PART A INTRODUCTORY LETTER



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October 15, 2025

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

Re: Statement of qualifications (SOQ) for On-Call Alternative Project Delivery and Value Methodology Administration - Contract No. 2026-008

Dear Selection Committee,

Wilson & Company, Inc., Engineers & Architects (Wilson & Company) in collaboration with our trusted subconsultants, is pleased to submit our Statement of Qualifications for Arizona Department of Transportation (ADOT) On-Call Alternative Project Delivery and Value Methodology Administration Consultant(s) contract. We have assembled a team that represents the very best of Arizona's consulting community, reinforced by Wilson & Company's national experience in alternative delivery and value engineering. By combining local expertise with national reach, we can offer ADOT a fully integrated, highly responsive team capable of addressing every facet of this contract.

This team was intentionally built to provide ADOT with unmatched depth and breadth of resources. Our subconsultants bring specialized skills in cost estimating, schedule review, risk assessment, and value engineering, each selected for their history of delivering successful projects for ADOT and their proven expertise in their respective fields. By uniting these firms under one contract, ADOT will always have immediate access to a deep bench of professionals ready to provide timely, high-quality solutions.

At the core of our team is Todd Cencimino, Contract Manager (AZ #36634), who is 100% committed to the success of this contract. With a track record of delivering high-profile projects for ADOT and agencies across the nation, Todd brings not only technical expertise but also a proven ability to coordinate large, multi-disciplinary teams and keep task orders on schedule and on budget. This leadership is central to our approach: ensuring clear communication, consistent responsiveness, and proactive management on every assignment.

Steven Salazar, PE (AZ #49895), Senior Vice President, will serve as the Project Principal for this contract. Steve has signature authority and is ultimately responsible for all task order assignments. He has the authority necessary to commit resources and fulfill contractual obligations.

We view this opportunity as more than a contract; it is an extension of our long-standing partnership with ADOT. While this contract has no DBE goal and Wilson & Company is not itself a DBE, our team has been structured to include talented firms from across Arizona that will provide the responsiveness you need, the expertise you expect, and the reliability you deserve. We are ready to mobilize quickly, deliver seamlessly, and provide ADOT with confidence that every task order will be supported by the right expertise at the right time.

We appreciate your consideration and look forward to continuing our work with ADOT to deliver successful projects.

Respectfully,

Steven Salazar, PE Project Principal

Senior Vice President, West Region

Todd Cencimino, PE

Contract/Project Manager

Civil Practice Lead, West Region

Engineering Consultants Section SOQ Proposal Certifications Form

Contract #: 2026-008	Consultant Name:	Wilson & Company, Inc., Engineers & Architects
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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 tim	specific Certification form attached to each RFQ advertised, as revisions to the form may occur from time to e. Failure to sign and submit the certification form specified in the RFQ with the SOQ proposal will result in SOQ proposal being rejected.
	omission 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.
	ereby certify that I have read and agree to adhere to the fifteen (15) statements above and/or that the statements are to the best of my knowledge as a condition of award of this contract.

Print Name:	Steven Salazar, PE		Title:	Senior Vice President/Project Principal
	A		_	
Signature:)	_ Date:	October 15, 2025
-				<u> </u>

ARIZONA DEPARTMENT OF TRANSPORTATION ENGINEERING CONSULTANTS SECTION PARTICIPATION IN BOYCOTT OF ISRAEL - CONSULTANT CERTIFICATION FORM

ADOT ECS Contract No.: 2026-008

This Certification is required in response to legislation enacted to prohibit the State from contracting with companies currently engaged in a boycott of Israel. To ensure compliance with A.R.S. §35-393, this form must be completed and returned with any response to a solicitation (SOQ), Contract Cost Proposals, and Contract Time Extensions. The Consultant understands that this response will become public record and may be subject to public inspection.

Please note that if <u>any</u> of the following apply to this Solicitation, Contract, or Contractor, then the Offeror <u>shall</u> 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:

Address

Phoenix

City

- 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 <u>not</u> include boycotts prohibited by 50 United States Code Section 4842 or a regulation issued pursuant to that section. *See* A.R.S. §35-393.03.

In compliance with A.R.S. §§35-393 et seq., all offerors must select one of the following:

	The Company submitting this Offer <u>does not</u> 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.
	The Company submitting this Offer <u>does</u> participate in a boycott of Israel as described in A.R.S. §§35-393 <i>et seq</i> .
	Exempt Solicitation, Contract, or Contractor. Indicate which of the following statements applies to this Contract: Solicitation or Contract has an estimated value of less than \$100,000; Contractor is a sole proprietorship; Contractor has fewer than ten (10) employees; and/or Contractor is a non-profit organization.
	n & Company, Inc., Engineers & Architects
Con	pany Name Signature of Person Authorized to Sign
110 N	North 44th Street, Suite 460 Steven Salazar, PE

Printed Name

Title

Senior Vice President/Project Principal October 15, 2025

Date

State

85008

Zip

ΑZ



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:

ADOT ECS Contract No: 20XX-XXX

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

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

	The Company submitting this Offer does not use, and agrees not to use during the term of the contract, any of the following:						
	Forced labor of ethnic Uyghurs in the People's Republic of China;						
X	Any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China; or						
	 Any Consultants, Subconsultants, or suppliers that use the forced labor or any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China. 						
	The Company submitting this Offer <u>does</u> participate in use of Forced Uyghurs Labor as described in A.R.S. § 35-394.						
	Exempt Consultant. Indicate which of the following statements applies to this Consultant (may be more than one): □ Consultant is a sole proprietorship; □ Consultant has fewer than ten (10) employees; and/or □ Consultant is a non-profit organization.						
/ilson (& Company, Inc., Engineers & Architects						
40 N	Company Name Signature of Person Authorized to Sign						
TO NO	rth 44th Street, Suite 460 Steven Salazar, PE Address Printed Name						
hoenix							
City	State Zip Title						

PART C EVALUATION CRITERIA

1. Contract Understanding and Approach

Arizona Department of Transportation (ADOT) is soliciting consultant services for Alternative Project Delivery (APD) and Value Methodology Administration (VMA) under this contract. This contract will primarily serve the ADOT Construction and Materials Group and Major Projects Group. The primary functions required by the selected team(s) will be to provide a full-service GEC team to support APD such as public private partnerships (P3), design-build (DB), construction manager at risk (CMAR), and progressive (integrated) design-build (PDB) methods of delivery, and to facilitate and provide subject matter expertise for value engineering.

A-B | Approach • Special issues • Major tasks Project understanding

The Wilson & Company GEC Team will serve as an extension of ADOT staff, providing expertise and support across a wide range of project delivery and construction management activities. Our GEC Team will support and advise ADOT Major Projects on matters related to APD.

Our team brings extensive experience which can support ADOT throughout every phase of the procurement process. We provide strategic evaluation and guidance during contractor selection and proposal review by assessing qualifications, staffing and equipment plans, schedules, and overall value. Drawing from decades of GEC and construction support experience, we also prepare accurate, data-driven construction cost estimates and models, and provide practical recommendations on construction phasing, traffic control, and constructability to help streamline delivery and minimize risk.

