, plan review, special provisions and bid schedule development, ICE preparation, and review submittals for contract conformance

Successful HDR Projects:

- Independent cost estimator for SR 79 Gila River Bridge #501 Replacement (Chuck Zervas)
- Construction support services for SR 189 DB
- GEC for I-17 Improvement (Flex Lane) Project, P3 Design Build Operate Maintain (DBOM) (Ben Spargo, Lorena Piedrahita, James Truong)

Approach to Issues Identified in Section 1.a

Alternative delivery projects involve a mindset and culture that requires project team members to work together to remove the silos between traditional project activities—from concept through commissioning. The following highlights HDR's proactive approach to manage issues throughout the project lifecycle.



ISSUE: Schedule is typically a driver of the use of alternative delivery, so the team needs to be proactive, responsive, and drive the process to maximize the schedule benefit of alternative delivery.

Approach:

- Regular coordination with ADOT and stakeholders to anticipate alternative delivery candidate projects
- Respond with clear and concise scope and schedule for ADOT review and approval
- Ramp up team to meet schedule expectations; communicate issues early so there are no surprises.

HDR'S Proven Success:

HDR responded quickly to help procure a CMAR Contractor for the SR 88 emergency repair project under a fast-paced schedule that allowed the road to be opened in nine months.



ISSUE: The process for determining the most effective delivery method is not clear and may not result in decisions that provide the best value to ADOT.

Approach:

- Implement a risk-based process for evaluating projects for alternative delivery methods.
- Assess current delivery tools and add new methods that could enhance value for ADOT

HDR'S Proven Success:

HDR led the cost risk assessment and project delivery decision process for the SMF project, ultimately leading to a savings of 3 years and over \$125M versus traditional delivery.



ISSUE: ADOT must do more with less working with fewer staff and tighter budgets.

Approach:

- Provide solid advisory services to enhance timely decision making
- Incorporate Lean Management into our daily process
- Better leverage ADOT resources by providing supplemental support to manage the inflow of projects

HDR'S Proven Success:

HDR is ready to respond. We stepped up with short notice to provide cultural monitoring staff on the SR 88 project to keep the contractor moving.



ISSUE: Improper risk management leads to missed opportunities and unexpected outcomes.

Approach:

- Apply our cost risk assessment for planning, procurement, and execution of successful projects
- Develop cost and schedule S-Curves to enable data-driven decision making
- Develop cost and schedule tornado diagrams to focus on top risks to mitigate threats and enhance opportunities
- Develop a risk management plan, which includes mitigation strategies and risk champions

HDR'S Proven Success:

HDR partnered with MAG to develop CRA workshops for the RTP Program that involved all stakeholder agencies, including ADOT. Our approach resulted in an influx of new projects and infrastructure for Arizonans by helping MAG bring previously unfunded projects into the program.



ISSUE: Silos impede consensus building and expectation management among stakeholders.

Approach:

- Include FHWA, Municipal Planning Organizations, transit agencies, municipalities, and utilities in the advancement of contract requirements, and issue resolution as we develop scope and contract
- Continuous communication and scheduled collaborative workshops to assign responsibilities, and promote ownership and buy-in

HDR'S Proven Success:

Our position as trusted advisors to Valley transportation agencies allows us to bring together all parties for successful project delivery. Our Valley Metro Planning Support Services contract is one example of how we coordinate between Valley Metro, City of Phoenix, MAG, and ADOT.



ISSUE: Maintaining the balance between prescriptive requirements and performance criteria to enhance innovation can be challenging.

Approach:

- Promote performance specifications to spur innovation
- Lead industry outreach to educate the professional community on DB/P3 procurement laws
- Distinguish between providing value added innovation and scope reduction
- Innovation and competition focus on providing the same performance at a lower cost to result in the effective use of alternative delivery methods

HDR'S Proven Success:

Our experience from both sides of the delivery equation gives us expertise in the effective use of the latest tools and trends in the alternative delivery industry.

1.c Schedule

The schedule indicates the duration and functional relationship of major tasks and key events for CMAR and DB projects. [Please see our schedule on page ten.](#)

Strategies to Avoid or Makeup Schedule Slippage

Weekly or Regularly Recurring Meetings: Early identification of schedule risks or slippage is key to mitigating and controlling the impacts. By holding weekly or regularly recurring meetings, the team can track progress on key schedule drivers, assign action items, and work to avoid schedule delays together.

Schedule-Based Meeting Agendas: Having a project CPM schedule and highlighting critical tasks is essential to the successful execution of a project. This master schedule, developed in cooperation with ADOT, will not only define and control the entire scope and schedule for the project, but will also establish all critical schedule interfaces and dependencies among the many participants; identify the critical activities to achieve established project completion milestones; and serve as the focal management tool for planning and schedule control throughout the project.

Early and continued coordination with other ADOT groups: A risk to the schedule is the lack of control over resources and activities needed from third parties, including other ADOT groups. By including representatives from the ADOT groups with tasks that affect the project's schedule, the team can raise awareness and gain buy-in and support from the other ADOT groups.

Use of ADOT's Workfront application for project management: Complimentary to the previous strategy is the use of Workfront. ADOT's traditional delivery projects use Workfront to share documents, milestones, and more. The ADOT technical groups are experienced and comfortable with this tool. Its use could also help improve timely service for alternative delivery projects.

Early advancement of environmental, utility, and ROW activities: One of the biggest risks and concerns for contractors is delays related to environmental clearance, utilities, and ROW. Advancing these tasks, as possible, will help avoid schedule delays.

Ramp up staff and resources to expedite tasks: if delays do occur, we can leverage our team's impressive depth to bring in the right resources and achieve schedule compliance. We address slippages before they become insurmountable.

1.d Approach and Methodology for Value Analysis, Risk Assessment, & Value Engineering

A key advantage of our project delivery approach is incorporating a rigorous analysis of the project risks into all decisions. HDR's risk evaluation professionals have a proven record supporting agencies using industry best practices. To start, we convene a risk workshop with the ADOT staff, stakeholders, subject matter experts, and all discipline leads on the project to identify project risks. Risks will be organized into major risk categories such as contracting and procurement, design, market conditions, and construction.

Once risk items are identified, the team will assign a probability of the risk occurring. Each risk will be evaluated for potential cost and/or schedule impact which will be quantified. Additionally, each risk will be assigned a risk owner responsible for tracking that risk.

Our next step will be to conduct a Cost and Schedule Risk Analysis (CSRA), using a proprietary tool developed by HDR, that will apply a Monte Carlo simulation analysis to all risks against the baseline project cost and schedule. The results from the Monte Carlo analysis help the team focus on the most impactful cost and schedule risks to prioritize mitigation efforts. This analysis combines cost risk assessment with value engineering into an integrated analysis process called CRAVE™ to effectively deliver a project on time and within budget. This process iterates between risk analysis and value engineering and uses available data and inputs from the team to develop a probabilistic distribution for the project's cost and schedule throughout the project delivery lifecycle.

The following flowchart illustrates our proven risk analysis process to proactively mitigate risks related to cost and schedule. HDR's risk management process is very successful in building consensus around risk mitigation and project delivery approaches. The risk register developed during the CSRA workshop provides the basis for most follow-up project activities, including setting criteria for qualifications, developing the risk-sharing mechanism in contract provisions, and programming project budgets and cash flows. The CSRA is also a key driver for the FHWA Initial Financial Plan.

Risk management is embedded in our culture and all members of our team will understand the risks and mitigation strategies. We will update the risk register and management strategies on a monthly basis and hold full CSRA workshops annually or as regularly as necessary to address changes in the Project.

Our robust, yet flexible, approach can be tailored to add value to any project, at any stage, using any delivery method. Our suite of tools can help ADOT define the scope through Value Analysis, manage risks throughout the life cycle of the project using active risk assessment and management, and then enhance the value of the project and search for additional ways to mitigate risks utilizing a VE study. Additionally, HDR has developed other processes to help analyze alternatives and deliver programs.



For DB and P3 projects, HDR's Cost and Schedule Risk Analysis process assists ADOT in determining which risks should be transferred to the contractor and which ones should be retained. For CMAR, the risk management effort is incorporated into all key elements of preconstruction phase services such as construction cost estimating, GMP negotiation, and allowances.

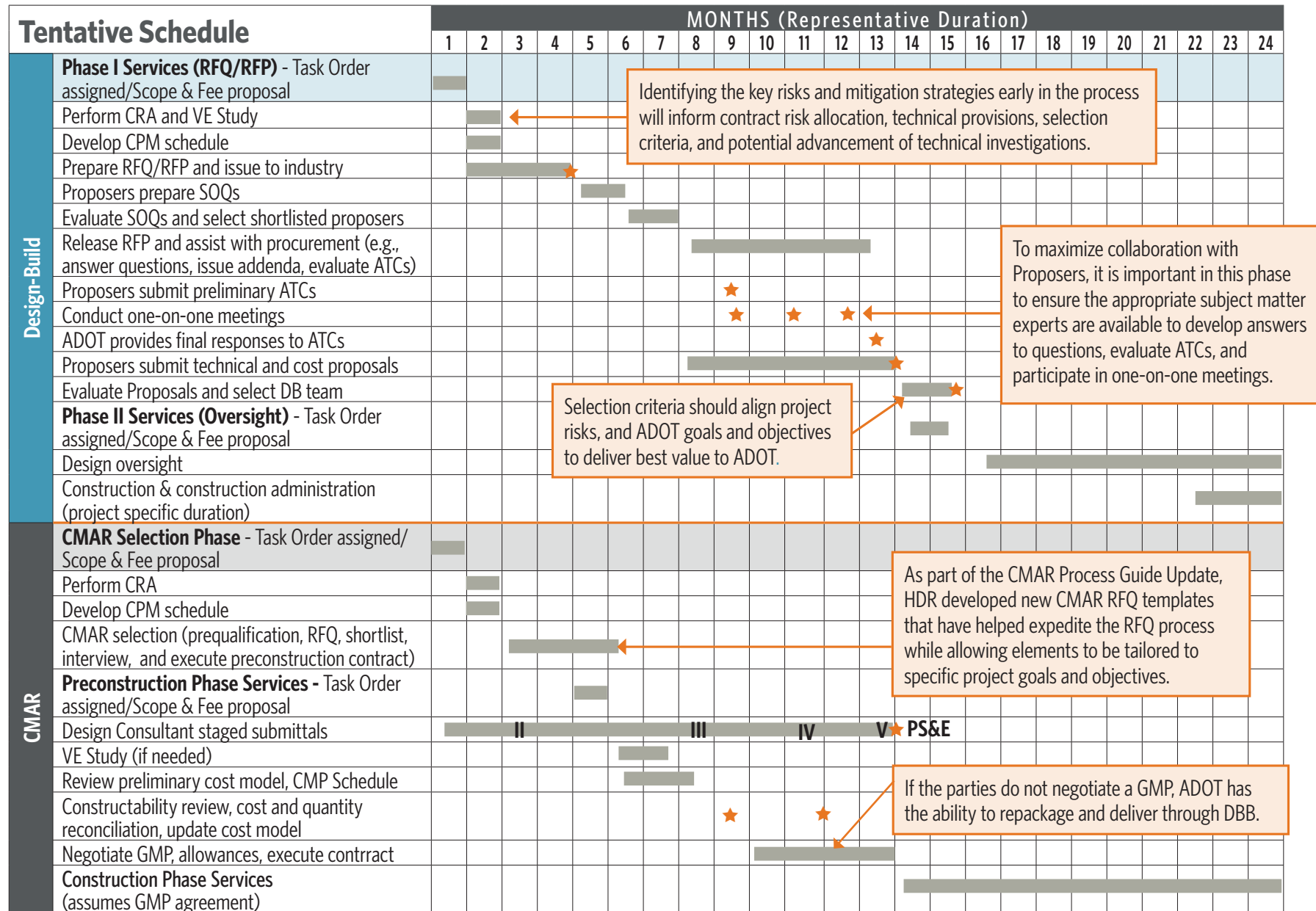
Our VE studies, led by one of our Certified Value Specialists, engage independent subject matter experts and follow the process as defined by SAVE International with the goal of adding value by enhancing performance and/or saving money. Between 2020 and 2021, HDR successfully led five VE studies, resulting in 35 recommendations implemented by the project teams and resulting in potential savings of nearly \$9M for ADOT.

This table demonstrates the HDR VE teams' successes in developing recommendations and cost savings on four completed VE studies for ADOT.

ACCEPTED									
RECOMMENDATIONS									
Month/Year	VE Study	#	Accepted	%	Cost Savings \$M	Value Added \$M	Total Savings \$M	Project Cost \$M	Project Savings %
4/20	I-10 Bridges over Gila River	12	10	83%	0.95	0.93	0.02	72.56	0.03%
9/20	I-17, I-10 Split to 19th Ave.	9	8	89%	1.62	1.02	0.60	61.00	0.98%
10/20	US 60 Queen Creek Bridge	8	6	75%	1.02	0.21	.81	27.37	2.96%
04/21	SR 101L GPL, 75th Ave. to I-17	7	6	86%	4.97	1.01	3.96	118.17	3.35%
06/21	I-10, Ina - Ruthrauff	7	5	71%	3.55	0	3.55	154.9	2.29%
	TOTALS	43	35	81%	12.11	3.17	8.94	434.0	2.06%

1.c. Schedule

The below schedule indicates the duration and functional relationship of major tasks and key events.



2. Contract Team

Our greatest asset is our people.

Our greatest asset is our people. Our team is exceptionally qualified in alternative delivery methods and is tailored to address the intricacies of this On-Call contract. We will meet the technical challenges, schedule requirements, and cost constraints with innovative, practical, and effective solutions. Our Organization Chart below represents a highly-focused team consisting of experienced technical leads, consummate advisors, and talented subconsultants that will be assigned to support Ben and ADOT in the successful delivery of the On-Call Alternative Project Delivery and Value Methodology Administration Consultant(s) contract.

Project Organization Chart

Staff are HDR unless otherwise noted.

★ Key staff (project manager, task managers, and design leads)



PROJECT PRINCIPAL

Peter Brakenhoff, PE★

DEPUTY PROJECT MANAGER/ CONSTRUCTION LEAD

James Hartman, PE★

PROJECT (CONTRACT) MANAGER

Ben Spargo, PE★

KEY PERSONNEL	PROJECT ENGINEER(S)/OTHER KEY PERSONNEL	ENGINEERING SERVICES	CONSTRUCTION SERVICES
CONSTRUCTION COST ESTIMATOR Charles Zervas, PE★	PROCUREMENT LEAD James Truong, PE ★	Roadway	DBE/OJT Compliance
CONSTRUCTION SCHEDULE REVIEWER Gana Venkatagiriappa★	ALTERNATE DELIVERY LEAD Lorena Piedrahita, PE ★	Drainage	Labor Compliance
INDEPENDENT CONSTRUCTION EXPERT Andrew Flecky (IM)★	STRUCTURES Greg Lingor, PE ★	Utilities	Sr./Resident Engineers
RISK ASSESSMENT TEAM Rachel Bernhard, PE, CVS★ Dagmar Keller, VMA★	TRAFFIC LEAD Mike Barton, PE★	Lighting	Field Office Administrators
	ROADWAY LEAD Ted Smithwick, PE★	Traffic/MOT Structures	Inspectors and Technicians
	DRAINAGE LEAD Dan Pfeifer, PE★	Geotechnical	Materials Management
		ITS/Signals	Quality Verifications
		Landscape	Land Survey
		Procurement Strategy	Constructability Review
		Right-of-way	Independent Cost Estimates
		Environmental	Schedule Review
		Communications	Claims Support

TEAMING PARTNERS

TYPSA - Formerly AZTEC
Corral Design Group (DBE)
Ethos Engineering, LLC (DBE)
Infrastructure Mavens, LLC (IM) (SBA)
Iteris, Inc.
JE Fuller (SBC)

Kuniklo Corporation (DBE)
POINT Engineers (DBE)
Rider Levett Bucknall Ltd.
Tam Consulting Services, LLC (DBE)
United Civil Group (DBE)
T2 Utility Engineering

2.a Project Principal



Peter Brakenhoff, PE
Project Principal
AZ/NM Transportation Group Manager / Vice President
5% Availability | 2% Expected Time Commitment | Bachelor of Science, Civil Engineering | Registered PE in Arizona

#71703 | New Mexico #14225

With 34 years experience, Peter will be responsible for supporting Ben and the team to provide ADOT adequate personnel and other resources are needed for this contract; will handle contractual matters and will be ultimately responsible for the quality and timeliness of the HDR's performance. He has served or is currently serving as Project Principal on these projects: ADOT, Project Development On-Call; ADOT, P3 Program Management Services; ADOT, Environmental On-Call

2.b Project (Contract) Manager (& Deputy PM)



Ben Spargo, PE
Project (Contract) Manager
Principal Program Manager/Vice President
30% Availability | 20% Expected Time Commitment | Bachelor of Science, Civil Engineering, Master of Science, Civil Engineering | Registered PE in Arizona #44736

Ben advises clients across the US on alternative delivery strategies and leads teams delivering complex projects. Ben possesses a deep knowledge of ADOT's alternative delivery procurement and execution strategy. He was the program manager for the SMF GEC project, ADOT's largest project ever and first highway P3 project. In the past three years, Ben helped ADOT's P3 Office and ADMP update ADOT's CMAR Process Guide and P3 Guidance, develop a new AMDP website, complete procurements for the first phase of ADOT's EV charging program, the SR 88 emergency repair CMAR project, and ADOT's first IDB project.