During project development and delivery, our team will support ADOT with assessing and monitoring risk assessments, facilitating issue resolution strategies, and performing value analysis studies balance cost and schedule efficiency with longevity and constructability. Our team will further assist in negotiations with contractors, provide claims review and evaluation, and supplement ADOT staff with specialized consultant support services as needed.

The Wilson & Company GEC team can be assigned multiple concurrent projects and will include activities such as in-person office collocation, site visits, active participation in meetings with the ADOT technical staff, designers, and contractors, and providing ongoing technical guidance to promote project efficiency, minimize risks, and maintain project goals. Through these services, our team will provide independent and objective advice to support successful project results for ADOT.

Understanding of major tasks

The major tasks associated with this contract as described in the RFQ scope of work include the following:

1. Provide APD Contract Administration

General tasks related to APD contract administration may include preliminary design, risk assessments, stakeholder coordination, developing request for qualification (RFQ) and request for proposal (RFP) documents, assisting with the selection of CMAR contractors or DB teams, design oversight, preparing independent cost experts, schedule analysis, constructability reviews, issue resolution, claims analysis, and other related activities. Our approach to addressing these general tasks are further described in **Table 1**.

2. Prepare Value Engineering Studies

General tasks related to VE studies may include information gathering, project analysis, function analysis and FAST diagram, brainstorming and idea generation, value proposal development, and presentation of the VE study findings.

Understanding of special issues and approach to mitigation strategies | Table 1, on the following page, describes our approach to dealing with special issues likely to be encountered through this on-call contract, and potential mitigation strategies to address them.

Understanding of technical elements | GEC Design-Phase

Oversight and Reviews | Our Contract manager will match the project with the most qualified task manager and assemble a multidisciplinary GEC review team comprised of Wilson & Company and key subconsultant experts. The team will cover all disciplines related to the project construction, but will generally include roadway, drainage, and traffic reviewers at a minimum. We understand that prompt responses to design review requests are critical to maintaining the DB or CMAR project schedule. Our team is experienced with ADOT's established comment resolution process and tailors each review to address technical accuracy, constructability, and contract compliance. When appropriate, we also provide "for-information-only" (FIO) feedback to add insight and enhance project value. Having worked for DB and owner, we have demonstrated experience to make sure contract language meets the intent.

Conduct Construction | Cost Analysis and Estimating utilizing construction industry experienced cost estimators and cost history data to evaluate costs for project estimates, construction change orders, claim evaluations and CMAR Guaranteed Maximum Price (GMP)s. Our team will develop and maintain a parallel cost model to the APD designer/contractor team to ensure true product market value.

Conduct Schedule Analysis and Control | Our team will support ADOT with the evaluation of construction progress, payment reports, delay claims and monitoring efficiency of construction activities and contractor workflow.



Why Wilson & Company?!

Industry leader in APD | Wilson & Company has established ourselves as an industry leader in Alternative Delivery and Innovative Contracting. We are an active participant in the Design-Build Institute of American (DBIA), with Certified Design-Build Professionals and have presented to the DBIA Transportation Conference on numerous occasions. We co-authored with the Colorado Department of Highways and the University of Colorado the "Project Delivery Selection Matrix;" a methodology for determining the appropriate method of delivery for transportation projects that is now being used by state DOTs throughout the country. We recently completed with the Colorado Department of Highways, a comprehensive manual on the use of CMAR/CMGC delivery and worked with the Colorado Department of Transportation (CDOT) to re-write their Design-Build Manual.

Robust ADOT-focused blended team | Wilson & Company is supported by several of the strongest ADOT-focused prime firms in Arizona (Jacobs/Stanley/TYLin), as well as a broad cast of specialty firms providing individuals with unique expertise and value to round out this blended power team. We are proud of our history, culture, and talented staff focused on establishing strong client and teaming partner relationships while fostering a collaborative working environment to experience mutual success through shared ownership.

Constructability Review | Provide constructability review of project plans and bid documents in parallel with compliance reviews. Our team has highly experienced members familiar with ADOT requirements and standards who will be able to provide excellent support to ADOT in achieving ADOT delivery goals.

Innovation | ADOT has committed a focus toward practicing innovation as a key component for using alternative delivery. Our team will partner with ADOT, designers, and contractors to foster innovation and creative flexibility to minimize impacts, control costs, and improve quality and safety.

Performance-Based Practical Design (PBPD) | Our team has provided design services to ADOT, and other DOTs around the country for decades, allowing us the opportunity to gain a widespread variety of technical knowledge of roadway, structures, drainage, traffic signals, active transportation, signing, marking, and lighting design. Utilizing a combination of local, state, and federal design standards along with experience delivering successful transportation projects all over the United States, we will approach each design with an open mind using a PBPD approach that allows flexibility but still ensures compliance while providing the safest facilities possible.

Understanding of institutional elements | APD Contract

Administration – Our team understands the solicitation and procurement process for the administration of contracts via the APD methods used by ADOT, as well as ADOT's standard specifications, and ADOT's boilerplate Design-Build RFQ/RFP, the CMAR model, and ADOT's Design-Build Procurement and Administration Guide. Our all-encompassing team's combined experience qualifies us to assist ADOT with interpretations of rules and confirms the proper execution of projects procured utilizing those documents.

When ADOT determines that a construction project will be procured through one of the APD methods such as, Public Private Partnership (P3), Design Build (DB), Progressive (Integrated) Design Build (PDB), or Construction Manager at Risk (CMAR) the Department may issue a Task Order to the selected consultant to serve as General Engineering Consultant (GEC) to assist in the development process and the construction administration process. Our GEC team will serve as an extension of ADOT's staff, providing expertise and support across a wide range of project delivery and construction management activities.

Value Engineering - ADOT applies the systematic VE process of review and analysis in its diligent effort to (1) provide the needed functions safely, reliably, and at the