As PM, Ben will actively manage this contract, providing you consistent and timely service, and serve as the liaison between you and our team. He is responsible for the contract's overall administration and technical performance and will select the right task manager for each assignment. Ben's approach is to listen first to understand ADOT's needs, identify the right resources to efficiently deliver the task, and to maintain open and proactive communication with ADOT.



James Hartman, PE
Deputy Project Manager, | 10% Availability - 10% Commitment | Senior Resident Engineer | 20 Years Experience | Bachelor of Science, University of Utah, 2004; Master of Engineering | Registered PE in Arizona #49796

James brings over 20 years of experience managing large civil infrastructure projects, overseeing construction programs, and providing sustainable long-term value engineering. His alternative delivery experience includes DB, CMAR, and public-private partnerships (P3) where his responsibilities included contract administration, compliance with contract documents, contract modifications, materials quality, claims analysis, and management of large integrated teams. Project Experience includes ADOT I-10 GRIC GEC 40%; ADOT SFM GEC; ADOT I-17 Improvement (Flex Lanes) Project.

2.c Project Engineer(s) and/or Other Key Personnel



Procurement Lead, James Truong, PE | 10% Availability - 10% Commitment | Transportation Infrastructure Procurement Director | 26 Years Experience | Bachelor of Science, California State Polytechnic University, 1999 | Professional Engineer - Civil, AZ, US #48285 | Designated Design-Build Professional, US #48285

James has more than 24 years of experience as a roadway drainage, transportation, and procurement engineer. He currently serves as the National Procurement Director, leading the efforts in the development of alternative delivery concepts for project delivery of transportation projects on both the local and national level.



Alternative Delivery Lead, Lorena Piedrahita, PE | 20% Availability - 10% Commitment | Project Controls/Program Manager | 25 Years Experience | Bachelor of Science, Civil Engineering, University of New Mexico, 1996; Master of Science, Civil Engineering, University of New Mexico, 1998 | Professional Engineer - Civil, AZ, US #42765 | Lorena is a Project Controls/Program Manager at HDR who began as a bridge engineer. With more than 25 years of experience, she combines technical and task/project management expertise with strong attention to project oversight, and the information needs of transportation customers, stakeholders, and decision-makers.



Structures Lead, Greg Longor, PE | 50% Availability - 10% Commitment | Senior Bridge Project Manager | 31 Years Experience | Bachelor of Science, Civil Engineering (Structures), University of Arizona, 1993; Master of Science, Civil Engineering (Structures), University of Arizona, 1997 | Professional Engineer - Civil, AZ, US #33998 | ADOT has relied on Greg for more than 20 years to manage projects, predominantly bridge rehabilitation and replacement projects with challenging issues and prominent stakeholders. Greg has extensive on-call experience including managing on-call contracts and managing dozens of on-call tasks over the past two plus decades. A majority of these have been ADOT projects.



Roadway Lead, Ted Smithwick, PE | 75% Availability - 20% Commitment | Area Highway and Roads Business Class Leader | 18 Years Experience | Bachelor of Science, Civil Engineering, University of Arizona, 2007; Master Business Administration (Leadership), Arizona State University, 2010 | Professional Engineer - Civil, AZ, US #52634 | Ted specializes in managing rural and urban roadway projects varying in size and complexity. Ted has worked with ADOT for over 18 years and has worked with the Alternative Delivery and Major Projects team at ADOT for over two years.



Drainage Lead, Dan Pfeifer, PE | 75% Availability - 20% Commitment | Area Transportation Hydraulics Business Class Lead | 17 Years Experience | Bachelor of Science, Civil Engineering, Northern Arizona University, 2008 | Professional Engineer - Civil, AZ, US #54445 | Dan brings 15 years of experience managing flood mitigation and flood control design across disciplines including 1D/2D hydraulics, floodplain modeling, storm drain systems, bridge scour analysis, and scour mitigation. At HDR, he has led large-scale drainage studies such as the I-10 Gila River Bridges 2D analysis, the final design of the SR 303L/I-10 System T1, as well as multiple detailed on-call drainage design projects.



Traffic Lead, Mike Barton, PE, PTOE | 25% Availability - 20% Commitment | Area Transportation Hydraulics Business Class Lead | 38 Years Experience | Bachelor of Science, Civil Engineering, University of Arizona University, 1987 | Professional Engineer - Civil, AZ, US #25955 | Mike Barton has 38 years of professional experience in leading multimodal transportation projects through planning, design, and construction. Additionally, Mike has served as project manager for numerous on-call traffic engineering projects for the City of Tucson, Pima County, ADOT, and the New Mexico Department of Transportation.

2.d.i Construction Cost Estimator



Construction Cost Estimator, Charles Zervas, PE | 25% Availability - 10% Commitment | Senior Estimator/Scheduler | 35 Years Experience | Bachelor of Science, Civil Engineering, University of Arizona, 1991 | Professional Engineer - Civil, AZ, US #35938 | Charles is a registered Civil Engineer with over 35 years of engineering and construction management experience. Charles developed extensive project management, estimating and CPM scheduling experience as an engineer and manager for a Commercial, Industrial and Heavy Highway contractor.

2.d.ii Construction Schedule Reviewer



Construction Schedule Reviewer, Gana Venkatagiriappa | 25% Availability - 10% Commitment | Senior Scheduler | 40 Years Experience | Master of Science in Civil Engineering Michigan Technological University | Gana is a Senior Scheduler with 40 years of experience in transportation infrastructure projects, including highways, bridges, and transit systems. Skilled in CPM scheduling, delay analysis, and schedule compliance review.

2.d.iii Independent Construction Expert



Independent Construction Expert, Andrew Flecky, Infrastructure Mavens, LLC | 50% Availability - 20% Commitment | Manager / Independent Construction Expert | 9 Years Experience | Bachelor of Science, Business, Arizona State University, 2016 | Andrew's expertise and primary focus is on Detailed Cost Estimating. He has experience in estimating construction on urban freeway, city streets, private developments, airports, bridges, grading, paving (AC and PCCP), storm drains, water/sewer, erosion control, roadway electrical, signing/stripping, landscaping, and FMS.

2.e Value Engineering Team Lead & Risk Managers



Value Engineering Team Leader, Rachel Bernhard, PE, CVS | 50% Availability - 20% Commitment | Value Engineering/Project Risk Management Director | 11 Years Experience | Bachelor of Science, Biological Systems Engineering, and Global Resource Systems, Iowa State University, 2016 | Rachel is a Professional Engineer and Certified Value Specialist® with over 11 years of industry experience. As HDR's National Director of Value Engineering and Project Risk Management, she facilitates value engineering (VE), cost and schedule risk analysis (CSRA), and combined cost risk assessment and value engineering (CRAVE) workshops to enhance projects of all sizes



Risk Assessment Team Leader, Dagmar Keller | 20% Availability - 20% Commitment | Project Controls Technology Manager | Field Office Manager | 14 Years Experience | Bachelor of Science, Psychology, Grand Canyon University, 2011; Master of Science, Psychology, Grand Canyon University, 2013 | Dagmar has over 14 years of experience in the transportation construction industry. She has experience in the implementation of various third-party Project Management Information System (PMIS) software, specifically ProjectWise Construction Management (PWCm), e-Builder, QuickBase, Kahua, PlanGrid, Microsoft Power BI, Procure-to-Pay Solutions and equivalent systems. She is knowledgeable with Standard Specifications, Labor Compliance, LCPTracker, Value Engineering, contract documents, technical writing, and project budget and funding.

2.f Team Member Matrix

Key Team Member Reg # Role Location	% Time Commitment	Current Commitments	Similar Project Role Owner Contract Value	Qualifications & Expertise
Peter Brakenhoff, PE AZ PE #71703 Project Principal Arizona	2%	ADOT, P3 Program Services - 2%	P3 Program Manager PIC ADOT \$4M; SMF GEC Project Manager ADOT \$60M	More than 34 years of industry experience, Peter has worked closely with ADOT through throughout his 22 years with HDR on a multitude of projects,
Ben Spargo, PE AZ PE #44736 Project (Contract) Manager Pennsylvania	20%	ADOT P3 Program Manager - 20%; TDOT I-24 SE Choice Lanes P3 - 20%	P3 Program Manager PM ADOT \$4M; SMF GEC Project Manager ADOT \$60M	Advises DOTs across the US on P3 and Alternative Delivery; Author of ADOT P3, and CMAR guidelines.
James Hartman, PE AZ PE #49796 Deputy PM/Construction Lead Arizona	10%	ADOT I-10 GRIC GEC - 40%	SMF GEC PM ADOT \$60M	Projects for ADOT includes I-17 Flex Lanes P3, SMF P3 Loop 101 DB, Happy Valley Road CMAR, and Broadway Road Bridge CMAR.
Charles Zervas, PE AZ PE #35938 Construction Cost Estimator Minnesota	10%	AMTRAK Sawtooth Bridge Replacement - 20%; Michigan DOT I-375 Replacement - 20%; Texas DOT French Broad Bridge Replacement 20%	Sawtooth Bridge Replacement Lead Estimator AMTRAK \$2B; I-375 Replacement Lead Estimator Michigan DOT \$500M	Arizona PE with 35 years of construction and estimating experience.
Gana Venkatagiriappa Construction Schedule Reviewer Arizona	10%	ADOT, I-10 Gila River Indian Community Project GEC - 40%	I-17 Improvements (Flex Lanes) GEC Scheduler ADOT \$544M	Expert Certified Construction Claims Specialist (ECCCS) from SCCI international, former PSP from AACEI, former PMP from PMI. Expert in Primavera P6 Scheduling, Delay and Claims Analysis.
Andrew Flecky - Infrastructure Mavens Independent Construction Expert Arizona	20%	ADOT SR30 - Tres Rios: 97th Ave to 71st Ave - 5%; ADOT US93 - Vista Royale - 5%; Municipal On-Calls Various - 23%.	I-10 Kino TI to Country Club TI GEC Cost Estimating; ADOT \$128K; I-17 & I-40 Rest Area Truck Stop \$58K; ADOT I-19 Irvington TI \$8.6K	Twenty years in the construction industry - 5 years estimating for Haydon, and 15 years for Pulice, all on the urban freeway system on ADOT projects.
Rachel Bernhard, PE, CVS WA PE #22002073 Risk Management Washington	20%	SEPTA Heavy Maintenance Facility - 10%; North Carolina DOT NC 27 Freedom Drive - 15%; Minnesota DOT Trunk Highway - 25%	I-15 Farmington to Salt Lake Value Engineering Lead Utah DOT \$2.8B; State Loop 335 VE Lead Texas DOT \$573M	Professional Engineer and Certified Value Specialist® with over 11 years of industry experience.
Dagmar Keller, VMA Risk Assessment Arizona	20%	ADOT, I-10 Gila River Indian Community Project GEC - 80%	I-17, Anthem Way to Jct. SR 69 (Cordes Junction) Risk Analysis ADOT \$544; I-10 GRIC GEC Risk Analysis ADOT \$30M	Value Methodology Associate (VMA) Certification and currently serves as SAVE International's Southwest Chapter President.
James Truong, PE, DBIA AZ PE #48285 Procurement Lead California	10%	FrontRunner 2X PDB, UDOT - 50% ADMP Template Support, ADOT - 20%	I-10 Gila River Indian Community Project GEC Procurement Lead ADOT \$30M	Extensive procurement experience, including ADOT experience. DBIA certified.
Lorena Piedrahita, PE AZ PE #42765 Alternative Delivery Lead Arizona	10%	ADOT, I-17 Improvement (Flex Lanes) GEC Project - 70%; ADOT, SR 347 CMAR - 10%	I-17 Improvement (Flex Lanes) GEC Project Project Manager ADOT \$544M	Extensive ADOT experience responsible for leading her team to manage risk, control scope, schedule and quality.
Ted Smithwick, PE AZ PE #52634 Roadway Lead Arizona	20%	ADOT, T0558 I-19 Ruby Road - 15% ADOT, Supplemental Part-Time Project Manager - 10%	I-17 Airport Road TI UP Roadway Lead ADOT \$20M; I-40 & I-17 Truck Parking Expansion Subject Matter Expert ADOT \$1.3M	Ted has worked with ADOT for over 18 years and has worked with the Alternative Delivery and Major Projects team at ADOT for over two years.
Greg Lingor, PE AZ PE #33998 Structures Lead Arizona	10%	ADOT SR 30/SR 202L System TI Final Design - 30%; ADOT, I-10 Gila River Indian Community Project GEC - 20%	I-17 Improvement (Flex Lanes) GEC Project Structures Lead ADOT \$544M; I-10 Gila River Indian Community Project GEC ADOT \$30M	Served ADOT for 20 years with 30+ years of industry experience with structures. Extensive alternative delivery experience and has significant VE experience for owners, agencies across the US.
Michael Barton, PE, PTOE AZ PE # 25955 Traffic Lead Arizona	20%	MCIP Stone Ave BRT, Tucson - 40% Ruby Road TI ADOT - 5%	ADOT SR 189 DCR EA Project Manager \$4M; ADOT SR 101L 75th to I-17 Value Engineering Traffic \$77M	Experience includes Program Management, Cost and Risk analysis, claims defense, environmental, final design, project delivery, and traffic.
Dan Pfeifer, PE AZ PE #54445 Drainage Lead Arizona	20%	ADOT, SR 30/COT - 1st Avenue/North South DCR - 15%	CMAR - Drainage Lead TAA \$10M	Dan served as the drainage lead for TAA CMAR, Gila River I-10 Bridges, supported GEC on both I-17 Flex Lanes and I-10 Widening.



3. Firm Capability

3.a Relevant Experience

The following examples demonstrate our alternative delivery capabilities, as well as the wide range of relevant experience and expertise called for by the broad range of tasks we anticipate under your On-Call Alternative Project Delivery and Value Methodology Administration Consultant(s) contract. In all five projects, HDR served as the Prime consultant contracted to ADOT.

P3 Program Management Services, Arizona HDR is serving as technical advisor to the ADOT ADMP and specifically the P3 Initiatives Office. HDR assists ADMP in establishing procedures, developing, and modifying guidelines, identifying, and evaluating potential projects, procuring projects, advising on issues related to the P3/Major Projects program and its projects, and other related activities. Current tasks include:

- Electric Vehicle Infrastructure Implementation (P3): Successful solicitation resulted in executing contracts with six Developers for 18 EV charging sites in Arizona; Phase 2 underway for additional 34 EV charging sites.
- I-40 and I-27 Rest Area Truck Parking (IDB): ADOT's first IDB project; supported development of RFQ, preconstruction agreement and construction agreement; GMP negotiations, all projects under construction.
- SR 88 Emergency Repair (CMAR): fast-paced procurement to select CMAR Contractor to repair SR 88 Apache Trail.
- Update P3 Guidelines and CMAR Process Guide: Incorporated industry best practices, updated processes, transferred leadership to ADMP, and developed templates for key procurement documents.
- Burnt Well Rest Area Truck Parking (CMAR), Meteor Crater Rest Area Truck Parking, and SR 347 (CMAR): Currently supporting ADMP in the administration of conducting multiple CMAR procurements at same time using the new CMAR Process Guide and procurement templates.

Role: Program Manager | **Contract Value:** \$4.2M | **Owner:** ADOT

Key Staff: Ben Spargo, PE, Peter Brakenhoff, PE, Greg Lingor, PE, James Truong, PE, Lorena Piedrahita, PE, Andrew Flecky, Ted Smithwick, PE, Dagmar Keller, Charles Zervas, PE, Gana Venkatagiriappa

Alternate Project Delivery and Value Methodology Administration, Arizona Between 2018 and 2022, HDR supported ADOT's alternative project delivery program by augmenting its staff in a variety of tasks during the development, design, and construction administration process. Task orders under this contract included:

- I-17, I-10 Split to 19th Avenue VE Study: Nine recommendations were made, of which eight were accepted by ADOT, providing a potential savings of \$1.62M and \$.93M in value added suggestions.
- US 60 Queen Creek Bridge VE Study: HDR provided eight recommendations. ADOT accepted six, providing a potential savings of \$2.02M and \$21k in value added items.
- I-10 Bridges over Gila River VE Study: This workshop resulted in 12 recommendations, of which ten were accepted to result in potential cost savings of \$.95M and value added of \$.93M.
- SR 101L GPL, 75th Avenue to I-17 VE Study: Seven recommendations were made during the VE study which would result in nearly \$5M in savings.
- SR 79 Gila River Bridge #501 ICE: Through plan review and quantity take-offs, HDR developed detailed ICE and schedules utilizing HCSS software, entailing a bottom-up approach at each milestone so ADOT received the best value for the project. Providing estimates at the given milestones allowed risk mitigation and potential cost reduction to the project.

Role: VE and ICE | **Contract Value:** \$400k | **Owner:** ADOT

Key Staff: Ben Spargo, PE, Mike Barton, PE, Greg Lingor, PE, Dagmar Keller, Charles Zervas, PE

I-17 Improvement GEC Project, Arizona HDR assisted ADOT with the procurement process for selection of a developer for the design, building, operations, and maintenance of the I-17 Improvement (Flex Lanes) Project. This included drafting the RFQ and RFP issued to the industry by ADOT, cost estimating, scheduling, assisting with the selection of the contractor, executing the contract, and additional tasks ADOT requested to complete the procurement process. HDR was additionally selected to provide GEC services including contract administration, design reviews, strategic communications, environmental oversight, project controls, risk management, construction inspection, materials testing, and DBE/OJT/Labor compliance.

Role: GEC | **Contract Value:** \$37M | **Owner:** ADOT **Key Staff:** Ben Spargo, PE, Peter Brakenhoff, PE, James Hartman, PE, James Truong, PE, Lorena Piedrahita, PE, Gana Venkatagiriappa, Dan Pfeifer, PE

I-10, Wildhorse Pass Corridor, GEC, Arizona HDR is supporting ADOT in the management of the program of projects to widen I-10 through the Wildhorse Pass Corridor. For the main I-10 Gila River Indian Community Project, HDR assisted ADOT with the procurement process for selection of a design-builder. This included drafting the RFQ and RFP issued to the industry by ADOT, cost estimating, scheduling, preparing a project management plan and financial plan, assisting with the selection of the contractor, executing the contract, and additional tasks ADOT requested to complete the procurement process. HDR will continue into the design and construction phase providing GEC services including contract administration, design reviews, strategic communications, environmental oversight, project controls, risk management, construction inspection, materials testing, and DBE/OJT/Labor compliance.

Role: GEC | **Contract Value:** \$30M | **Owner:** ADOT **Key Staff:** Ben Spargo, PE, Dagmar Keller, James Hartman, PE

SR 189 Construction Administration, Nogales, Arizona HDR provided full-service CA for the reconstruction of SR 189 (Mariposa Rd.) from approximately the Port of Entry (POE) to Grand Ave. This \$82M DB project included two new fly-over ramps, bridge widening, retaining walls, and a large round-about; extensive drainage and water systems; PCCP and AC pavements; lighting, ITS, and traffic signals; and landscaping, signing, and pavement marking. HDR's services included inspection.

Role: Construction Administration | **Contract Value:** \$10.25M | **Owner:** ADOT **Key Staff:** Peter Brakenhoff, PE

3.b Relevant Project Experience of the Select Key Subconsultants

Below is a summary of our subconsultants and the special capabilities they will provide for this contract. We support ADOT's DBE program and have included five DBE subconsultants on our team.

Firm (DBE) Role/Expertise	Benefit to ADOT & HDR Team
Corral Design Group (DBE) is a Phoenix, Arizona based Landscape Architecture consulting firm dedicated to quality design services to Federal, State, and Local Government agencies as well as private clients. CDG has completed over 290 public works projects statewide, with over 190 of these for ADOT, including several large-scale design build and P3 projects for ADOT.	CDG recently completed GEC services for ADOT on the I-10 Broadway Curve and I-17 Improvement (Flex Lane) projects.
Ethos Engineering, LLC (DBE) Ethos provides geotechnical and structural engineering design services for highways, bridges, retaining and sound walls, slope stabilization, and miscellaneous structures. Its team members have managed more than 300 ADOT projects involving pavement design, deep and shallow foundations, embankment and slope stabilization, and ground movement and improvement.	Ethos is a trusted expert in geotechnical engineering and has supported ADOT's large alternative delivery project. They also developed the plans for the SR 88 Emergency Repair CMAR project.
Infrastructure Mavens (SBA) provides Independent Construction Expert services through constructability review, cost estimating, scheduling/phasing, etc. They use In-Eight estimating software (common with Contractors) for cost estimates that include productions and detailed breakdowns of labor, equipment, materials, supplies, and subcontractor cost. This provides the Engineer/Owner the information necessary for planning project budgets/schedules.	IM has done constructability reviews and value engineering for ADOT in many projects including I-10 Kino TI to Country Club TI GEC, I-17 and I-40 Truck Parking, I-29/Irvington TI, and US93, F0552 and F0649 VE Study to name a few.
Iteris, Inc. is the market leader in smart mobility infrastructure management since 1987. Iteris' 470 staff have decades of expertise in traffic management, along with superior services, software, and patented products that help detect, measure, and manage traffic and vehicular performance, minimize traffic congestion, enhance safety, and empower Iteris clients with solutions to better manage their transportation networks.	Iteris served as the MOT Manager for the I-10 Broadway Curve, and incorporated cutting-edge technology to provide real-time operational data, AI-powered incident detection, and Smart Work Zone management.
JE Fuller Hydrology & Geomorphology, Inc. (SBC) is an employee-owned civil engineering firm focused on water resources, geomorphology, flood hazard assessment, and environmental services. Their expertise spans alternative project delivery, flood control design, post-wildfire hazard assessments, dam safety, FEMA map revisions, and geomorphic restoration. We are known for our responsiveness, technical rigor, and collaborative approach that delivers practical, cost-effective results.	JE Fuller specializes in addressing complex hydrologic, hydraulic, and geomorphic challenges and their team has provided design review services as GEC member on multiple ADOT major projects.
Kuniklo Corporation (DBE) provides expert consulting to Business Engagement and Compliance Office (BECO) and major projects. For over 20 years, Kuniklo has delivered targeted services such as workforce development, DBE/SBE program design, procurement-phase technical assistance, and compliance staff augmentation.	Kuniklo's expertise in changing federally regulations and alternative delivery initiatives is evident through its experience on the I-10 Kino Parkway, I-10 Broadway Curve, I-17 Flex Lanes, and South Mountain Freeway projects.
POINT Engineers (SBE) is an Arizona-based, locally-owned firm dedicated to providing superior roadway, structure, and utility engineering services to municipal, county, and state agencies in Arizona. Our experienced and professional staff has recent experience in every Alternative Delivery method – DB, CMAR, JOC, and P3.	POINT served on the GEC for the I-10 Broadway Curve project and participated in Value Engineering Studies for SR101L: 75th Ave to I-17 and I-10 Gila River Bridges.
Rider Levett Bucknall Ltd. specializes in creating, evaluating, and managing project controls that address the critical issues of time, cost, scope, and quality in the built environment. Their approach allows them to deliver successful outcomes to property and construction projects by tailoring their services to match client goals and needs.	Serving on the ADOT I-17 Flex Lanes GEC widening project, and has provided their services to the South Mountain Freeway Loop 202, and I-10 - SR 202 to SR297 GRIC.
T2 Utility Engineers Subsurface Utility Engineering T2ue has extensive knowledge and expertise working with utility systems within ADOT right-of-way. T2ue has provided Phase I and Phase II utility investigations and utility coordination on hundreds of ADOT infrastructure projects.	T2 has provided SUE and suurvey services to ADOT on the I-10, I-17 to SR 202 Broadway Curve project as well as I-10: Kino Blve TI to Country Club TI Design-Build project.
TCS Engineering (DBE) provides owner verification and testing and inspection (OVTI), construction administration and inspection, program and project management, and procurement services on alternative delivery projects. TCS is a national expert in OVTI and brings a wealth of knowledge having developed OVTI standards and quality assurance programs for multiple DOTs across the country.	TCS has supported ADOT on nearly every major alternative delivery project including SR202: South Mountain Freeway, I-10: Broadway Curve, I-17: Flex Lanes, I-10: Country Club and Kino Parkway TIs, and I-10: Gila River Indian Community Design Build.
TYPSA, Inc. (formerly AZTEC Engineering) is a Phoenix-based, multidisciplinary engineering and environmental consulting firm with more than 200 professional, technical, and administrative staff. They deliver quality engineering, surveying, and environmental services through strong project management, dedicated teams, and a client-focused approach.	TYPSA applies experience and lessons learned working on major ADOT projects delivered under traditional and alternative delivery environments and continuity working with HDR on multiple ADOT projects.
United Civil Group (DBE) is a firm with over 25 years of experience in traffic engineering design. UCG specializes in signal, signage and marking, street lighting, traffic control, and ITS design.	UCG was the lead ITS design reviewer for the SMF GEC. They also participated in a number of VE Studies as part of HDR's team.

3.c HDR History, Resources and Impact on Current Workload

We think global and act local.

HDR has the human resources and financial capacity to perform this contract successfully. As an employee-owned firm, our assets are managed and invested with exceptional care. We have established strong risk controls and are committed to managing our company with an eye toward long-term financial health and stability. This commitment has enabled us to thrive since 1917 in every economic environment and allows us to be a reliable partner to our clients.

We have been providing services in Arizona since 1959 and have built solid working relationships with ADOT and most statewide transportation agencies. Through our local offices, we have strong local familiarity and in-depth understanding of the requirements and constraints involved in ADOT projects. We will utilize our local knowledge and resources to deliver projects on time and within budget.

With more than 14,000 employees worldwide, more than 220 in Arizona, we can easily accommodate this contract without having to “staff up.” Most importantly, the staff identified for this project are committed to this contract and we have ample capacity to serve ADOT as required. We provide ADOT a proven, collaborative, and flexible team to respond to all alternative delivery project needs. We have a depth of resources for all categories of personnel. The HDR team also provides a larger pool of talent through our 11 selected subconsultants who provide specific expertise that may be required for this contract and will be used as appropriate.

3.d. Quality Control

Internal Quality Program

We understand ADOT’s quality expectations, and at HDR, we place the highest priority on quality management, starting with a clear delineation between Quality Assurance (QA) and Quality Control (QC). QA is process oriented, focusing on the prevention of mistakes, while QC is detail-oriented, focusing on mistake identification and correction. It is important to perform both with an understanding that ADOT needs to be able to trust the accuracy of our work and know that we have done everything possible to get things right the first time.

The HDR team’s approach to QA/QC starts with a fundamental HDR corporate philosophy that quality is every team member’s responsibility, including subconsultants. This philosophy is because preparing documents right the first time eliminates rework, additional review time, and maintains the project schedule.

Our internal quality process includes systematic QC of every deliverable as required in our quality program and policy. QC activities include completeness reviews, which will be performed by the document generator

Firm	Procurement	Constructability Review	Independent Cost Estimates	Schedule Review	Risk Management	Value Engineering	Roadway	Traffic, MOT, Lighting, Signals, ITS	Drainage	Utilities	Structures	Geotechnical	ITS / Signals	Landscape	Environmental	Communications	Labor/DBE/OJT Compliance	Sr. Resident Engineers	Field Office Administrators	Inspectors & Technicians	Materials Management	Quality Verifications	Land Survey	Claims Support
HDR	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑
TYPSA (Formerly AZTEC)		☑			☑	☑	☑	☑	☑	☑	☑	☑	☑		☑	☑							☑	
Corral Design Group						☑								☑	☑	☑				☑		☑		
Ethos Engineering						☑	☑				☑	☑												
Infrastructure Mavens, LLC	☑	☑	☑	☑	☑	☑																		☑
Iteris, Inc.						☑		☑																
JE Fuller						☑			☑						☑									
Kuniklo Corporation																	☑		☑					
Point Engineers						☑	☑				☑	☑												
Rider Levett Bucknall, Ltd.	☑		☑	☑																				☑
T2 Utility Engineering						☑				☑													☑	
TCS	☑	☑																	☑		☑	☑	☑	
United Civil Group						☑		☑					☑											

prior to a formal QC review by an independent senior reviewer. The reviews verify that the deliverable’s format meets requirements, all appropriate calculations have been performed and documented, and all required scope elements have been included in the deliverable. The independent review process will provide ADOT with comfort that we are focused on the quality of our own deliverable, which will enhance the overall project quality. Document control workflows are established to notify quality reviewers of pending reviews, tracking the submission, and review and approval of deliverables.

Subconsultant Quality

A clear focus within our integrated team will be to provide the same level of quality control and assurance regardless of team member’s firm. As part of our onboarding, we will require all subconsultants to operate within HDR’s Project-specific quality management plan and all subconsultant deliverables will be subject to review by HDR prior to submittal to ADOT. Monthly progress reports and schedule updates are requested of each firm. Any changes to the project scope, schedule or budget will be communicated promptly for the team’s assessment. HDR maintains project oversight and will bear ultimate responsibility for subconsultant tasks.

Subconsultant partners for this project were carefully selected for their ability to deliver quality work on time based on our prior experience delivering assignments together. Our QA/QC policy also encompasses a review of subconsultant deliverables. Subconsultants are an extension of HDR resources from whom we require the same level of performance and accountability as our in-house staff.

We remain focused on continual opportunities for improvement throughout our daily activities to achieve client satisfaction and meet performance expectations.

Project Quality Program

Our Task Managers will set the tone of the project for achieving fundamental quality management by all parties and enhancing the quality of the overall project. We will develop task-specific Quality Management Plans (QMP) to identify specific quality goals and processes and incorporate them into the Project Management Plan (PMP). The QMP will be compliant with our rigorous quality management requirements and with FHWA and ADOT oversight requirements. Our QC process is scalable to all sizes of projects and tasks.

Ben Spargo, PE | Project Manager



Ben Spargo has more than 24 years of experience as a transportation engineer helping owners deliver infrastructure projects big and small. Ben brings a well-rounded perspective and a consensus-focused demeanor to his projects. He works closely with clients to develop a smart plan to deliver the project's vision in an effective manner. He helps drive the process with focus on maintaining schedule, fostering innovation, and providing value for the owner. He excels at helping manage divisive issues with multiple stakeholders and identifying the right resources to address the project needs.