Table 1. Approach to special issues

Table 1. Approach to special issues					
Wilson & Company team approach to special issues	Mitigation strategies for proven success				
Commitment to serving as an extension to ADOT and aligning with your goals in developing a delivery strategy tailored to unique project needs, with a focus on defining and executing a win-win project outcome.	Conduct a thorough risk assessment and to support a project delivery determination to establish the appropriate delivery method. Emphasize flexibility and best practices to align with ADOT's objectives.				
Establish a comprehensive scope and define clear expectations for all involved parties through multi-level consensus collaboration.	Adopt a proactive approach to clearly define expectations through contract language to minimize disputes and provide dispute resolution parameters.				
Define a clear basis of design and engineering judgment framework requirements in contract documentation.	Identify project-specific areas requiring unique special provisions. Provide clarity and detail to avoid claims and confirm high-quality designs.				
Encourage innovation through conceptual design and promote performance based practical design (PBPD) opportunities while limiting design to a conceptual level.	Avoid prescriptive requirements that limit creativity and value engineering opportunities. Allow contractors flexibility to propose innovative solutions.				
Develop an owner utility management plan to document all utilities and contacts, identify high risk utilities, determine early stage risk mitigation.	Accurately map high-risk utilities to promote innovative designs that limit impacts. Staff utility engineers to streamline coordination and relocations. Provide contract language outlining who holds the risk of delay and costs, and inaccuracies.				
Identify long lead time materials, potential phases, and other third-party delay contributors and develop strategies to identify or allocate risk.	Require that contractors provide a project schedule and outline metrics to encourage accurate phasing with aligned resource allocation. Thoroughly review initial schedules and progress schedules.				
Enforce execution of contractor/designer QA/QC processes and confirm adherence.	Incentivize QA/QC compliance rewarding reduced review times and approved plans.				
Streamline efficient submittal reviews through collocation, technical workgroup meetings, and daily OTS coordination reviews. Require a detailed review process in the Quality Management Plan.	Pair designers with GEC counterpart for real-time collaboration. Document submittals meet requirements to minimize rework and frustration.				
Strengthen contractor's IQF process and benchmark against the project's overall QA/QC plan expectations.	Tie IQF outcomes to the project management plan (PMP) and incentivize compliance to reduce paperwork and minimize rework potential.				
Enhance quality of contract administration by integrating task into project initiation from the outset.	Assign a single contract administrator to oversee the project. This unified approach confirms early dispute resolution and seamless integration through design and construction.				
	Commitment to serving as an extension to ADOT and aligning with your goals in developing a delivery strategy tailored to unique project needs, with a focus on defining and executing a win-win project outcome. Establish a comprehensive scope and define clear expectations for all involved parties through multi-level consensus collaboration. Define a clear basis of design and engineering judgment framework requirements in contract documentation. Encourage innovation through conceptual design and promote performance based practical design (PBPD) opportunities while limiting design to a conceptual level. Develop an owner utility management plan to document all utilities and contacts, identify high risk utilities, determine early stage risk mitigation. Identify long lead time materials, potential phases, and other third-party delay contributors and develop strategies to identify or allocate risk. Enforce execution of contractor/designer QA/QC processes and confirm adherence. Streamline efficient submittal reviews through collocation, technical workgroup meetings, and daily OTS coordination reviews. Require a detailed review process in the Quality Management Plan. Strengthen contractor's IQF process and benchmark against the project's overall QA/QC plan expectations.				

lowest overall cost; (2) improve the value and quality of the project; and (3) reduce the time to complete the project. Value Engineering "Analysis", or "Study", or "Workshop" are fundamentally interchangeable; however, the process may change slightly depending on the project delivery method, but the goals remain the same. Our experienced team members have served ADOT and multiple other DOT's on VE studies/workshops for a variety projects.

Value for Money Analysis - Our team understands that selecting a delivery method for transportation projects depend on several potential factors. Sometimes an alternative delivery method is chosen purely based on subjective preference by public or political influences. However, we can support ADOT management by modeling

scenarios to determine the apparent best-value delivery method. We will perform cost risk assessments (CRA)s for each delivery method utilizing a value for money analysis tool to assist ADOT in making informed decisions for best value in cost and schedule while minimizing related risks.

Understanding of APD Methods

Table 2 details our team's understanding of each of the alternative delivery methods that this contract will support, unique characteristics, and key benefits based on our team's experience delivering such relevant projects.

Table 2 APD Methods

Table 2. APL	Methods		
APD Methods	Wilson & Company Team Understanding	Unique Delivery Characteristics	Key Benefits
P3	A long-term contractual agreement between a public agency and a private entity, where the private sector assumes significant responsibility and risk for project financing, design, construction, operation, and/or maintenance.	 Private financing and lifecycle risk transfer Long-term performance-based contracts Often includes Design-BuildwFinance-Operate-Maintain (DBFOM) Payment mechanisms tied to performance 	 Accelerates project delivery despite funding limitations Transfers risk to private sector Encourages innovation and costefficiency over the project lifecycle Provides predictable long-term costs and service levels
Our risk n	nanagement and value analysis advisor, Ken Smith,	served as GEC Contract Manager on ADOT's largest	P3 project, SR 202L South Mountain Freeway
DB	A single entity is responsible for both design and construction under one contract, streamlining communication and accountability.	 Overlaps design and construction phases Early contractor involvement in design Single point of responsibility Typically selected through best-value or qualifications-based procurement 	 Reduces project delivery time Enhances innovation through integrated design and construction Minimizes owner coordination efforts Reduces claims and change orders
Wilson &	Company has been involved in over \$4B in Design-E	Build projects over the past decade.	
PDB	A collaborative, two-phase form of Design-Build where the owner selects a design-builder early based on qualifications, and design and price are developed progressively with open-book transparency.	 Early selection based on qualifications Phase 1: collaborative design and cost development Phase 2: agreement to construct at negotiated price Open book estimating and cost validation 	 Promotes collaboration and transparency Allows flexibility during early design Reduces risk of cost overruns through shared validation Builds trust between owner and design-builder
Wilson &	Company delivered the Red Lodge Area Flood Repai	rs project through PDB to implement flexibility and a	accelerate delivery.
CMAR	The agency contracts with a Construction Manager (CM) during design, who provides preconstruction services and later acts as the general contractor during construction, assuming cost and schedule risk.	 Early CM involvement in design Guaranteed Maximum Price (GMP) established prior to construction Owner retains design contract Open-book cost accounting 	 Improves cost control through early collaboration Allows design flexibility before GMP or multiple GMPs Minimizes change orders and delays Promotes teamwork between designer, owner, and contractor
Wilson &	Company co-authored CDOT's DB and CMAR proced	lures manual, which are currently used on all Colora	do alternative delivery projects.

C | Working schedule

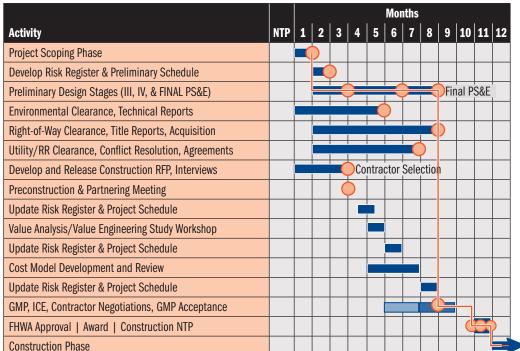
The schedule charts shown on the following page below identify critical activities and key milestones associated with typical CMAR project delivery and DB project delivery respectively. Our GEC team will be responsible for driving these schedules to meet project objectives. Upon initiating each project task order, our team will refine the development schedule in collaboration with ADOT management.

Based on our team's experience supporting DOT's delivery of APD projects, we have implemented the following strategies to maintain schedule and proactively avoid

- Identify critical path items to mitigate and avoid risks to schedule delays.
- Execute our proactive risk management approach to mitigate potential schedule risks.

- Assess environmental conditions early to incorporate potential seasonal surveys.
- Verify right-of-way needs as early as possible and initiate acquisition activities.
- Identify utility conflicts early and engage owners to facilitate avoidance criteria or relocation plans.
- Engage appropriate third party agency stakeholders early to avoid potential consensus disputes.
- Consider advanced milestone opportunities to accelerate activities and eliminate schedule hold points.
- Facilitate early decision-making protocol with an understanding of getting the "right people in the room" the first time Continuous proactive communication with ADOT and stakeholders for clear forward direction.

Exhibit 1. Typical CMAR schedule







Added Scope Without Schedule Delays

Several of these strategies were used on the Improve I-70, Project #2 to accelerate RFP advertisement after MoDOT directed our GEC team to combine 5 corridor-wide projects into one DB project procurement. Wilson & company scaled up our team to combine projects, advance procurement documents, perform additional survey, utility potholing, drainage analysis, traffic analysis, and environmental analysis that was not originally included in the original project scope.