Ben had a key role in delivering the \$1.7B South Mountain Freeway project from start to finish. He will bring invaluable lessons learned from preliminary engineering, NEPA, right-of-way acquisition, utility clearance, procurement, program management, and closeout to be applied to any project. Ben is currently advising clients in the procurement and management of alternative delivery, public-private partnerships, and mega projects.

RELEVANT EXPERIENCE

EDUCATION

Master of Science, Civil Engineering
(Transportation Engineering), University of
Nebraska, Lincoln, 2002

Bachelor of Science, Civil Engineering,
University of Nebraska, Lincoln, 2000

REGISTRATIONS

Professional Engineer, AZ, US, #44736, PA,
US, #PE093271

INDUSTRY TENURE

24 years

HDR TENURE

24 years

PROJECT AVAILABILITY

20%

CORPORATE RESPONSIBILITY/ CORPORATE TITLE

Principal Project Manager, Vice President

CURRENT PROJECT COMMITMENTS

ADOT, P3 Program Services - 20%

OFFICE LOCATION

Pennsylvania

ADOT, P3 Program Management Services | Arizona

Project Manager. HDR is serving as technical advisor to the ADOT Alternative Delivery and Major Projects Division (ADMP) and specifically the P3 Initiatives Office. As Project Manager, Ben is assisting the Division in establishing procedures, developing, and modifying guidelines, identifying, and evaluating potential projects, procuring projects, advising on issues related to the P3/Major Projects program and its projects, and other related activities. Completed and current tasks include:

- National Electric Vehicle Infrastructure (NEVI) deployment P3 - helped lead the team of technical, legal, and financial advisors; supported procurement strategy, agreement development, and negotiations with P3 Developers; providing design and construction oversight and compliance reviews
- Updates to the ADOT P3 Guidelines and CMAR Process Guide – published new versions of each document incorporating organizational and legislative changes, process improvement, and best practices
- Rest Area Truck Parking Integrated Design Build (IDB) procurement – helped develop ADOT's first IDB RFQ, agreements, and supported procurement, evaluation, and preconstruction oversight
- SR 88 emergency repair CMAR procurement – fast-tracked procurement process to select CMAR Contractor ready to help complete road repairs

on expedited schedule and in coordination with ADOT District maintenance staff

- Truck Parking CMAR procurement – recently initiated CMAR procurement process using new CMAR Process Guide for expansion of truck parking at two rest areas
- Solar Energy assessment – recently initiated assessment of viability of installing solar infrastructure at ADOT facilities and vacant ROW across the state

ADOT, Alternative Project Delivery and Value Methodology Administration Consultant | Arizona

Deputy Project Manager. HDR supported ADOT's alternative project delivery program by augmenting its staff to provide specialized services in a variety of tasks. Ben served as Deputy PM and was responsible for managing the engineering staff, working with the ADOT PM, and identifying resources necessary to deliver the identified tasks. During the period of service, HDR was awarded the following task orders:

- I-17, I-10 Split to 19th Avenue VE Study
- SR 79 Gila River Bridge #501 ICE
- US 60 Queen Creek Bridge VE Study
- I-10 Bridges over Gila River VE Study
- SR 101L GPL 75th Avenue to I-17 VE Study (held week of April 26th)
- I-10, Ina Rd. TI to Ruthrauff Rd. TI VE Study

BNSF Mechanical Revitalization Program | Kansas City, Missouri

Alternative Delivery Lead. HDR serves as Program Manager to BNSF providing multidisciplinary support

for the execution of BNSF's annual mechanical facilities maintenance program that includes 50-60 projects totaling approximately \$70M across the US. In 2022, BNSF embarked on an effort to transform their delivery model from a design-bid-build model to a hybrid delivery model, closely aligned with CMGC-type principals. Ben supported the BNSF MRP team by developing a suite of presentation materials for use in educating the designers and contractors working for BNSF. Ben led a series of workshops and assisted with facilitation of initial planning and project development activities.

ADOT, Loop 202 South Mountain Freeway GEC | Arizona

Project Manager. Ben led this \$1.7B project that is the first highway project procured under Arizona's P3 statute, and ADOT's first Design-Build-Maintain (DBM) project. Ben assisted ADOT in analyzing the unsolicited proposal and worked with ADOT's financial advisor to complete a value for money analysis. Through the P3 procurement process, Ben helped ADOT develop a risk-based delivery approach that opened the innovation valve by instituting performance-based specifications that are not reliant upon status quo or personal preferences. As GEC project manager during the design and construction period, Ben oversaw a team conducting design and construction oversight, project controls, public outreach, and project administration. This is the largest project ever procured in the state and is the only DBM delivery in Arizona's history.

Peter Brakenhoff, PE | Project Principal



Peter, who is a Vice President and Transportation Manager for Arizona and New Mexico, will be the Project Principal. He will confirm there are adequate resources to successfully complete every task assignment through this on-call. He will have the ultimate responsibility for the quality and timeliness of our work. Peter will periodically verify with ADOT that our team is meeting expectations and he is committed to making himself available to ensure that HDR is being proactive with ADOT requests.

Peter routinely serves as Project Principal on HDR projects. As noted below, he has a long history in this role on on-call contracts. On each of these contracts, he has demonstrated his commitment to HDR meeting schedule, budget and quality expectations.

Peter has the authority to commit HDR resources and act on behalf of HDR regarding contractual matters, disputes, quality, and delivery of services.

RELEVANT EXPERIENCE

EDUCATION

Bachelor of Science, Civil Engineering
Hogeschool INHolland Alkmaar, 1991

REGISTRATIONS

Professional Engineer, AZ, US, #71703, NM,
US, #14225

INDUSTRY TENURE

34 years

HDR TENURE

22 years

PROJECT AVAILABILITY

2%

CORPORATE RESPONSIBILITY/ CORPORATE TITLE

Vice President, Area Transportation
Business Group Manager

CURRENT PROJECT COMMITMENTS

ADOT, P3 Program Services - 2%

OFFICE LOCATION

Arizona, New Mexico

ADOT, SR 30 - SR 303 to SR 202L | Arizona

Project Principal. HDR prepared two Location/Design Concept Reports (L/DCRs) for a new urban freeway in the Southwest Phoenix metropolitan area totaling 25 miles in length for ADOT. Conceptual design focused on physical, environmental, operational, geometric and political constraints. Study included 23 service interchanges and 3 system interchanges and crossed four city boundaries and the Agua Fria River. Each system interchange location included an Interchange Selection Report that evaluated the interchange location, shape, stack sequence, local access, environmental consequences, future expansion, HOV connections, and traffic operations to select the proper design.

ADOT, Environmental On-Call | Arizona

Project Principal. HDR's environmental team has completed variety of environmental investigations for highway construction and maintenance projects statewide on an on-call basis. The scope of work includes all phases of preparing and reviewing environmental documents to comply with NEPA and FHWA standards. (see additional descriptions for specific task order descriptions).

ADOT, Traffic Safety On-Call Highway Bridge and Drainage Design Services | Arizona

Project Principal. HDR has actively worked on, or delivered, over a dozen traffic-safety related projects throughout Arizona to ADOT through this on-call. Projects have included intersection improvements, minor and intermediate traffic interchange improvements, traffic signals, roundabouts, and

signing and striping. Project experience includes Central Yavapai Metropolitan Planning Organization sign replacements and design; SR 89 roundabouts and scoping; US 60 at Vicksburg Road roundabout, PS&E, and design; and US 60 at Vicksburg Road intersection.

ADOT, Project Development On-Call | Arizona

Project Principal. This on-call contract includes tasks that improve the safety and operational characteristics of subject roadways, utilities, and facilities. Projects under this contract include highway and intersection improvements; medians; curb & gutter and sidewalk; signing and striping; and pedestrian and bicycle paths. Peter served as project principal on this contract. His responsibilities included confirming adequate resources were available for every task assignment through this on-call. He was also responsible for the quality and timeliness of our work.

ADOT, Alternative Delivery and Value Methodology On-Call | Arizona

Project Principal. Project principal supporting ADOT's alternative project delivery program by augmenting its staff to provide specialized services in a variety of tasks during the development, design, and construction administration process. This includes projects procured using designbuild, construction manager at risk, and job-ordercontracting delivery methods. The contract scope includes leading value engineering (VE) studies, general engineering consultant role to oversee the design-build team, providing claims, scheduling and production-based independent construction estimate support services, assisting ADOT with procurement and contracting

packaging, project development, constructibility review, and construction administration services. Task orders under this contract include:

ADOT, Statewide On-Call Bridge & Drainage Design Services | Arizona

Project Principal. HDR has assisted ADOT with various bridge repair TOs through the On-Call Highway Bridge and Drainage Design Services Contract. HDR's bridge inspectors are also designers who prepared this repair work and many more new and rehabilitation projects for ADOT. Repair TOs have included assessment and final design of fire damage to the SR 95 Bill Williams River Bridge. As part of this contract, HDR performed an in-depth inspection of fire-damaged areas, prepared a project assessment report, and prepared final design plans specifications and an estimate. The project also included repair of deck spalls and application of a polymer epoxy overlay on the entire bridge deck. Other repair TOs prepared under this on-call contract include the assessment of the torsional distress in the I-19 Potrero Road Bridge; bearing support distress in the I-17/11th Avenue Bridge; differential deck settlements in the I-17/Bethany Home Overpass Bridge; scour damage repair at the I-40 Crazy Creek Eastbound Bridge; and an assessment of scour damage and expansion joint repairs at the I-40 Partridge Creek Bridge. Peter served as project principal on this contract. His responsibilities included confirming adequate resources were available for every task assignment through this on-call. He was also responsible for the quality and timeliness of our work.

James Hartman, PE | Deputy Project Manager/Construction Lead



James brings over 20 years of experience managing large civil infrastructure projects, overseeing construction programs, and providing sustainable long-term value engineering. His transportation experience includes both urban and rural highway projects using traditional as well as alternative project delivery methods. His alternative delivery experience includes design-build (DB), construction manager at-risk (CMAR), and public-private partnerships (P3) where his responsibilities included contract administration, compliance with contract documents, contract modifications, materials quality, claims analysis, and management of large integrated teams. Additionally, James has worked for the Arizona Department of Transportation in progressive roles including Assistant District Engineer and is familiar with their programs and policies. While serving as the MCDOT Construction and Materials Division Manager, James oversaw the first CMAR project and helped develop MCDOT's CMAR manual. As the construction program manager he provided dispute resolution, sponsored project partnering, provided planning and programming, and coordinated with strategic project stakeholders. James holds a Bachelor of Science and Master of Engineering in Civil Engineering from the University of Utah.

RELEVANT EXPERIENCE

EDUCATION

Master of Engineering, University of Utah, 2005

Bachelor of Science, University of Utah, 2004

REGISTRATIONS

Professional Engineer - Civil, AZ, US #49796

INDUSTRY TENURE

20 years

HDR TENURE

3 years

PROJECT AVAILABILITY

10%

CORPORATE RESPONSIBILITY/ CORPORATE TITLE

Senior Resident Engineer

CURRENT PROJECT COMMITMENTS

ADOT, I-10 GRIC Design Build - 90%

OFFICE LOCATION

Arizona

ADOT, I-10, GRIC GEC | Maricopa and Pinal Counties, Arizona

Contract Manager. The I-10 corridor limits extend from the I-10/202 TI (Milepost 161) to south of SR 387 TI (Milepost 187). The Project is led by ADOT, in cooperation with GRIC, the Maricopa Association of Governments (MAG), and FHWA. The Corridor includes four projects that will widen I-10 to include one additional general purpose lane in both directions south of Riggs Road, and one additional general purpose lane and a high occupancy vehicle (HOV) north of Riggs Road. There are also six interchanges and four crossroads. All 10 locations will require bridge work (either rehabbing/widening or new construction) and all six interchanges will be improved. All four projects in the Corridor are currently fully funded.

ADOT, I-17 Widening from Anthem Way to Jct. SR69 (Design Build; P3) | Arizona

Senior Resident Engineer. ADOT has programmed the design and construction of improvements on I-17 between Anthem and Sunset Point. I-17 will be widened to three lanes in both directions between Anthem and Black Canyon City, approximately 16 miles. There will also be two "flex" lanes added to the southbound side between Black Canyon City and Sunset Point, approximately 7 miles. The flex lanes will be open to northbound traffic Monday to Saturday and to southbound traffic on Sundays (subject to change as needed for holidays, incidents, maintenance,

etc.) The entrance/exit ramps will be equipped with barrier to prevent traffic from entering when the lanes are open to opposing traffic or closed to all traffic. ADOT utilized the alternative project delivery method and the P3 law to deliver the project. Operations and maintenance will focus on the flex lanes and be for a duration of 5 years. There are currently 21 HDR CCC employees on the project with an additional 11 individuals from our various subcontractors on the project.

MCDOT, Construction & Materials Division | Phoenix, Arizona*

Division Manager. James managed and supervised the Construction & Materials Division consisting of 4 branches, 50 personnel, and materials lab. He reorganized the Division to streamline construction delivery and provide future flexibility in the program, brought construction management software to MCDOT for project management, delivered 100% of the transportation improvement funds for the first time ever at MCDOT. James also created a new Project Resource branch to plan and deliver roadway maintenance projects, developed the environmental review process for roadway maintenance projects, delivered MCDOT's first CMAR alternative delivery project, provided conflict resolution for major construction projects, revised the subdivision construction inspection program and guidelines, and developed and maintained the Division operating budget.

MCDOT, Broadway Road Bridge CMAR | Maricopa County | Arizona*

Construction Division Manager. This project was MCDOT's first CMAR project. It is located on Broadway Road just east of LI01 and borders both the City of Mesa and Tempe. The project included the removal and construction of a new bridge spanning the SRP canal. The contract was broken into two pieces or Guaranteed Maximum Price contracts. The first was to procure the precast deck panels, and the second GMP was to complete the bridge construction.

ADOT, Loop 202/South Mountain Freeway (Design Build; P3) | Arizona*

Senior Resident Engineer. Provide project management for the construction of the new 22-mile-long freeway project. This project utilized the alternative delivery model of a Design/Build/Maintain project. The project includes 3 new general-purpose lanes, an HOV lane, 13 interchanges, 1 system interchange, and a multi-use path. ADOT utilized the alternative project delivery method and the P3 law to deliver the project. Operations and maintenance will focus on maintaining the corridor for the next 30 years.

*Previous Employer

Charles Zervas, PE | Construction Cost Estimator



Charles is a registered Civil Engineer with over 35 years of engineering and construction management experience. Charles developed extensive project management, estimating and CPM scheduling experience as an engineer and manager for a Commercial, Industrial and Heavy Highway contractor. Charles developed in-depth knowledge of construction techniques, means and methods and labor, equipment, and material utilization as a result of his experience as a contractor.

Since joining HDR, Charles has worked on a number of high-profile design-bid-build, design-build, CMGC/CMAR projects and large programs. Charles specializes in production-based cost estimating, constructability, risk analysis and CPM scheduling and claims analysis. When estimating and scheduling he uses the same tools used by contractors across the country; P6, and HCSS HeavyBid.

RELEVANT EXPERIENCE

EDUCATION

Bachelor of Science, Civil Engineering,
University of Arizona, 1991

REGISTRATIONS

Professional Engineer - Civil, AZ, US,
#35938, MN, US, #45536

INDUSTRY TENURE

35 years

HDR TENURE

20 years

PROJECT AVAILABILITY

10%

CORPORATE RESPONSIBILITY/ CORPORATE TITLE

Senior Estimator/Scheduler

CURRENT PROJECT COMMITMENTS

AMTRAK Sawtooth Bridge Replacement
20%; Michigan DOT I-375 20%; Texas DOT
French Broad Bridge Replacement 20%

OFFICE LOCATION

Minnesota

Golden Gate Transportation District, Golden Gate Bridge Seismic Retrofit Construction Manager/ General Contractor (CMGC) Project | San Francisco, California

Senior Estimator. Member of the Independent Cost Estimating (ICE) Team tasked with development of detailed contractor style construction estimates (Bottom Up) using HCSS HeavyBid for project for this CMGC project. Developed bottoms up estimates, reviewed contractor provided information, participated in design reviews, risk workshops, quantity reconciliations, estimate comparison meetings and negotiations. Reviewed contractor provided CPM schedules.