Exhibit 2. Typical DB schedule

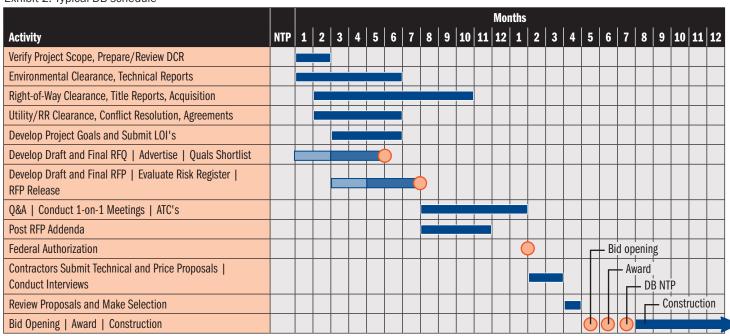


Exhibit 3. Typical VE Study/Workshop Schedule



D. Approach and methodology for value analysis, risk analysis, risk assessment and value engineering Exhibit 4. SAVE international

Value analysis | Value engineering

Value Analysis (VA) focuses on evaluating a proposed project from multiple perspectives to make sure that the costbenefit ratio is justified and supported by maximizing the return on investment. Value Engineering (VE) seeks to achieve equal or better functionality at equal or reduced costs without compromising the project's performance or quality. Both terms are used somewhat interchangeably; however, VE focuses more on constructability, materials, and methods rather than capacity investments.

Our team will propose a phased VA/VE approach to project delivery, ensuring that ADOT's investments are maximized and aligned with available budgets. In most cases, the VE will occur at Design Concept Report (DCR) Stage or Stage II (30%) Design Stage. The study approach for initial concepts in the DCR Stage will be somewhat different from a 30% Design Stage. Although the perspective and the Work Plan may be slightly different, the process and the objectives do not change.

In advance of the VE Study Workshop, we will conduct a strategy meeting between the ADOT VQA Manager and our VE Team Leader to develop the Work Plan, Workshop duration, and schedule.

The anticipated tasks for the VA/VE will follow the Value Methodology as defined by Society of American Value Engineers/ SAVE International protocol requirements, including evaluating key project functions, analyzing cost models, and preparing FAST and follow the process diagram (Exhibit 3):

Risk assessment

On any APD, effective risk mitigation strategies are imperative to project success. A comprehensive approach involves the identification, assessment, and proactive management of potential risks that could impact the project scope, schedule, and budget. The identified risks are categorized based on their significance and probability, prioritizing the mitigation

or retirement of those with the most detrimental impact on the project. One key strategy is to conduct thorough risk assessments early in the project life cycle, considering factors such as regulatory approvals, environmental considerations, utility relocations, and unforeseen site challenges. Engaging in open communication and collaboration among project stakeholders fosters a culture of risk awareness and responsiveness. Our approach focuses on the art of appropriate risk identification and mitigation progress monitoring. We will host a series of risk discussions with key stakeholders including ADOT, designers, contractors, and potentially impacted third-party agencies. Fostering communication with the right staff is essential to gain a meaningful understanding of risks.

Proactive risk management approach | Our team will develop a prioritized list of potential critical risks, updated weekly, to help ADOT management focus on the most pressing issues. This supports timely action and effective mitigation. Our team will implement a robust risk management framework that aligns with the project and agency goals. Our efforts will focus on the following responsibilities:

- Develop and maintain risk registers for all development phases.
- Prepare, implement, and monitor risk response actions.
- · Actively participate in risk management meetings and monitor progress in implementing mitigation measures

Our team fits the risk mitigation strategy to fit the project: every project and program is unique. One of the first steps in the risk mitigation phase is to customize our Risk Register Spreadsheet to suit the projects goals. Utilizing Excel as the basis for our tool allows us to be agile with a living document that can be modified throughout the life of the project as needs evolve. See **Exhibit 5** for an example Risk Register. We have used this tool on alternative delivery projects from \$30m to \$600m to track, mitigate, and retire risks based on priority.

This approach methodology integrates both qualitative and quantitative analyses to provide a robust understanding of project risk exposure.

Quantitatively, we employ tools such as Monte Carlo simulation or sensitivity analysis to evaluate the probabilistic range and values of

RISK INFORMATION		RISK ASSESSMENT						
SMART Risk Description	Type of Risk	Impact to Project Goals Low - Med - High 0 - 3 - 6	Effort to Allocate Risk Low - Med - High 0 - 3 - 6	of Risk (If no action taken) 0.0 - 1.0	Risk	Risk Assessment	Risk Response Strategy	
Fuel prices fluctuate, and the price of fuel at the time of proposal may change before the award and throughout the project. The cost of project delivery may be affected over the life of the project. If Contractor assumes the risk, extra risk cost will be added to the contract.	Performance, Cost	3	2	0.75	4.5	GREEN	Accept	
Contractor experience difficulty in firm price commitments from suppliers and subcontractors on some items due to market volatility. Obtaining firm prices may cause inflated prices.	Performance, Cost	4.5	4	0.75	13.5	YELLOW	Accept	
Current market conditions are leading to substantial wait times and reduced availability of materials. This could lead to increased prices to obtain materials or lead to schedule impacts.	Cost, Schedule	5	4	0.75	15	YELLOW	Mitigate	1
Risk of snow in March and November could overlap with I-44 construction operations. Maintenance and snow removal would overlap with active work zones and temporary barriers.	Performance	2	2	0.25	1	GREEN	Mitigate	
Design exceptions are expected to be requested by multiple Contractors during the proposal development. The DES may be	Performance,	3	1	1	3	GREEN	Mitigate	ľ

Exhibit 5. Risk register sample

cost and schedule outcomes. This allows us to identify risk drivers and quantify contingency requirements. Qualitatively, we develop mitigation and monitoring strategies emphasizing early resolution of potential design uncertainties and contractual risks in procurement stages, and active management of construction and performance risks during execution. The result is a dynamic, living risk management framework that supports informed decision-making, optimizes resource allocation, and enhances overall project certainty throughout the life cycle of the alternative delivery project

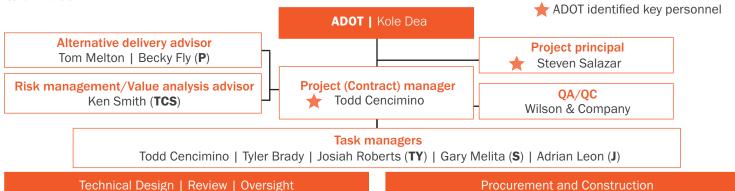
01	Pre-workshop preparation phase
02	Information phase
03	Function analysis phase
04	Creativity phase
05	Evaluation phase
06	Development phase

value methodology

Presentation phase

2. Project team

Our organizational structure is built around a fully integrated, blended team approach that combines Wilson & Company's national GEC experience with the proven local expertise of our subconsultants. Each firm on our team has been carefully selected for their depth of experience supporting ADOT. This structure allows us to function as one cohesive unit; where national best practices meet local insight; to deliver practical, timely, and high-quality results. By drawing on both in-house resources and specialized subconsultant expertise, we maintain the flexibility and bench strength to respond immediately to task order needs, regardless of complexity or schedule. This collaborative framework allows the right experts to be engaged at the right time, fostering seamless communication, efficiency, and accountability across all disciplines. Full resumes for all personnel listed in the organizational chart can be found in **Part D Attachments**, required qualifications for all personnel, including ADOT-identified key personnel, can be found in **Table 3**.



Subconsultant team:

Stanley (S) | Parsons (P) | Jacobs (J) | TY Lin (TY) | RHA (RHA) | Infrastructure Maven (I) | KB Dispute Resolution (KB) | T2 | TCS | Ethos | Corral Design Group

Structures

Kooi-Lim Hoe (**TY**)
Dan Shiosaka (**S**)

Traffic

Natalie Carrick (S)

Landscape

Corral Design Group

Environmental

Anahita Behrad

Value Engineering

★ Patrice Miller (RHA)
Craig Fraint

Maintenance of Traffic

Anil Mudigonda (**J**) Trent Thatcher

Roadway

Stephen Bryan Alex Gonzalez (**J**)

Geotechnical

Ethos

Drainage

Peng Zhang Michael Martinez (**P**)

Specifications

Karen Hobbs (S)

Construction Cost Estimator

★Phil Elsworth (**P**)
Judah Cain (**J**)

Construction Schedule Reviewer

Adam Ellard (J)

Risk Assessment

★Garrett Hummel

Independent Construction Expert

Andy Flecky (I)

Procurement Documents

Chad Andrews (**TY**)
Tyler Brady

Constructability

Al Kattan (**P**)
Madhu Reddy (**TY**)

Procurement & Claims Specialist

Ken Beehler (KB)

Utility Coordination/ Locating

T2

Right-of-Way/Survey

Wilson & Company

Construction Admin.

Wilson & Company

A. Project Principal | Steven Salazar, PE



As a Senior Vice President for Wilson & Company West Region and the project principal, Steven is our authorized officer. He has the authority to commit resources, certify the team's highest level of quality performance, facilitate contractual obligations, and resolve potential disputes to deliver successful assignments.

C. Value engineering lead | Patrice (Pat) Miller (RHA)



Patrice is **managing partner of RHA**, LLC, (RHA) and a Certified Value Specialist (CVS) who provides professional Value Engineering (VE) facilitation services for design, alternative delivery, and construction projects. She brings over 20 years of experience. Her experience working with public agencies and her familiarity with

the challenges and limitations which can be associated with public sector projects are valuable in guiding teams to build success.

B. Project (Contract) Manager | Todd Cencimino, PE



Todd will be ADOT's primary point of contact as the project (contract) manager responsible for providing the highest quality of work, maintaining project schedules and budgets. As Wilson & Company's Civil Practice Lead (West Region), Todd has

successfully managed and led teams to complete multiple ADOT on-call assignments. He understands the unique challenges faced by ADOT Districts projects. With over 15 years of experience managing ADOT projects statewide, Todd has built trustworthy relationships with owners and stakeholders across the state and has a proven track record of facilitating partnerships that lead to successful project delivery.

D. Additional key personnel

i. Construction cost estimator | Phil Elsworth (Parsons)



Phil is a **construction director and subject matter expert for Parsons**. He brings over 48 years of experience and a proven track record of preparing detailed independent construction cost estimates, evaluating contractor cost models, and conducting comprehensive cost. Phil is highly skilled in supporting alternative project delivery methods.

Arizona Department of Transportation
On-Call Alternative Project Delivery and
Value Methodology Administration Consultants

ii. Construction schedule reviewer | Adam Ellard (Jacobs)



Adam is a **scheduling manager for Jacobs** with over 20 years of project scheduling experience encompassing a broad range of industries. He has led efforts to integrate data from P6 and other software into usable data maps for a planned project

management software implementation. He has supervised project controls staff and has served as a master scheduler and P3/P6 administrator on numerous large projects and multiple clients.

iii. Independent construction expert | Andy Flecky (Infrastructure Mavens)



Andy is a manager for Infrastructure Mavens and brings over 22 years of construction industry experience. His responsibilities include detailed cost estimating and constructability review tasks. He will assist the team with construction phasing and scheduling.

E. Risk assessment lead | Garrett Hummel, PE, DBIA, ENV SP



Garrett is an associate vice president for Wilson & Company's Midwest region. Garrett will lead risk assessments. Garrett has actively contributed to numerous alternative delivery projects across the country, assuming managerial roles on several projects both on the owner and design-builder side. His extensive involvement in

alternative delivery positions him as a key contributor, adept at identifying, mitigating,

Table 3. Key personnel qualifications and retiring project risks.				
Key Team Member (role registration location)	% Time	Current Primary Commitment	Similar Projects (owner, contract value)	Qualifications
Steven Salazar, PE Principal in Charge AZ PE 49895 BSCE Phoenix, AZ	45	• Firmwide west region operations, 75%	 Globeville Levee Phase IB and Phase 2, \$1.7M, PIC West Davis Corridor, UDOT, \$9M (design), PIC 	 Authority to commit resources, certify the team's highest level of quality performance, facilitate contractual obligations, and resolve potential disputes to deliver successful assignments.
Todd Cencimino, PE Project (Contract) Manager AZ PE 36634 Phoenix, AZ	70	 1-10, Stack to Split, Pavement Rehabilitation, ADOT, 10% SR 187, SR 87 to SR 387 PDS, ADOT, 10% 	 SR 202L South Mountain Freeway P2 GEC, ADOT, \$60M, Segment lead Santan Freeway (SR 202L) HOV Lanes (I-10 to Gilbert Road) DB GEC, ADOT, \$8M, GEC Design Oversight 	 Successfully managed and led teams to complete multiple ADOT on-call assignments. Over 15 years of experience successfully managing ADOT projects statewide.
Tom Melton, PE, DBIA Alternative Delivery Advisor AZ PE 68900 BSCE Denver, CO	10	 Strategy and development of firmwide alternative delivery programming, 50% 	 I-25/Belleview Interchange Value Engineering Study, CDOT, \$80K, VE Lead I-70/Grand Avenue Interchange Value Engineering Study, CDOT, \$70K, VE Lead 	 Design manager and structures design manager on many projects in the western US. Alternative delivery national practice lead.
Rebecca (Becky) Fly, PE Alternative Delivery Advisor AZ PE 40972 MSBA/BSCE Phoenix, AZ	10	• National DB pursuits, 80%	 I-10, Broadway Curve Improvements, ADOT, \$45M, Procurement/Oversight SR 202L South Mountain Freeway DB, ADOT, \$916M, Prime Designer 	Delivered both sides of ADOT's P3 and DB projects, giving her unique insight into contract-language nuances.
Josiah Roberts, PE Task Manager AZ PE 35171 BSCE DBIA Scottsdale, AZ	40	I-10, Broadway Curve Closeout, 30%ADOT PDOC Tasks, 30%	 I-10, Broadway Curve DB, ADOT, \$45M, Design Manager US60/Bell Road DB, ADOT, \$1.5M, GEC Manager 	Served as a supplemental PM for ADOT PMG and recent DB experience
Gary Melita, PE Task Manager AZ PE 30516 MS/BSCE Phoenix, AZ	65	 SR 24, SR 202L to Ironwood Drive, 30% SR 30 (Tres Rios), 71 St. Ave to SR 202L System Traffic Interchange, 5% 	 SR 24, SR 202L to Ironwood Drive, ADOT, \$9.2M, Project Manager SR 101, 75th Ave to I-17, ADOT, \$10.1M, Project Manager 	Extensive knowledge of ADOT design practices and project development processes and has successfully delivered projects through design- bid-build, DB, and CMAR
Adrian Leon, PE Task Manager AZ PE 52622 BSCE Tempe, AZ	90	RTPFP, 5%Misc Tasks, 5%	 RTPFP, Multiple Projects/Tasks, ADOT, \$7.5M, Task Manager/Cost Estimator SR101L at I-10 System Interchange Improvements DCR and Final Design, ADOT, \$13.8M, Roadway Engineer 	Offers strong risk identification and mitigation strategies to reduce cost and schedule impacts to ADOT and stakeholders.
Kooi-Lim Hoe, PE Structures AZ PE 37060 MSCE/BSCE Scottsdale, AZ	30	 Nevada Pacific Parkway, Principal Bridge Engineer, 25% ADOT PDOC, Whitewater Draw Bridge, 15% 	 I-10, Broadway Curve Improvements, ADOT, \$45M, Lead Bridge Engineer I-17 Anthem Way to Sunset Point Design-Build, ADOT, \$5.1M, Lead Bridge Engineer 	Structural design experience on over 100 bridge projects.