Amtrak, Sawtooth Bridge CMGC Project | Newark, New Jersey

Lead Estimator. Member of the Independent Cost Estimating (ICE) Team tasked with development of detailed contractor style construction estimates (Bottom Up) using HCSS HeavyBid for project for this complex rail, OCS and bridge CMGC project. Developed bottoms up estimates, reviewed contractor provided information, participated in design reviews, risk workshops, quantity reconciliations, estimate comparison meetings and negotiations. Reviewing contractor provided CPM schedules.

Minnesota Department of Transportation (MnDOT), Twin Ports Interchange CMGC project | Duluth, Minnesota

Project Manager and Senior Estimator . As part of the ICE team, managed development of the independent cost estimate two \$300M projects at key design milestones which included removal and replacement of 13 bridges, retaining walls, earthwork, removal of contaminated soil and water, and complex MOT. Participating in constructability, quantity and estimate reconciliation, and risk workshops on this \$330M project. Currently reviewing contractor provided CPM schedule.

Los Angeles World Airports (LAWA), Airport Terminal Modernization Progressive Design Build | Los Angeles, California

Senior Estimator. The Los Angeles International Airport (LAX) Airfield and Terminal Modernization Project will focus on airfield and terminal improvements that stay within the airport's existing footprint, and landside (roadway) improvements that help reduce airport-related congestion and back-ups on public streets. The Project would elevate the passenger experience, improve the community experience, enhance airfield safety and increase business opportunities As part of the ICE team, Charles participated in development of the independent cost estimate for this p[roject which included removal and replacement of bridges, roadway, retaining walls

and utilities. Charles participating in constructability, quantity and estimate reconciliation workshops on this \$2B project.

Tennessee Department of Transportation (TDOT), Nolichucky Emergency Bridge Replacement Progressive Design Build Project | Knoxville, Tennessee

Project Manager, Estimator, and Scheduler.

Member of the Independent Cost Estimating (ICE) Team tasked with development of detailed contractor style construction estimates (Bottom Up) using HCSS HeavyBid for this PDB project which included rapid replacement of two concrete bridges damaged during flooding. Lead quantity and estimate reconciliations meetings. Reviewed contractor's CPM schedule.

ADOT, Gila River Bridge Replacement Construction Manager at Risk (CMAR) Project | Arizona

Lead Estimator. Charles led the Independent Cost Estimating (ICE) effort tasked with development of detailed contractor style construction estimates (Bottom Up) using HCSS HeavyBid for this CMAR project which included rapid replacement of the concrete girder bridge over the Gila River. Charles participated in estimate development, reviewed contractor provided information and estimates, and led the quantity and estimate reconciliation meetings. Charles also reviewed the contractor provided CPM schedule.

Gana Venkatagiriappa | Construction Schedule Reviewer



Gana is a Senior Scheduler with 40 years of experience in transportation infrastructure projects, including highways, bridges, and transit systems. Skilled in CPM scheduling, delay analysis, and schedule compliance review. Currently supporting ADOT's major P3 and DB projects. Proven ability to support agencies with schedule validation, risk analysis, and performance monitoring using Primavera P6.

Tools & Expertise: Primavera P6, Time Impact Analysis (TIA), Critical Path Method (CPM) Scheduling, Delay, Acceleration, and Disruption Claims, Earned Value Management (EVM), Schedule Risk Analysis, Construction Claims & Forensic Scheduling, AASHTO, FHWA Guidelines, Design-Build (DB), CMAR, DBOM, P3 Delivery Methods

RELEVANT EXPERIENCE

EDUCATION

Master of Science in Civil Engineering
Michigan Technological University, 1990

REGISTRATIONS

N/A

INDUSTRY TENURE

40 years

HDR TENURE

2 years

PROJECT AVAILABILITY

10%

CORPORATE RESPONSIBILITY/ CORPORATE TITLE

Senior Scheduler

CURRENT PROJECT COMMITMENTS

ADOT, I-17 Flex Lanes - 25%
ADOT, I-10 GRIC and Koli Road TI - 50%

OFFICE LOCATION

Arizona

ADOT, I-17, Anthem Way to Jct. SR69 | Arizona

Senior Scheduler. HDR is providing GEC services for the I-17, Anthem Way Traffic Interchange to Jct. SR 69 (Cordes Junction) project. The project includes 15 miles of one-lane widening and eight miles of "Flex Lanes" or reversible lanes through a mountainous area of I-17. This project being delivered through the Design-Build-Operate-Maintain alternative project delivery method utilizing the statutes governing public private partnerships in transportation. HDR led the procurement phase, including industry outreach, development of an RFQ, shortlisting of qualified Proposers, and then development of an RFP and evaluation of proposals. HDR is currently providing contract administration as well as design and construction oversight support through the construction period. Key responsibilities include:

- Reviewing and analyzing monthly schedule updates submitted by the contractor for contract compliance, logic accuracy, and progress validation.
- Leading schedule review meetings with the contractor and project stakeholders to discuss findings, resolve discrepancies, and recommend corrective actions.
- Preparing detailed schedule review and analysis reports, including critical path evaluations, milestone tracking, and variance assessments.
- Conducting Earned Value Analysis (EVA) to evaluate schedule performance indices and forecast project outcomes.

- Identifying schedule-related risks and delays and advising ADOT on mitigation strategies and potential time impacts.
- Supporting ADOT's decision-making by providing technical recommendations regarding time-related contract provisions, recovery plans, and Time Impact Analyses (TIAs).

ADOT, I-10, GRIC GEC | Maricopa and Pinal Counties, Arizona

Senior Scheduler. Serving as the Senior Scheduler and Scheduling Analyst on the ADOT I-10 GRIC General Engineering Consultant (GEC) team, responsible for comprehensive schedule oversight and planning support across project phases. Key responsibilities include:

- Preparing and maintaining the Integrated Master Schedule (IMS) for the corridor-wide improvements, incorporating design, utility, ROW, and construction activities along with resource and cost loading to support program-level tracking and forecasting.
- Supporting procurement efforts by serving as a Design-Build Proposal Evaluator, assessing proposers' baseline schedules, schedule narratives, and project phasing strategies for feasibility, compliance, and risk exposure.
- Reviewing and analyzing contractors' monthly baseline and update schedules to ensure compliance with ADOT specifications, schedule logic integrity, and alignment with contractual milestones.

- Leading schedule review meetings with internal and external stakeholders to address issues, recommend corrections, and ensure schedule transparency.
- Performing Earned Value Analysis (EVA) and critical path assessments to monitor project health and support early identification of risks or slippages.
- Advising ADOT on potential schedule-related risks, time impacts, and recovery options to support proactive decision-making and contract management.

Metro-North Railroad Positive Train Control Program | New York, NY

Senior Schedule Analyst. This \$1 Billion+ program modernized Metro-North's train control systems to meet federal mandates for Positive Train Control (PTC). The project involved complex integration of onboard, trackside, and command center systems across a vast commuter rail network. As Senior Schedule Analyst, Gana led the evaluation and guidance of baseline and progress schedules, coordinated with LIRR, MNR, design teams, and force account groups to align 20,000+ activities, resolved interdependencies, and developed a schedule optimization framework. Gana advised executive stakeholders, identified schedule conflicts, and supported the development of a best-practice PTC schedule management process.

Dagmar Keller | Risk Assessment Team Leader



Dagmar has over 14 years of experience in the transportation construction industry. She has experience in the implementation of various third-party Project Management Information System (PMIS) software, specifically ProjectWise Construction Management (PWCm), e-Builder, QuickBase, Kahua, PlanGrid, Microsoft Power BI, Procure-to-Pay Solutions and equivalent systems. She is knowledgeable with Standard Specifications, Labor Compliance, LCPTracker, Value Engineering, contract documents, technical writing, and project budget and funding. She is accomplished and energetic with a solid history of business administration and management. She has strong organization and prioritization abilities and excellent leadership skills.

Dagmar has successfully completed VMF 1: Fundamentals of Value Engineering course, which provides the basic foundation in the concepts of Value Management and has achieved then Value Methodology Associate (VMA) Certification. She has developed, processed, and edited reports and technical engineering documents for Value Engineering studies. Detailed knowledge and experience with FHWA/ADOT annual VE reports and annual FHWA audits on VE Studies to determine which workshops conducted throughout the State to determine if they met the qualifications of a Value Engineering Study.

RELEVANT EXPERIENCE

EDUCATION

Master of Science, Psychology, Grand Canyon University, 2013

Bachelor of Science, Psychology, Grand Canyon University, 2011

REGISTRATIONS

N/A

INDUSTRY TENURE

14 years

HDR TENURE

7 years

PROJECT AVAILABILITY

10%

CORPORATE RESPONSIBILITY/ CORPORATE TITLE

Project Controls Technology Manager |
Field Office Manager

CURRENT PROJECT COMMITMENTS

ADOT, I-10 GRIC GEC - 80%

OFFICE LOCATION

Arizona

ADOT, I-10 GRIC GEC | Maricopa and Pinal Counties, Arizona

Project Controls Lead. The I-10 Project corridor limits extend from the I-10/202 Traffic Interchange (TI) (Milepost 161) to south of State Route (SR) 387 TI (Milepost 187). The Project is led by the ADOT, in cooperation with the Gila River Indian Community, MAG and the FHWA. The project will widen I-10 to include one additional general-purpose lane in both directions south of Riggs Road and one additional general-purpose lane and a HOV north of Riggs Road. There are also 10 locations that will add bridges and one location that will remove a bridge. With the current funding, the Department can build some combination of the mainline and bridges at 11 locations in the corridor. In early 2023, the Department was notified that it was unsuccessful in the MEGA Grant that was applied for to supplement the current program funding. The corridor has approximately \$854 million programmed of the estimated total of \$994 million to be totally funded. The Department will look to use all of the available funds to maximize the benefit of all stakeholders. The projects in the corridor will be delivered using a combination of Design-Bid-Build (DBB) and Design-Build (DB). The DB procurement may utilize either the Design Build or P3 statute. The consultant will be an extension of the Department staff to ensure the corridor implementation is in accordance with the Five-Year Construction Program, the environmental clearances for this corridor and other policies, procedures and guidance provided by the Department.

ADOT, I-10 Bridges over Gila River Value Engineering Study | Phoenix, Arizona

Value Methodology Assistant. HDR conducted a Value Engineering (VE) study for ADOT on the I-10 Bridges over Gila River project in Gila River Indian Community. The proposed project is to replace the existing bridges that are approaching the end of their service life. The VE study consisted of a 4 day workshop that consisted of: verify or improve on the various concepts for the I-10 Bridges over Gila River project; conduct a thorough review and analysis of the key project functions using a multidiscipline, cross-functional team; and improve the value of the project through innovative measures aimed at improving the performance while reducing costs of the project. Dagmar was the VE assistant on the workshop for this \$73 million project.

ADOT, Loop 202 South Mountain Freeway GEC | Arizona

Labor Compliance and Project Controls. The South Mountain Freeway project will complete the Loop 202 from I-10 (Maricopa Freeway) to I-10 (Papago Freeway), approximately 22 miles, in the southwestern quadrant of the Phoenix metropolitan area. The roadway typical section consists of eight-lanes with three general purpose lanes and one high-occupancy vehicle (HOV) lane in each direction. The median is closed with concrete median barrier dividing the directions of travel including over 50 bridge sites (approximately 77 bridges) along the freeway corridor. Ms. Keller's responsibilities included but not limited to; e-Builder support, document control, DBE and labor compliance.

Texas Department of Transportation (TxDOT), Dallas District, US 377 from South of SH 114 to South of FM 1171 | Dallas, Texas

Value Methodology Assistant. HDR provided Value Engineering services for 3-day studies, fixed fee plus expenses, plus T&M for subject matter expertise. Bridges over Denton Creek and Denton Creek Relief project limits from South of SH 114 to South of FM 1171. Project length approximately 3.4 miles and project Cost \$119.5 million. Reconstruct and Widen US 377 from a two-lane rural minor arterial to a four-lane divided urban, raised medians, curbs, sidewalk, shared-use path, retaining wall along west side/UPRR ROW, and USACE floodplain.

North Carolina Department of Transportation (NCDOT), R-2527 Cost Containment Workshop | Montgomery County, North Carolina

Workshop Assistant. A cost containment workshop was conducted by HDR Engineering, Inc. for NCDOT on the R-2527 project located in Montgomery County. The study consisted of a 4-day workshop that was conducted virtually with a multidisciplinary team June 12-15, 2021. Workshop looked at reducing cost on the R-2527 project. Dagmar was the assistant on the workshop for this \$97.3 million project.

Lorena Piedrahita, PE | Alternative Delivery Lead



Lorena is a Project Controls / Program Manager at HDR who began as a bridge engineer. With more than 25 years of experience, she is currently serving as the GEC Project Manager for the I-17 (Flex Lanes) Improvement Project. Lorena is responsible for leading the team to manage risk, control scope, schedule and quality. Prior to the I-17 Improvement Project, Lorena managed the design quality oversight and project controls tasks for the ADOT South Mountain Freeway GEC. She enjoys working on large, challenging transportation mega-programs and collaborating with the ADOT, GEC, and Design-Build/Joint Venture teams. Lorena is extremely versatile in efficiently collecting, managing and sharing vital project data that will support a successful program. She combines technical and task/project management expertise with strong attention to project oversight and the information needs of transportation customers, stakeholders, and decision-makers. Lorena excels in establishing relationships to generate ideas and blend them into insight.

RELEVANT EXPERIENCE

EDUCATION

Master of Science, Civil Engineering,
University of New Mexico, 1998

Bachelor of Science, Civil Engineering,
University of New Mexico, 1996

REGISTRATIONS

Professional Engineer - AZ, #42765

INDUSTRY TENURE

27 years

HDR TENURE

24 years

PROJECT AVAILABILITY

10%

CORPORATE RESPONSIBILITY/ CORPORATE TITLE

Project Controls/ Program Manager

CURRENT PROJECT COMMITMENTS

ADOT, I-17 Flex Lanes - 70%

ADOT, I-10 GRIC - 5%

ADOT, P3 T07 General Services - 3%

ACA/KPMG Broadband - 2%

OFFICE LOCATION

Arizona

ADOT, I-17 Improvements (Flex Lanes) GEC | Arizona

Project Manager. Lorena is currently serving as the GEC Project Manager for the I-17 Improvement Project. The Project scope includes 15 miles of widening, Anthem Way to Black Canyon City, 8 miles of Flex Lanes from Black Canyon City to Sunset Point, 10 bridge widenings and 2 bridge replacements, and a three-year operations and maintenance of the Flex Lanes segment. The project is being delivered as a Public-Private-Partnership. The Agreement between ADOT and the Developer is for the Developer to design, build, operate and maintain certain capital improvements to an existing section of I-17 which has been identified as a key commerce corridor. As the GEC Project Manager, Lorena is responsible for leading the team to manage risk, control scope, schedule, and quality. She works collaboratively with ADOT to ensure critical tasks move forward towards resolution.