Key Team Member (role registration location)	% Time	Current Primary Commitment	Similar Projects (owner, contract value)	Qualifications
Dan Shiosaka, PE Structures AZ PE 14083 AZ Structural Engineer 30564 MS/BSCE Phoenix, AZ	65	 SR 24, SR 202L to Ironwood Drive, 30% SR 30 (Tres Rios), 71st Avenue to SR 202L System Traffic Interchange, 5% 	 I-40 Bellemont to Winona, ADOT, \$900M, Structural Engineer I-10, Broadway Curve Improvements, ADOT \$1M (fee), Structural Engineer 	Served in a lead role on four of ADOT's largest recent freeway projects
Stephen Bryan, PE Roadway AZ PE 7118 MS/BSCE Salt Lake City, UT	30	• Improve I-70 Project #2 DB/GEC, MoDOT, 30%	 Improve I-70 Project #2 DB/GEC, MoDOT, \$10.2M (design), Roadway Lead I-15 Technology Corridor DB, UDOT, \$278M Roadway/Segment Manager 	Highly focuses on practical design to create flexibility, allowing for innovative solutions, risk mitigation, and evaluation of design trade-offs
Alex Gonzalez, PE Roadway AZ PE 53511 BSCE Tempe, AZ	65	 I-10 at Country Club Road and Kino Parkway DB, 10% US 60 Wildcat Creek Pavement Rehabilitation, 10% 	 I-10 at Country Club Road and Kino Parkway TIs DB, ADOT, \$38.3M, Roadway I-17 Anthem Way to Sunset Point DB, ADOT, \$4M, Roadway 	 Expertise leading design reviews and technical work group meetings during design and post- design phases.
Al Kattan, PE Constructability AZ PE 26330 BSCE Tempe, AZ	30	 FMI SR 70 Transload Terminal, 20% ADOT SR 89 Passing Lane, 20% 	 Program Management Services Northern Parkway Maricopa County, \$600M, Program Manager Broadway Road Bridges at Tempe Canal, Maricopa County, \$10M, Constructability 	39 years experience, leading 12+ Value Engineering studies as constructability SME and team lead.
Trent Thatcher, PE, PTOE MOT AZ PE 39284 BSCE Salt Lake City, UT	40	• I-15; Farmington to Salta Lake City DB, 40%	 I-15, Lehi Tech Corridor DB, UDOT, \$278M, Traffic Engineer West Davis Corridor, UDOT, \$9M (design), Traffic Design Lead 	 Intuitive approach to traffic engineering and transportation planning provides sustainable, safe transportation systems for local communities and users.
Natalie Carnick, PE, PTOE Traffic AZ PE 49996 RSP1, 459 BSCE Phoenix, AZ	75	SR 303L, Van Buren St to MC 85, PDS, 5%SR 30 (Tres Rios), 71st Avenue to SR 202L, 10%	 SR303L, Van Buren St to MC 85, PDS, ADOT, \$1.6M, Traffic Lead SR 30 (Tres Rio), 71st Avenue to SR 202L System Traffic Interchange, ADOT, \$19.6M, Traffic Lead 	 Brings extensive knowledge on road safety and advocacy to each project. Her experience in safety studies provide projects with practical infrastructure improvements that enhance roadway and intersection operations and maintenance.
Anahita Behrad Environmental BS Urban and Regional Planning Denver, CO/Phoenix, AZ	50	ADOT PDOC Contracts, 10%	 I-10, Broadway Curve Improvements, ADOT, \$45M, Environmental Compliance Manager Lone Tree Overpass, City of Flagstaff, \$67M, Environmental Compliance Manager 	 In-depth knowledge of ADOT's NEPA processes, environmental compliance standards, and current procedures to streamline reviews and approvals.
Peng Zhang, PE, CFM Drainage AZ PE, 51491 MSCE, BSCEE, MS, EE, BSES CFM US-10- 05107 Phoenix, AZ	50	 McClellan Wash Regulatory and Hazard Mapping, Pinal County Flood Control District, 20% Valley of Ajo Hydrology and Hydraulic Study, Pima County Flood Control District, 20% 	 SR202 South Mountain Freeway DB, ADOT, \$60M, Drainage I-10 Broadway Curve, ADOT, \$40M, Drainage 	Expertise in ArcGIS, Civil 3D, FLO-2D, HEC-1, HEC-HMS, HEC-RAS, JavaScript, OpenRoads, Python, SWMM
Michael Martinez, PE Drainage MBA, BSCE AZ PE 38786	30	 Everett Link Extension Project Development, 50% P-MIP Post Design Services, 10% ADOT PDOC Tasks, 10% 	 I-10/SR 303L Traffic Interchange Phase 2, ADOT, \$14M, Drainage Design Lead I-69 Section 1 Design Review, KYTC, \$13M, Drainage Review 	 Application of QA/QC procedures. Highly adaptable to the adherence of project specific quality control procedures.
Karen Hobbs, PE Specifications AZ PE 41977 Phoenix, AZ	75	• SR 101L, 75th Avenue to I-17, 10%	SR 101L, 75th Avenue to I-17, \$10.1M, Project Manager	Led development of specifications and cost estimates for the I-10, Ina Road Traffic Interchange - ADOT's largest CMAR project
Patrice Miller (RHA) Value Engineering Certified Value Specialist 201410500 Phoenix, AZ	15	On-call value engineering contracts	 SR 30, 71st Avenue to SR 202L, ADOT (RHA portion) \$20,819, CVS Facilitator SR 30, 97th Avenue to 71st Avenue, ADOT (RHA portion) \$20,819, CVS Facilitor 	 Public agency processes and constraints, enabling her to guide teams in identifying innovative, cost-effective strategies that enhance project performance and stakeholder satisfaction.
Craig Fraint, PE, VMA Value Engineering AZ PE 343731 VMA 202106028 South Jordan, UT	30	 US-89 Trail Mt Carmel to Orderville, 20% Steinaker Service Canal Trail, 20% 	Border Highway Connector, NMDOT, \$100K, Facilitator I-25/US 380 Interchange, NMDOT, \$100K, Facilitator	 Experienced in value methodology and function analysis. Certified through SAVE International as a Value Methodology Associate (VMA).