ADOT, Loop 202 South Mountain Freeway GEC | Arizona

Project Controls Manager. Lorena served as the Project Controls Manager for the \$1.7B project. The 22-mile South Mountain Freeway will provide a long-planned direct link between the East Valley and West Valley and a much-needed alternative to I-10 through downtown Phoenix. Lorena first served as the GEC Design Quality Manager wherein she conducted oversight of the quality program implemented by

the Developer. She coordinated the design reviews by the GEC team and worked with them to identify areas where the Developer had quality concerns and implemented processes to mitigate deficiencies. She then transitioned into the role of Project Controls Manager where she led the Project Controls Team to monitor and control project work, schedule, quality, risks, and cost. Through this role, she worked directly for the ADOT Management staff daily to help navigate the contract, issue change orders, and help circumvent issues that arose. Lorena sets the foundation for meeting expectations for project monitoring, controls, and quality, and is the voice of the entire team to escalate issues quickly to ADOT and GEC management, foster communication at all levels, and resolve issues to the benefit of the entire project.

ADOT, P3 Program Management Services | Arizona

Advisory Support. HDR is serving as technical advisor to the Arizona Department of Transportation (ADOT) Alternative Delivery and Major Projects Division (ADMP) and specifically the P3 Initiatives Office. Lorena is supporting the efforts the Division is leading to establish procedures, develop and modify guidelines, and identify and evaluate potential projects. Current tasks include:

- National Electric Vehicle Infrastructure (NEVI) deployment P3
- Updates to the ADOT P3 Guidelines and CMAR

Process Guide

- Rest Area Truck Parking Integrated Design Build Procurement
- SR 88 emergency repair CMAR procurement
- Truck Parking CMAR procurement (2)

Arizona Commerce Authority Broadband Equity, Access, and Deployment (BEAD) Program Interchange | Arizona

Project Manager. The Arizona Commerce Authority (ACA) is implementing the BEAD program to expand high-speed Internet access by funding planning, infrastructure deployment, and adoption programs in Arizona. The BEAD program aims to bridge the digital divide by providing funding to eligible entities for the deployment of broadband infrastructure in unserved and underserved areas in Arizona. HDR, as a subconsultant to KPMG, is assisting with environmental and historic preservation (EHP) advisory services, providing guidance and reviewing submittals to ensure compliance with the National Environmental Policy Act (NEPA) and the National Historic Preservation Act (NHPA). Lorena is serving as HDR's Project Manager.

Greg Lingor, PE | Structures Lead



Greg is a senior bridge engineer and project manager with extensive experience in the design and rehabilitation of bridges. He has served as the bridge lead on many signature projects including system interchanges. ADOT has relied on Greg for more than 20 years to manage projects, predominantly bridge rehabilitation and replacement projects with challenging issues and prominent stakeholders. These projects have included elements such as new and temporary ROW, utility relocations, IGAs, JPAs, sensitive environmental resources, individual 404 permits, and challenging phasing and MOT. While a majority of Greg's projects have been traditional design-bid-build, many have been design-build and Construction Manager at Risk (CMAR). Greg has extensive on-call experience including managing on-call contracts and managing dozens of on-call tasks over the past two plus decades. A majority of these have been ADOT projects.

RELEVANT EXPERIENCE

EDUCATION

Master of Science, Civil Engineering (Structures), University of Arizona, 1997

Bachelor of Science, Civil Engineering (Structures), University of Arizona, 1993

REGISTRATIONS

Professional Engineer - Civil, AZ #33998, CO #0045569, NV #015330

Professional Engineer - Structural, UT, No. #6937405-2203

INDUSTRY TENURE

31 years

HDR TENURE

7 years

PROJECT AVAILABILITY

10%

CORPORATE RESPONSIBILITY/ CORPORATE TITLE

Senior Bridge Project Manager

CURRENT PROJECT COMMITMENTS

ADOT, I-10 GRIC GEC - 5%
ADOT, SR30 71st Ave to SR202L - 20%
Golden Gate, Bridge Inspection - 15%
Golden Gate, Suspension Span Seismic Retrofit - 10%

OFFICE LOCATION

Arizona

ADOT, US 60 Queen Creek Bridge Replacement Constructability Review | Arizona

Project Manager. Through the alternative delivery on-call contract, Greg led the development of a constructability report for the replacement of a historic steel arch bridge with a new 4-span steel plate girder bridge. This expedited assignment focused on cost reduction, reviewing the validity of the proposed construction schedule, evaluating the recommended phasing/sequencing, offering input on anticipated contractor means and methods, evaluating construction access including suggesting new alternatives, evaluating possible construction staging and stockpiling areas, confirming ROW needs, finalizing environmental footprint, confirming utility impacts and reducing project risk. The report was completed on schedule and budget.

ADOT, I-15 Virgin River Bridge No. 1 | Arizona

Project Manager. This project, which recently won the AZ ACEC and AZ APWA project of the year, was a CMAR delivered bridge replacement project that now has the longest steel plate girder span in Arizona at 340 feet. Greg's technical background as a bridge engineer made him uniquely qualified to manage this project. Greg led the team in delivering the design of this project on schedule and within budget despite challenging elements including an individual Section 404 permit, utility relocations, R/W acquisitions and ADOT's first ever on-site revegetation plan to offset

impacts to designated wetlands. This project involved numerous key stakeholders such as private property owners, developers, utility companies, BLM, FHWA, USACE and environmental agencies. Greg also worked with ADOT and FHWA to successfully obtain the increased 5% Federal share due to innovation.

ADOT, I-17 Airport Road TI UP | Arizona

Project Manager. This project included the scoping, final design and PDS phases for the replacement of the J.W. Powell bridge over I-17 within the City of Flagstaff. The bridge typical section considered widening to an ultimate typical section to address future improvements consisting of a large medical campus and changes to the local street network. The span configuration and bridge layout considered the future widening of I-17. MOT was critical on this project due to high weekend volumes on I-17 and being directly adjacent to the Flagstaff Pulliam Airport, SR 89A, and Fort Tuthill Park. Replacement of the bridge required raising the profile and modifications to J.W. Powell, including an existing roundabout. Stakeholder coordination was paramount to success and included the City, airport, and Coconino County, among others. The project was completed on schedule and within budget.

ADOT, PDOC, SR 89A Pumphouse Wash Bridge | Arizona

Project Manager. This project consisted of the rehabilitation of the historic and nearly 100-year

old Pumphouse Wash Bridge on SR 89A in Oak Creek Canyon. The project, which was phased with challenging MOT conditions, replaced the deck and included various other superstructure and substructure rehabilitation activities including scour mitigation and pier enhancements. Greg led the ADOT/ consultant blended team design that included public sensitivity, unique environmental conditions, challenging MOT conditions, and coordination with two other ADOT projects in the vicinity. Close coordination with numerous environmental agencies and the Coconino National Forest was key to developing proper mitigations and obtaining the environmental clearance. The project design was completed on schedule and within budget.

ADOT, Bridge and Drainage On-Call Contract (Three Contracts) | Arizona

Project Manager. Greg managed the overall on-call contracts and nearly every assigned task. Tasks included managing the scoping and final design of bridge replacement projects designed in-house by ADOT; and managing the scoping and final design of bridge rehabilitation projects consisting of scour retrofits, girder repairs and deck replacements. These projects were located throughout the state and were completed on schedule and budget.

Michael Barton, PE | Traffic Lead



EDUCATION

Bachelor of Science, Civil Engineering,
University of Arizona, 1987

REGISTRATIONS

Professional Engineer - Civil, AZ #25955
Professional Traffic Operations Engineer,
#1496

INDUSTRY TENURE

38 years

HDR TENURE

20 years

PROJECT AVAILABILITY

20%

CORPORATE RESPONSIBILITY/ CORPORATE TITLE

Tucson Office Principal

CURRENT PROJECT COMMITMENTS

MCIP Stone Ave BRT | Tucson | 40% Ruby
Road TI | ADOT | 5%

OFFICE LOCATION

Arizona

Mike Barton has 38 years of professional experience in leading multimodal transportation projects through planning, design, and construction. Most of his projects have included intensive community involvement and stakeholder outreach to develop implementable projects with community consensus. He has served numerous clients both locally and nationally. In addition to his management experience, his technical expertise also includes traffic engineering and transit, for which he has developed agency design manuals; conducted research; presented at national conferences; and has contributed to publications.

Additionally, Mike has served as project manager for numerous on-call traffic engineering projects for the City of Tucson, Pima County, ADOT, New Mexico Department of Transportation, and the Michigan Department of Transportation. Mike served as the Chair of the Other Signals Task Force, Signals Technical Committee, of the National Committee on Uniform Traffic Control Devices that developed Chapter 4F.

RELEVANT EXPERIENCE

ADOT, I-19 - Ruby Road & Rio Rico Drive | Arizona

Project Principal. HDR is providing professional design services for the design concept and preliminary design to evaluate and recommend operational improvements at the Ruby Road TI and along the I-19 frontage roads from Ruby Road to Rio Rico Drive.

ADOT, SR 101L General Purpose Lanes, 75th Ave to I-17 Value Engineering | Arizona

Traffic Task Lead. The HDR team conducted a VE session to review the SR101L, 75th Avenue to I-17, General Purpose Lanes design recommendations. The VE team developed 7 recommendations resulting in potential savings of \$4.97M.

ADOT, I-10 Ina Road TI to Ruthrauff Road TI | Arizona

Project Principal. Preparation of a DCR, EA, and implementation plan for the described section of I-10 and to derive fundable projects for inclusion in future ADOT Five-Year Highway Construction Programs, while conducting public involvement activities to ensure local and agency concurrence with the proposed long-range plan. This plan and concept included an environmental evaluation of TI alternatives and preparation of a NEPA document with a determination of any impacts and mitigation for a preferred action.

City of Tucson, Sun Link (Tucson Modern Streetcar) | Tucson, Arizona

Program Manager. In this role, Mike was fully embedded with the City of Tucson and was responsible for oversight of planning, environmental, and program management services for the Tucson Modern Streetcar project. The \$196 million Sun Link project is the single largest construction project the City of Tucson has undertaken. Because the City is also receiving funding through the Federal Transit Administration (FTA) New Starts Exempt program, the project required stringent oversight and transparency. To deliver the project efficiently, and within schedule and budget, the client elected to hire a program manager: HDR. As project manager, Mike led the project's development from its inception in 2004 and has been the lead consultant in virtually all aspects of the project. The result has been a resounding success. The FTA is now referring other streetcar project teams to HDR to learn how to skillfully manage similar projects, along with their funding and political challenges. The 3.9-mile modern streetcar line opened for operations in July 2014.

ADOT, I-10 Mainline Widening, Congress to 29th Street | Arizona

Traffic Engineer. HDR served as the corridor manager responsible for coordinating the preparation of final Plans Specifications and Estimates (PS&E) environmental documentation and Post Design Services for this \$213 million project that reconstructed a 6.5-mile section of I-10 from Prince Road to 29th

Street. As of February 2010 this was the largest single project bid in ADOT history.

ADOT, SR 189 International Border to Grand Avenue Mariposa Port of Entry DCR/EA | Arizona

Project Manager. This project was a 3.75-mile primary arterial roadway that links the US - Mexico border crossing with I-19 and Grand Avenue in Nogales, Arizona. HDR completed included a DCR; 30% design plans; Traffic Operations Analysis report; Change of Access report; Alternatives Selection report; Draft and Final EA/Finding of No Significant Impact; public involvement; environmental technical reports for air quality, noise, hazardous materials, Clean Water Act Section 404/401 permitting, and biological and cultural resources; and air quality Regional Conformity Analysis.

ADOT, P3 Program Management, South Mountain Freeway | Arizona

Task Manager. Mike participated in developing the procurement package for the South Mountain Freeway project, including performance-based Technical Provisions development. Mike also assisted with the developer original evaluations, shortlisting, and ultimately selection. He worked with ADOT to development the project's 30-year maintenance requirements and final hand-back requirements at completion. Mike assisted ADOT with reviewing and responding to developer ATCs, response to developer questions, preparing addendums.

Ted Smithwick, PE | Roadway Lead



Ted specializes in managing rural and urban roadway projects varying in size and complexity. Ted has worked with ADOT for over 18 years and has worked with the Alternative Delivery and Major Projects team at ADOT for over two years. As an Arizona native, Ted has spent his entire career working on projects in the Phoenix Metro area and around the state. As a Project Manager, Ted is focused on the project's schedule and building consensus among all stakeholders by listening to their goals and objectives.

RELEVANT EXPERIENCE

EDUCATION

Masters, Business Administration (Leadership), Arizona State University, 2010
Bachelors, Civil Engineering, University of Arizona, 2007

REGISTRATIONS

Professional Engineer - Civil, AZ, US, #52634

INDUSTRY TENURE

18 years

HDR TENURE

2 years

PROJECT AVAILABILITY

20%

CORPORATE RESPONSIBILITY/ CORPORATE TITLE

Area Highway and Roads Business Class Leader

CURRENT PROJECT COMMITMENTS

ADOT, T0558 I-19 Ruby Road - 15%
ADOT, Supplemental Part-Time Project Manager - 10%

OFFICE LOCATION

Arizona

ADOT, I-40 and I-17 Truck Parking Expansion | Arizona

Subject Matter Expert. Ted is serving as Subject Matter Expert for Arizona's first Integrated Design Build project. Truck parking facilities provide a location for truck drivers to take their short- and long-term rest breaks, as required by Federal law. Truck parking, or the lack thereof, has been a concern raised by the trucking industry for over ten years. Recent planning studies completed by ADOT evaluated potential solutions to address truck parking concerns in Arizona. Seven locations have been identified for improvement including Parks and Haviland on I-40, and Christensen and Sunset Point on I-17. ADOT used the Integrated Design Build method which includes qualifications based selection, the design-build team will design and build the project, the design-build team works directly with ADOT to develop the conceptual and final design, and the design-build team prepares a fair market price validated by an independent cost estimator.

FDOT, I-95 at 45th Street DDI VE Study | Palm Beach County, Florida

Subject Matter Expert. Served as DDI SME during a VE workshop focused on converting an existing diamond interchange to a DDI to support increased travel demand and adjacent development. The VE study, conducted in May 2022, accounted for a newly permitted mixed-use development at the southeast corner of the interchange, including a gas station,

hotel, and 374-unit apartment complex. Identified that ROW costs exceeded construction costs and contributed to a revised geometric concept that minimized impacts while preserving operational performance. Used 3D true-to-scale modeling to confirm design feasibility and support a VE proposal recommending signage-based speed control to maintain safety and reduce footprint. The accepted proposal resulted in over \$5M in construction savings on the \$33M project.

ADOT, SR 88 CMAR procurement | Arizona

Technical Advisor. Ted served as a technical advisor to ADOT Alternative Delivery and Major Projects Division (ADMP) and specifically the P3 Initiatives Office. Along with ADOT's P3 legal advisors, we will work together to assist the Division in establishing procedures, developing, and modifying guidelines, identifying, and evaluating potential projects, procuring projects, advising on issues related to the P3/Major Projects program and its projects, and other related activities. We will also advise on legislative and policy initiatives, emerging technology, and revenue generation opportunities.

ADOT, Burnt Well and Meteor Crater Truck Parking Expansion | Arizona

Subject Matter Expert. Ted served as a Subject Matter Expert for two truck parking expansion projects. Ted developed several initial concepts for ADOT's consideration that examined constructability,

cost, and truck turning movements at these two rest areas, in both directions. Ted's team extensively considered truck turning movements and how to best use pavement areas. Furthermore, HDR evaluated multiple pavement structural sections to provide ADOT options as the project advanced.

Florida Department of Transportation (FDOT), I-95 at Hypoluxo Road DDI VE Study | Palm Beach County, Florida

Subject Matter Expert. Served as DDI Subject Matter Expert during a VE workshop for the full reconstruction of the I-95 at Hypoluxo Road interchange. Contributed technical input on ramp geometry, profile optimization, and bridge configuration to address site constraints including rail corridor impacts. Supported development of multiple VE proposals focused on reducing construction complexity, minimizing temporary structures, and improving operational performance. Collaborated with the VE team, FDOT, and design consultants to present findings and recommendations for implementation.

Dan Pfeifer, PE | Drainage Lead



Dan brings 15 years of experience managing flood mitigation and flood control design across disciplines including 1D/2D hydraulics, floodplain modeling, storm drain systems, bridge scour analysis, and scour mitigation. At HDR, he has led large-scale drainage studies such as the I-10 Gila River Bridges 2D analysis, the final design of the SR 303L/I-10 System TI, as well as multiple detailed on-call drainage design projects. Dan is highly experienced in coordinating with local and federal agencies, guiding teams through complex drainage challenges both on and off site. He combines broad field experience with advanced software expertise in HEC-RAS (1D/2D), HEC-HMS, FLO-2D, XP-SWMM, Civil 3D, and other modeling platforms, providing ADOT practical, technically sound solutions for floodplain and drainage design.

RELEVANT EXPERIENCE

EDUCATION

Bachelor of Science, Civil Engineering,
Northern Arizona University, 2008

REGISTRATIONS

Professional Engineer AZ US #54445

INDUSTRY TENURE

17 years

HDR TENURE

17 years

PROJECT AVAILABILITY

20%

CORPORATE RESPONSIBILITY/ CORPORATE TITLE

Area Transportation Hydraulics Business
Class Lead

CURRENT PROJECT COMMITMENTS

ADOT, SR 30/SR 202L System TI Final
Design: 15%

OFFICE LOCATION

Arizona

ADOT, SR 30: SR 303L to SR 202L L/DCR & EA | Arizona

Drainage Lead. Dan served as the Drainage Lead for a L/DCR and EA for \$1.2B of new urban freeway in the southwest Phoenix metropolitan area totaling 14 miles in length. Conceptual design focused on physical, environmental, operational, geometric and political constraints. Study included nine service interchanges and one system interchange and crossed three cities and the Agua Fria River.

ADOT, I-10/SR 303L System TI | Arizona

Drainage Engineer. HDR, as a major design subconsultant, provided roadway designs for the I-10/SR 303L system interchange including constructability reviews; drainage design hydrologic analysis and hydraulic design; earthwork modeling; and design of three structures including PS&E; and the Final Bridge Selection Report. Along with a FLO2D assessment of the Pecos Road alignment, Dan developed the offsite drainage system for the western leg of the alignment. Dan's previous XPSWMM analysis of the I-10 Onsite system was utilized as the basis of design for connection to the I-10 connection as well. He also developed the final design of all main line drainage infrastructure including fly over ramps, detention facilities and storm water pump stations.

ADOT, South Mountain Freeway L/DCR & GEC | Arizona

Drainage Engineer. HDR assessed the 22-mile South Mountain Freeway Corridor and completed an EIS and L/DCR for ADOT. The Record of Decision signed March 5 2015 by the FHWA granted the final approval

necessary for ADOT to begin the process of acquiring ROW to complete the design and begin construction of the 22-mile-long freeway to serve the metro Phoenix region.

ADOT, I-10 Gila River Crossing - Modeling for Resilience Program | Arizona

Project Manager/Lead Drainage Engineer. As a trusted advisor to ADOT, Dan led the development of the first detailed 2D model of the I-10 Gila River Bridges. The assessment included development and assessment of various bridge configurations and conditions including raising and widening of the bridge. Work included a scour assessment and sediment yield analysis to further ascertain the existing conditions and support the development of a preferred alternative for final design.

ADOT, Highway Enhancements for Safety On-Call | Arizona

Project Engineer. Project Engineer for this task involved with preparing final design plans of northern and western Arizona rumble strip installation, preparing a project assessment, and final design plans for ramp operational improvements at the I-10/I-8 System TI; preparing a project assessment and final design plans for a new roundabout at the intersection of US 60 and Vicksburg Road; and preparing erosion control plans for an ADOT-designed project on SR 86.

ADOT, I-17: Improvement Project GEC | Arizona

Drainage Lead. HDR is providing GEC services for this project to Sunset Point to widen I-17 to three lanes in both directions between Anthem and Black Canyon City, approximately 16 miles. There will also be two "flex" lanes added to the southbound side between Black Canyon City and Sunset Point, approximately 7 miles. ADOT will be delivering this project using the design, build, operate and maintain alternative project delivery method utilizing the statutes governing public private partnerships in transportation. Dan worked closely with ADOT staff to develop the design parameters and criteria for the project including bridge hydraulics, scour protection requirements and floodplain assessment.

ADOT, I-15: Virgin River Bridge No. 1 | Arizona

Quality Control Support. This project is a CMAR delivery project, which when completed, will have the longest steel plate girder span in Arizona at 340 feet. HDR delivered the design of this project on schedule and within budget despite challenging elements including an individual Section 404 permit, utility relocations, ROW acquisitions, and ADOT's first ever on-site revegetation plan to offset impacts to designated wetlands. The team also worked with ADOT and FHWA to successfully receive the increased 5% Federal share on this project.

James Truong PE | Procurement Lead



EDUCATION

Bachelor of Science, Civil Engineering,
California State Polytechnic University,
1999

REGISTRATIONS

Professional Engineer - Civil - AZ US
#48285

Professional Engineer - Civil - CA US
#64270

INDUSTRY TENURE

26 years

HDR TENURE

15 years

PROJECT AVAILABILITY

10%

CORPORATE RESPONSIBILITY/ CORPORATE TITLE

TBG Procurement Cross Sector Service
Director

CURRENT PROJECT COMMITMENTS

FrontRunner 2X PDB, UDOT, 50%

ADMP Template Support, ADOT, 20%

OFFICE LOCATION

California

James has more than 26 years of experience as a roadway drainage, transportation, and procurement engineer. He currently serves as the National Procurement Director, leading the efforts in the development of alternative delivery concepts for project delivery of transportation projects on both the local and national level. He has participated and led the various phases of the procurement process, from the identification of project risk and creation of risk mitigation measures used to establish the foundation for the procurement process to the creation of the RFQ and RFP documentation as well as submittal evaluation criteria used for shortlisting and contract award. He brings procurement experience and in particular alternative delivery procurement experience, including working mainly on procurement projects for approximately the past 12 years. He has worked on procurement projects in 12 states with construction values totaling approximately \$10B. Clients have used the procurement documents that James has developed to form the basis of their procurement documents for future projects. He has been responsible for the management and/or design of drainage, sewer, roadway, and highway improvements, along with the preparation of the associated technical reports. His experience includes delivery of complex projects through conventional means as well as Design-Build.

RELEVANT EXPERIENCE

ADOT, Loop 202 South Mountain Freeway GEC | Arizona

Procurement Advisor. James' responsibilities included the management and preparation of the DB technical provisions. He assisted with the development of other procurement documents including the RFQ and ITP, working directly with ADOT and FHWA. He also assisted ADOT with answering proposer questions, preparing addenda, and in the evaluation process of the proposals.

ADOT, P3 Program Management Statewide | Phoenix, Arizona

Procurement Advisor. HDR is assisting ADOT to initiate its P3 goals procedures and processes. Under a three-year contract with extension options the team's initial task involves the creation of policies, objectives and procedures to guide the P3 program. It will be a dynamic process that will be strengthened as new challenges and opportunities present themselves. Additional tasks include project assessment, contract negotiation, gaining public acceptance and managing contracts.

ADOT, I-10, GRIC GEC | Phoenix, Arizona

Procurement Advisor. The Interstate 10 (I-10) Improvement Project (Project) is located within Maricopa and Pinal County in Arizona. The I-10 Project corridor limits extend from the I-10/202 Traffic Interchange (TI) (Milepost 161) to south of State Route (SR) 387 TI (Milepost 187). This project is located within Maricopa and Pinal Counties in Arizona. The I-10 corridor limits extend from the I-10/202 TI (Milepost 161) to south of SR 387 TI (Milepost 187).

The Project is led by ADOT, in cooperation with GRIC, the Maricopa Association of Governments (MAG), and FHWA. The Corridor includes four projects that will widen I-10 to include one additional general purpose lane in both directions south of Riggs Road, and one additional general purpose lane and a high occupancy vehicle (HOV) north of Riggs Road. There are also six interchanges and four crossroads. All 10 locations will require bridge work (either rehabbing/widening or new construction) and all six interchanges will be improved. All four projects in the Corridor are currently fully funded.

ADOT, CMAR Manual Update | Arizona

Procurement Advisor. Update CMAR Manual to reflect latest best practices and insert ADMP Division into processes.

ADOT, I-40 and I-17 Rest Area Truck Parking Expansion | Arizona

Procurement Advisor. James provided procurement advise to advance the procurement of ADOT's first Integrated Design Build (IDB) project. ADOT used the Integrated Design Build method which includes qualifications-based selection, the design-build team will design and build the project, the design-build team works directly with ADOT to develop the conceptual and final design, and the design-build team prepares a fair market price validated by an independent cost estimator.

City and County of Honolulu Department of Transportation Services, Ala Wai Bridge | Honolulu, Hawaii

Procurement Advisor. Realizing new connections between previously distinct neighborhoods, the Ala Wai Bridge is a game-changing Complete Streets project serving greater Waikiki and Moiliili in the heart of urban Honolulu. Minimizing impacts to surrounding stakeholders and historic resources is a critical strategy for gaining community support, as well as expediting the environmental assessment and overall project schedule. Creative thinking in procurement and funding strategies further supports the project's aggressive schedule.

City and County of Honolulu HART Program Management Support Consult Contract | Honolulu, Hawaii

Procurement Advisor. James's responsibilities included the management and preparation of the design-bid-build procurement documents. He was also responsible for providing resources to develop and manage the procurement documents development and assisting HART with answering proposer questions and preparing addenda. The intent of this project is to relocate both wet and dry utilities from Ka'a'ahi Street, Nimitz Highway and Halekauwila Street in advance of the City Center Guideway and Stations (CCGS) contract.

Rachel Bernhard, PE, CVS | Value Engineering Team Leader



Rachel is a Professional Engineer and Certified Value Specialist® with over 11 years of industry experience. As HDR's National Director of Value Engineering and Project Risk Management, she facilitates value engineering (VE), cost and schedule risk analysis (CSRA), and combined cost risk assessment and value engineering (CRAVE) workshops to enhance projects of all sizes. Rachel has led or served as a key team member for more than 150 VE and risk workshops for multiple agencies and municipalities across the United States and Canada. Her approach to VE brings specialized knowledge that reduces project costs and improves performance. At the same time, she brings flexibility, which is essential for workshop success.

RELEVANT EXPERIENCE

EDUCATION

Bachelors, Biological Systems Engineering, Iowa State University, 2016

Bachelors, Global Resource Systems, Iowa State University, 2016

REGISTRATIONS

Professional Engineer, Washington, No. 22002073

Certified Value Specialist (CVS) (Value Engineering), US, #202308001

INDUSTRY TENURE

11 years

HDR TENURE

8 years

PROJECT AVAILABILITY

20%

CORPORATE RESPONSIBILITY/ CORPORATE TITLE

Value Engineering/Project Risk Management Director

CURRENT PROJECT COMMITMENTS

SEPTA Heavy Maintenance Facility 10%;
North Carolina DOT NC 27 Freedom Drive 15%; Minnesota DOT Trunk Highway 25%

OFFICE LOCATION

Washington

Utah Department of Transportation (UDOT), I-15 Reconstruction from Farmington to Salt Lake City | Salt Lake City, Utah

Value Engineering & Risk Analysis. Rachel facilitated a VE workshop and a risk analysis update on this \$2.8 billion reconstruction project. UDOT will improve safety, replace aging infrastructure, improve mobility for all travel modes, strengthen the state and local economy, and better connect communities along I-15. The Design-Build project includes reconstructing five general purpose and one high occupancy toll lane in each direction, auxiliary lanes, numerous interchange and cross street reconfigurations, and improving pedestrian and bicycle facilities. Rachel led the VE team through the VM Job Plan to identify 21 alternatives to the baseline concept that could potentially add value to the project, either through improved performance, cost savings, or a combination of both. Rachel and the VE team developed complimentary combinations of individual VE recommendations into two VE strategies for implementation that incorporated risk management strategies and identified \$100 million in potential cost savings and 12% value improvement. Months later, she led the assembled team of subject matter experts to identify, update, quantify, and develop mitigation strategies for 190 risks that could impact project cost or schedule.

Texas Department of Transportation, State Loop 335, Segment D | Amarillo, Texas

Value Engineering Lead. Rachel led the VE team, as facilitator, through the VM Job Plan to identify 15 alternatives to the \$573.35 million baseline concept

that could potentially add value to the project. TxDOT will improve safety and accommodate future economic and community growth in Amarillo. Project components include providing adequate freight clearances to ensure industrial, commercial, and hazardous materials can be safely transported. Rachel led the team to identify \$50.12 million dollars in cost savings and improved performance by 54% by combining several VE recommendations into a VE strategy.

Colorado Department of Transportation, US 24 Widening from Garrett to Woodmen | Colorado Springs, Colorado

Value Engineering Lead. Rachel led the VE team, as Facilitator, through the VM Job Plan to identify 15 alternatives to the \$82.7 million baseline concept that could potentially add value to the project, either through improved performance, cost savings, or a combination of both. Colorado DOT will address regional and local mobility with this interim project to enhance the level of service, implement access control, and increase safety for all users. Rachel led the team in developing several VE recommendations that addressed CDOT's \$33 million funding gap. Notably, an optimized pavement section that utilized existing subgrade resulting in approximately \$11.8 million savings.

Florida's Turnpike Enterprise/Florida Department of Transportation, Turnpike Widening from North of SR 60 to South of Clay Whaley Road | Osceola County, Florida

Value Engineering Lead. Rachel facilitated a

CRAVE on this \$1.55 billion project. Florida's Turnpike Enterprise (FTE) will widen approximately 45 miles of the Turnpike Mainline (SR 91) to add capacity that will accommodate future traffic volumes of freight and passenger vehicles linked to the projected growth in population and industry. The assembled team of subject matter experts led by Rachel identified 42 independent risks that carry both potential schedule and cost impacts to the project, then developed 14 VE recommendations to add value to the project.

Minnesota Department of Transportation, US 12 from I-494 to Wayzata | Wayzata and Minnetonka, Minnesota

Value Engineering Lead. Rachel led the VE team, as Facilitator, through the VM Job Plan to identify 15 alternatives to the \$48.5 million baseline concept that could potentially add value to the project, either through improved performance, cost savings, or a combination of both. Project components include pavement restoration, bridge repair, replacement of impacted Regional Transportation Management Center infrastructure, ADA improvements to extend the structure life and improve rideability for the traveling public. Rachel led the team to combining several recommendations into a VE strategy that could improve performance by 21 percent when implemented. A notable construction staging recommendation reduced the construction duration by one season to reduce roadway user costs by \$44 million.

Andrew Flecky

Infrastructure Mavens | Independent Construction Expert



Andrew has worked in the Arizona contracting industry for 22 years. Andrew's expertise and primary focus is on Detailed Cost Estimating. He has a B.S. in Business and experience in estimating construction on urban freeway, city streets, private developments, airports, bridges, grading, paving (AC and PCCP), storm drains, water/sewer, erosion control, roadway electrical, signing/stripping, landscaping, and FMS. Andrew is professionally organized, detail-oriented and is especially adept at recognizing current market conditions for the owner to anticipate construction costs. Additionally, Andrew is highly experienced in CMAR, Design-Build alternative delivery methods. He has successfully completed projects for the Arizona Department of Transportation, Maricopa and Pima Counties, and the cities of Avondale, Buckeye, Casa Grande, Coolidge, Chandler, Glendale, Gilbert, Mesa, Phoenix, Queen Creek, Scottsdale, and Tempe.

RELEVANT EXPERIENCE

EDUCATION

Bachelor of Science, Business, Arizona State University, 2016

INDUSTRY TENURE

9 years

HDR TENURE

4 years

PROJECT AVAILABILITY

20%

CORPORATE RESPONSIBILITY/ CORPORATE TITLE

Manager / Independent Construction Expert

CURRENT PROJECT COMMITMENTS

ADOT | US 180 Five Mile Bridge - 3%;
ADOT | 2020-003 - US 60 (35th Ave / Indian School) - 3%; ADOT - I-10 Kino to Country Club GEC - 10%; ADOT US95, Imperial Dam Rd, Wellton-Mohawk - 3%; ADOT | SR30 - Tres Rios: 97th Ave to 71st Ave - 5%; ADOT - US93 - Vista Royale - 5%; Municipal On-Calls | Various - 23%.