Key Team Member (role registration location)	% Time	Current Primary Commitment	Similar Projects (owner, contract value)	Qualifications
Phil Elsworth Construction Cost Estimator BSCM Tempe, AZ	50	Enterprise Construction Management Services (ECMS), 50%	Downtown Sheraton Hotel, City of Phoenix, \$210M, Chief Estimator Maricopa County Court Tower, Maricopa County, \$365M, Chief Estimator	30+ years working in the APD arena as a contractor, client representative, PMCM, cost SME with total projects valuing in excess of \$100B.
Judah Cain Construction Cost Estimator AZ PE 52891 Tempe, AZ	60	 ADOT Supplemental Project Delivery Manager, 25% I-10 at Quartzsite TI, 10% 	SR202L DB GEC, SR101L to Broadway Road, ADOT, \$2M, Roadway Reviewer RTPFP, Multiple Projects/Tasks, ADOT, \$7.5M, Task Manager	Historically, cost estimates are typically within 5% of the final bid amounts.
Chad Andrews, PE Procurement Documents AA CADD Drafting & Design AZ PE 42821 Scottsdale, AZ	30	 I-17, Anthem to Sunset Point, 5% by NTP ADOT PDOC, Johnson Road at Tonto Village, 10% 	 I-17 Anthem Way to Sunset Point Design-Build, ADOT, \$5.1M, Segment 1 Design Manager SR 86, Valencia Road to Kinney Road, ADOT, \$4.6, Design Manager 	Coordinating closely with contractors on DB projects throughout Arizona, giving him a unique lens into project documentation requirements from a constructability perspective.
Tyler Brady, PE Task Manager/ Procurement Documents CO PE 0054452 BSCE Denver, CO	70	I-25 and Lincoln Improvements, City of Lone Tree, 20%	 Floyd Hill Environmental Assessment, I-70 Mountain Corridor, CMGC, CDOT, \$900M, Project Manager I-70 bridge replacements over Harlan Street, I-70 Corridor, CDOT, \$24, Project Manager 	Extensive background in managing complex transportation projects through a range of roadway environments and collaborating with diverse stakeholders.
Adam Ellard Construction Schedule Reviewer Denver, CO	30	• Confidential 70%	 RTC Maryland Parkway, \$685M, Schedule Quality Manager TxDot Mobility 35, TxDOT, ~\$90 million, Program Scheduler 	Experienced in program schedule development Technical Schedule and Quality Assurance
Garrett Hummel, PE, DBIA, ENV SP Risk Assessment MO PE 2018005008 BSCE DBIA D-4408 Kansas City, MO	30	 Improve I-70 Blue Springs to Odessa DB, MoDOT, 50% Kaysinger Basin Bridge Bundle DB OE, MoDOT, 5% 	 Improve I-70 Warrenton to Wentzville DB OE, MoDOT, \$10.2M, Deputy Project Manager Kaysinger Basin Bridge Bundle DB OE, MoDOT, \$4.6M, Project Manager 	 Experienced in alternative delivery risk management and risk register development. Skilled in proper risk allocation and assignment through strategic contract document development.
Madhu Reddy, PE, DBIA Constructability AZ PE 41936 EMBA, MSCE, BSC&EE DBIA Scottsdale, AZ	30	 I-10 Broadway Curve Design-Build Closeout, 10% ADOT Temporary Technician Personnel On- Call, 10% 	 I-10 Broadway Curve Design-Build, ADOT, \$45M, Deputy Design Manager SR 303L/I-10 TI Phase II, ADOT, \$75M, District Engineer 	Former ADOT District Engineer and Resident Engineer Extensive roadway/highway construction administration and design management experience including transportation engineering, alternative delivery projects, constructability review, maintainability review, and construction contract administration of complex construction projects
Ken Smith, PE Risk Management and Value Analysis Advisor AZ PE 28643 BSCE Phoenix, AZ	10	I-10 GRIC DB Procurement Advisor 5%	 SR 202L South Mountain Freeway GEC, ADOT, \$1.7B, GEC Project Manager SR 520 Floating Bridge Replacement and HOV GEC, WashDOT, \$4.5B, GEC Senior Advisor 	Recognized by ADOT as an expert in alternative delivery methods such as P3, DB, and CMAR, and has delivered numerous award-winning projects through diverse procurement and delivery models
Andrew (Andy) Flecky Independent Construction Expert Phoenix, AZ	40	 Mesa Estimating On-Call, 10% ADOT - I-10 Kino to Country Club GEC, 10% Various ADOT and local agency commitments, 30% 	 I-19 Irvington TI VE Study, \$8,640.61, ADOT, VE Study SR24, SR202L - Ironwood Rd Value Engineer, ADOT, \$7,601.44, VE Study 	 Over 22 years in Arizona's contracting industry with deep expertise in detailed cost estimating for transportation, infrastructures. Skilled in estimating across a wide range of disciplines
Ken Beehler Procurement & Claims Specialist Irvine, CA	50	 Long Bridge Project (VPRA), 15% FR2X Vehicle Procurement (UDOT), 10% 	I-10 Broadway Curve, ADOT, \$100M, Procurement and Change Order Management Long Bridge Project (VPRA, \$150M expected, Procurement and Change Order/Claims Management)	Alternative delivery expert Experienced with responding to contractor change order requests and handling contractor claims, including through alternative dispute resolution forums.
Anil Mudigonda, PE, PTOE, RSP1 MOT AZ PE 61772 PTOE 3686 RSP1 434 BSCE Tempe, AZ	50	 1-10 at Country Club Road and Kino Parkway DB, 5% SR 303L at 1-17 System Interchange PDS, 5% 	 I-10 at Country Club Road and Kino Parkway TIs DB, ADOT, \$38.3M, MOT Lead SR303L TIs at 51st and 43rd Avenue, ADOT, 5.2M, Traffic/MOT Engineer 	Brings experience delivering CMAR and DB projects for ADOT as well as GEC contracts performing plan reviews on behalf of the owner.