OFFICE LOCATION

Arizona

ADOT, I-10 Kino TI to Country Club TI GEC Team | Tucson, Arizona

Cost Estimating / Constructability Reviews.

This is the reconstructing of I-10 to three general purpose lanes in each direction through the project limits. Improvements at Kino Parkway will include reconstructing the existing partial cloverleaf Kino Parkway TI, replacing overpass structures at Ajo Way and Tucson Diversion Channel, and replacing the Kino Parkway structure over I-10. Two new eastbound ramps will be constructed to resolve weaving issues along eastbound I-10 between Park Avenue and Kino Parkway. The Palo Verde Road TI will be removed and replaced with a new diamond traffic interchange at Country Club Road; this also includes a new westbound entrance ramp from Alvernon Way. Structures will be replaced at Country Club Road, Irvington Road and Palo Verde Road. Pima County is expanding the Kino Sports Complex which includes coordination of the Forgeus Avenue undercrossing of I-10. Country Club Road will be widened to five lanes north of the TI to Milber Street. The box culvert extension under Country Club Road will include the reconstruction of the Julian Wash Greenway trail ramps.

ADOT, I-17 and I-40 Rest Area Tuck Parking | Various Locations throughout Arizona

Independent Construction Expert. Maximize parking spaces at five rest areas (seven parking sites); deliver a cost-effective, durable, and low-maintenance project:

- Parks, I-40 MP 181 (EB & WB)
- Christensen, I-17 MP 324 (NB & SB)
- Sunset Point, I-17, MP 252

- Haviland, I-40, MP 23 (EB)
- McGuireville, I-17 MP 296 (SB)

ADOT, I-19 Irvington TI - Value Engineering Study | Tucson, Arizona

Cost Estimator & Constructability Review.

Add one general purpose lane in each direction to Irvington Road approaching and departing from the new Irvington Road UP. The existing Irvington Road UP structure will be demolished and replaced with a new structure to accommodate the proposed Partial Cloverleaf Interchange (ParClo) configuration. I-19 under the structure will not be improved, but the structure will accommodate future improvements identified in the DCR.

ADOT, SR 303 I-10 to SR 30 Value Engineering Study | Phoenix, Arizona

Cost Estimator & Constructability Review.

Proposed southerly extension of State Route Loop 303 (SR303L) from Interstate 10 (I-10) to the future SR30 freeway in the vicinity of Maricopa County Route 85 (MC85). Project begins at the future SR30 system traffic interchange (TI) and proceeds approximately four miles north to Van Buren Street. The project involves the ultimate construction of a 10-lane divided, access-controlled urban freeway that provides four general purpose lanes and a High Occupancy Vehicle (HOV) lane (4+1) in each direction between I-10 and the proposed SR30 freeway near MC85 and for SR30. The project includes a freeway-to-freeway system interchange between SR303L and the future SR30 north of the Gila River.

ADOT, Regional Transportation Plan Freeway Program 2022 Estimate Updates | Arizona Independent Construction Expert.

Manage RTPFP program (scope, schedule and budget) on remaining projects in RTPFP of Prop 400. The selected Management Consultant shall develop semiannual program certification for RTPFP. Update and maintain MAG RTP program cost estimates (for design, R/W, and construction) and evaluate their effects on cash flow and revenue projections. Establish MAG RTP construction segments costs and descriptions. Develop and maintain program delivery schedule. Perform/update Cost Risk and Value Engineering Assessment. Review segment designers construction cost estimate. Provide Audit support. Prepare or support in preparing MAG Expenditure Report/Project Cards.

City of Peoria, 67th Ave Widening Pinnacle Peak to Happy Valley Rd | Peoria, Arizona

Independent Cost Estimating. This project was to improve 67th Avenue from Pinnacle Peak Road to Happy Valley Road. The work consisted of roadway widening, bike lanes, median left turn lanes, curb and gutter, sidewalk, street lighting, intersection improvements, regional and on-site storm drainage system, landscaping, utility relocations, and waterline relocations.

Date: October 8, 2025

TO: ALL INTERESTED PARTIES

SUBJECT: AMENDMENT NUMBER 01

REFERENCE: REQUEST FOR QUALIFICATIONS
CONTRACT NUMBER: 2026-008
CONTRACT DESCRIPTION: ON-CALL ALTERNATIVE PROJECT DELIVERY AND VALUE
METHODOLOGY ADMINISTRATION CONSULTANT(S)
STATEWIDE LOCATIONS

The following revisions are made to the referenced Request for Qualifications (RFQ) package:

SECTION IX - Standards of Conduct And Conflict of Interest in the RFQ package referenced above, has been revised as follows:

To review the ECS Guidelines, Section 1.08, for all Standards of Conduct and Conflict of Interest statutes and policies, use the following link:

<https://azdot.gov/sites/default/files/2019/06/ecs-consultant-contract-manual.pdf>

SECTION XIV - Payment Report Format in the RFQ package referenced above, has been revised as follows:

To review the Cost Plus Fixed Fee by Task Order Payment Report Format, use the following link:

<https://azdot.gov/sites/default/files/2025-09/20xx-xxx%20000-PR%20Format%20%28CPFFTO%29%209%2025%20.xlsx>

SECTION XVIII - Contract Boilerplate in the RFQ package referenced above, has been revised as follows:

To review the Cost Plus Fixed Fee by Task Order sample contract, use the following link:

https://azdot.gov/sites/default/files/2025-10/20xx-xxx%20510-Original%20Contract%20%28CPFFTO%20RC_RN%29-Rev%20Aug%202025-posted.pdf

The following question has been asked in reference to the above Request for Qualifications package:

Question No. 1: Would ADOT consider extending the deadline for RFQ 2026-008 On Call Alternative Project Delivery and Value Methodology Admin Consultants Statewide Locations submittal?

Answer No. 1: The SOQ Submittal due date remains the same as the original RFQ.

Jennifer Workman

Jennifer Workman

Contract Manager

Engineering Consultants Section

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

HDR Engineering, Inc.

CONSULTANT NAME

Jason R. Toth

SIGNATURE

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

Email from AZ UTRACS Confirming Bidder's List

RESENT: (COPY of) Bidders List for HDR Engineering, Inc.

A

ADOT Business Engagement and Compliance Office<BECO@azdot.gov>
To: PHXMarketing
Cc: ContractorCompliance@azdot.gov

  Reply  Reply a

CAUTION: [EXTERNAL] This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

HDR Engineering, Inc., AZUTRACS Number: [10491](#) has submitted a Bidder/Proposer list for **2026-008** on 10/15/2025 at 9:00 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
AZTEC Engineering Group, Inc.	501 N. 44th Street Phoenix, AZ 85008	Other	M	10+ years	\$10 million to \$50 million	Non-DBE	541330
Corral Design Group, Inc.	4632 S. 36th St Phoenix, AZ 85040	Hispanic American	M	10+ years	\$500,000 to \$1 million	DBE	541320
Ethos Engineering, LLC	9180 South Kyrene Rd Tempe, AZ 85284	Hispanic American	M	10+ years	\$1 million to \$2 million	DBE	541330
Infrastructure Mavens, LLC	21001 N. Tatum Blvd., Suite 1630-603 Phoenix, AZ 85050	Caucasian	M	10+ years	Less than \$500,000	Non-DBE	813920
Iteris, Inc.	1700 Carnegie Ave., Suite 100 Santa Ana, CA 92705	Other	M	10+ years	\$50 million to \$100 million	Non-DBE	334290
JE Fuller/Hydrology & Geomorphology	8400 S. Kyrene Road, Suite 201 Tempe, AZ 85284	Caucasian	M	10+ years	\$5 million to \$10 million	Non-DBE	541620
Kuniklo Corporation	10000 N. 31st Avenue, # C100-140 Phoenix, AZ 85051	Hispanic American	F	10+ years	\$500,000 to \$1 million	DBE	541611
Point Engineers, LLC	7600 N. 16th Street, Suite 202 Phoenix, AZ 85020	Caucasian	M	10+ years	\$1 million to \$2 million	Non-DBE	541330
Rider Levett Bucknall Ltd	4343 E. Camelback Road Phoenix, AZ 85018	Caucasian	M	10+ years	\$10 million to \$50 million	Non-DBE	541330
T2 UES, Inc.	19621 N 23rd Dr Phoenix, AZ 85027	Other	M	4-7 years	More than \$100 million	Non-DBE	541330
Tam Consulting Services LLC	4520 Jenkins Drive Plano, TX 75024	Asian-Pacific American	M	8-10 years	\$1 million to \$2 million	DBE	541611
United Civil Group Corp.	2803 N. 7th Avenue Phoenix, AZ 85007	Caucasian	F	10+ years	\$500,000 to \$1 million	DBE	none 541330

Please Note

Above is the email I received from AZ UTRACS. I entered the NAICS codes into the AZ UTRACS Bidder's List several times, and in the confirmation emails the NAICS Code column said "none" for all of our entered subs. I re-opened my list several times, re-adding the NAICS codes. I responded to the confirmation email asking what could be done about the email not capturing the NAICS codes, and I had a response from Austin Granado (see right), on how to deal with the "technical glitch". I opened my submitted list one more time, noticed that the NAICS codes were captured, and clicked the "resend email" button, and this time the email had captured all the NAICS codes except for the one that belongs to United Civil Group Corp. Per the email, which told me to "note them (the NAICS codes) separately", I have typed United Civil Group Corp NAICS code in next to the word "none" in the NAICS code column on the bottom row.

Re: ***HELP*** ADOT 2026-008 - ON-CALL ALTERNATIVE PROJECT DELIVERY AND VALUE METHODOLOGY ADMINISTRATION
CONSULTANT(S)

CAUTION: [EXTERNAL] This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Sharon,

No worries, this looks like it may be a technical glitch in our system that we have seen before. If this causes you bid to be late, please refer the necessary parties to us.

I will recall the bidders list for you to input the NAICS again - please note them separately in case this issue occurs again and resubmit this list.

Sincerely,



Austin Granado
AZ UTRACS SUPPORT
ARIZONA DEPARTMENT
OF TRANSPORTATION

CONSULTANT INFORMATION PAGES (CIP)CONTRACT NO.: 2026-008 On-Call Alternative Project Delivery & Methodology Administration Consultant(s)CONTACT PERSON: Jason Fort, PEE-MAIL ADDRESS: Jason.Fort@hdrinc.comTITLE: Arizona/New Mexico Area Operations ManagerCONSULTANT FIRM: HDR Engineering, Inc.ADDRESS: 20 E. Thomas Road, Suite 2500CITY, STATE, ZIP: Phoenix, Arizona 85012TELEPHONE: 602.522.7700FAX NUMBER: 602.522.7707UNIQUE ENTITY ID# (FROM SAM WEBSITE): KX5CXFY15J86ADOT CERTIFIED DBE FIRM? (YES/NO) ☒ NO

SUBCONSULTANT(S):	TYPE OF WORK	ADOT CERTIFIED DBE FIRM (YES/NO)
Corral Design Group, Inc.	Landscape & Aesthetics	Yes
Ethos Engineering, LLC	Geotechnical Engineering & Field Inspections	Yes
Infrastructure Mavens, LLC	Cost Estimating, Constructibility Reviews	No
Iteris, Inc.	Traffic, MOT, Lighting	No
JE Fuller	Hydrology, Geomorphology	No
Kuniklo Corporation	Business Engagement & Compliance	Yes
Point Engineers	Roadway, Structures, Utilities	No
Rider Levett Bucknall, Ltd.	Project Controls, Scheduling, Claims Support	No
T2 UES, Inc. d/b/a T2 Utility Engineers	Utility Mapping	No
TCS Engineering	Owner Verification Testing & Inspection	Yes
AZTEC Engineering dba TYP SA Inc.	Engineering Environmental Consulting	No
United Civil Group	ITS Design	Yes

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

SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	Corral Design Group, Inc.
CONTACT PERSON:	Edward Corral
E-MAIL ADDRESS:	ecorral@corraldesigngoup.com
TITLE:	President
ADDRESS:	4632 S. 36th Street
CITY, STATE ZIP:	Phoenix, AZ 85040
TELEPHONE:	602.222.9822
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	D2PBVZ6LJM9

SUBCONSULTANT FIRM NAME:	Ethos Engineering, LLC
CONTACT PERSON:	Keith Dahlen
E-MAIL ADDRESS:	kdahlen@ethosengineers.com
TITLE:	Principal/Senior Geotechnical Engineer
ADDRESS:	9180 South Kyrene Rd #104
CITY, STATE ZIP:	Tempe, AZ 85284
TELEPHONE:	602.573.0000
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	QQGVC86EHVA5

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

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

SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	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:	Iteris, Inc.
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

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SUBCONSULTANT(S) TABLE:

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

SUBCONSULTANT FIRM NAME:	Kuniklo Corporation
CONTACT PERSON:	Patti Olds
E-MAIL ADDRESS:	patti@kuniklo.com kailee@kuniklo.com
TITLE:	President / CEO
ADDRESS:	10000 N. 31st Ave
	#C100-140
CITY, STATE ZIP:	Phoenix, AZ 85051
TELEPHONE:	623.505.4855
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	20-0029870

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SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	POINT Engineers, LLC
CONTACT PERSON:	Brian Riley, PE
E-MAIL ADDRESS:	briley@pointengineers.com
TITLE:	Senior Vice President
ADDRESS:	7600 N. 16th Street, Suite 202
CITY, STATE ZIP:	Phoenix, AZ 85020
TELEPHONE:	602.814.0652
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	VK5BKQCMCS69

SUBCONSULTANT FIRM NAME:	Ryder Levett Bucknall Ltd.
CONTACT PERSON:	Josh Marks
E-MAIL ADDRESS:	josh.marks@us.rlb.com
TITLE:	Principal
ADDRESS:	33 W Congress St
	Suite 215
CITY, STATE ZIP:	Tucson, AZ 85701
TELEPHONE:	520.777.7581
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	F10133420

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

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

SUBCONSULTANT(S) TABLE:

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

SUBCONSULTANT FIRM NAME:	Tam Consulting Services, LLC
CONTACT PERSON:	Weng On Tam, PE
E-MAIL ADDRESS:	wengontam@tcsengineering.com
TITLE:	President
ADDRESS:	4520 Jenkins Drive
CITY, STATE ZIP:	Plano, TX 75024
TELEPHONE:	512.535.8623
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	RVWSKPJ5KZJ9

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SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	TYPsa Inc. dba AZTEC Engineers
CONTACT PERSON:	Tim Mahon
E-MAIL ADDRESS:	TMahon@typsa.com
TITLE:	Vice President
ADDRESS:	501 N. 44th Street
	Suite 300
CITY, STATE ZIP:	Phoenix, AZ 85008
TELEPHONE:	480.510.2415
FAX NUMBER:	602.454.0403
UNIQUE ENTITY ID #:	F8UEAZAM19A3

SUBCONSULTANT FIRM NAME:	United Civil Group Corporation
CONTACT PERSON:	Sarah Simpson
E-MAIL ADDRESS:	sarah@unitedcivilgroup.com
TITLE:	President
ADDRESS:	2803 N. 7th Ave
	Suite 16
CITY, STATE ZIP:	Phoenix, AZ 85007
TELEPHONE:	602.265.6155
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	N69JMV4ZLDM5

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DBE GOAL ASSURANCE/DECLARATION

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

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



Signature

October 15, 2025

Date

Jason Fort, PE

Printed Name

Arizona/New Mexico Area Operations Manager

Title

SOQ SUBMITTAL CHECKLIST

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

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

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