3. Firm capability

A. Recent relevant projects

Alternative delivery GEC experience



C-470 Corridor Design-Build/P3 Program Management/GEC| Wilson & Company has served as Consultant Program Manager for the C-470 Corridor south of Denver for over a decade. Recent key elements completed by our GEC team include Environmental Assessment (EA), preliminary design and cost estimating for traffic interchanges, corridor expansion and widening projects, facilitated stakeholder coalition and public involvement campaign, performed various traffic studies, financial analysis for tolling and managed lanes operation and maintenance, and design-build/P3 procurement. Role: Prime consultant/program management/GEC Key staff: Tom Melton Contract amount: Project cost: \$300M/Wilson & Company contract: \$15M Project owner: Colorado Department of Transportation (CDOT)



I-44 Design-Build Owner's Engineer/GEC | Wilson & Company combined several projects into a single procurement as district-wide OE services for improvements to I-44. It involves 11 initial projects, including various bridge and roadway improvements. Project elements include an aggressive schedule, combining projects, moving freight, and public engagement. Over 1,600 public comments have been received for the I-44 program, and various funding sources are committed to STIP projects. After the project was initially scoped, Wilson & Company was tasked with generating new concepts at Route 13 and Fidelity interchanges. The team generated two new effective concepts within the already accelerated schedule and is on target to obtain FHWA approval of both interchanges by the end of 2025. Services include project management, aggressive schedule, structures, roadway, H&H, alternative delivery/risk assessment, public involvement, signing, concepts, traffic/safety, cost estimating, and environmental. Role: Prime consultant/Owner's Engineer Representative/GEC Key staff: Stephen Bryan, Anahita Behrad, Garrett Hummel, Tom Melton, Craig Fraint Contract amount: Project cost: \$472M/Wilson & Company contract: \$9.3M Project owner: MoDOT



Improve I-70 Project #2 Design-Build Owner's Engineer/GEC | Wilson & Company served as OE/GEC for this \$600 million DB project, the largest construction project in MoDOT's history. The project includes adding a third lane to 17 miles of I-70 and 10 miles of I-64, two interchange reconfigurations, and a new system interchange at I-70 and I-64. Wilson & Company assembled five independent projects together to include in a single DB procurement on an accelerated schedule. The Wilson & Company team assisted with all aspects of the procurement documents and supported MoDOT during the procurement. Other tasks included preliminary design, traffic modeling, survey, SUE, environmental, plan review, and agency advisory support. Role: Prime consultant/Owner's Engineer Representative/GEC Key staff: Todd Cencimino, Tom Melton, Garrett Hummel, Stephen Bryan, Trent Thatcher Contract amount: Project cost: \$600M/Wilson & Company contract: \$10.2M Project owner: Missouri Department of Transportation (MoDOT)



I-25 and Paseo Del Norte Interchange Design-Build Program Management/GEC | Wilson & Company served as New Mexico Department of Transportation (NMDOT) lead program management consultant for this critical urban traffic interchange construction project. Wilson & Company developed the preferred alternative conceptual design, prepared preliminary design plans, and executed the procurement process for the selection of the design-build developer team. Our GEC team also prepared supporting traffic analysis documentation, cost estimates, FHWA Interstate Access Change Request (IACR) report, and general construction administration and management support. Role: Prime consultant/ Program Management/GEC Key staff: Tom Melton Contract amount: Project cost: \$75M/Wilson & Company contract: \$3.1M Project owner: NMDOT



Pecos Street over I-70 Bridge Replacement, CMAR Program Management/GEC | Wilson & Company served as CDOT lead consultant for this alternative delivery project using the CMAR project delivery method. The constructed a new 2-lane modern roundabout diamond traffic interchange using Accelerated Bridge Construction (ABC) "roll-in" technology to construct and install the new bridge over Interstate 70. Key elements for this project include alternatives analysis, preliminary design, innovation, performance based practical design, CMAR procurement and support coordination, final design oversight, and general construction administration and management support. Role: Prime consultant/program management/GEC Key staff: Tom Melton Contract amount: Project cost: \$19.1M/Wilson & Company contract: \$2.1M Project owner: CDOT | ACEC Excellent Award Winner

Value engineering study experience

Wilson & Company facilitated and participated in this VE workshop to evaluate and make recommendations for cost savings opportunities:

I-25/Belleview Interchange Value Engineering Study | Role: Prime consultant Key staff: Tom Melton (Facilitator), Craig Friant (Participant) Contract amount: \$80K Project owner: CDOT

I-70/Grand Avenue Interchange Value Engineering Study | Role: Prime consultant Key staff: Tom Melton (Facilitator), Craig Friant (Participant) Contract amount: \$70K Project owner: CDOT

C-470/US-85 Interchange Value Engineering Study | Role: Prime consultant Key staff: Tom Melton (Facilitator), Craig Friant (Participant) Contract amount: \$50K Project owner: CDOT

I-25/US-380 Interchange Value Engineering Study | Role: Prime consultant Key staff: Tom Melton (Facilitator), Craig Friant (Participant) Contract amount: \$100K Project owner: NMDOT

I-40 and NM118 Bridge Replacements over Rio Puerco Value Engineering Study | Role: Prime consultant Key staff: Tom Melton (Facilitator), Craig Friant (Participant) Contract amount: \$80K Project owner: NMDOT

B. Relevant subconsultant experience

Our subconsultants were carefully hand-picked to provide distinct value to the team; whether through their long-standing working relationships with ADOT, their specialized technical expertise, or a combination of both. Each brings a unique perspective and proven capability that enhances the team's overall depth and responsiveness. The table below highlights the specific strengths each firm contributes and the value they add to the success of this contract.

Table 4. Subconsultant qualifications

Subconsultant Firm	Value To The Team
Stanley	Over 30 years of experience working directly with ADOT, bringing deep knowledge of ADOT processes, standards, and coordination requirements. Their Phoenix-based team of 70+ staff delivers roadway, structural, drainage, and traffic engineering services with a proven record of meeting ADOT's cost, schedule, and quality goals.
Parsons	Proven leader in Design-Build delivery and value engineering, with a strong track record of optimizing project outcomes through innovation and collaboration. The proposed team brings extensive lessons learned and best practices from similar ADOT roles, supporting seamless execution and effective problem-solving. Parsons' innovative approaches have consistently accelerated the delivery of complex projects, enabling ADOT to meet critical deadlines while maintaining quality and cost control. Backed by global expertise and supported by a deeply rooted Arizona team, Parsons delivers tailored solutions that align with ADOT's goals and the unique needs of the state.
Jacobs	Has partnered with ADOT for over 60 years, delivering full-lifecycle infrastructure solutions. As a trusted owner's representative and GEC, Jacobs has been embedded at the ground level, guiding Arizona's most complex transportation projects. With 300 local professionals, we provide agile on-call services that accelerate delivery and enhance statewide mobility.
TY Lin	Brings more than eight years of direct experience supporting ADOT's Special Projects Group on major Design-Build projects across the Phoenix metropolitan area. This long-standing partnership has built a strong understanding of ADOT's processes, priorities, and delivery methods. TYLin's recent, hands-on experience positions the team to provide efficient, high-quality solutions and immediate value to this contract.
RHA	Conducts Value Analysis and Value Engineering studies for DOTs nationwide, including ADOT, helping agencies identify cost savings and improve project performance. On some projects, RHA's recommendations have achieved a return on investment exceeding 250:1, demonstrating their ability to deliver measurable value and practical, results-driven solutions.
Infrastructure Maven	Recently served as the Independent Construction Expert on the GEC Team for ADOT's first Integrated Design-Build project, the I-40 and I-17 Rest Area Truck Parking Project – AzTRAX. Infrastructure Mavens used their decades of ADOT contracting experience to participate in potential innovation discussions/review and assisted ADOT with GMP negotiations. In addition, Infrastructure Mavens has been a Cost Estimating and Constructability subject matter expert in twenty ADOT VE Workshops since 2014.
Т2	Bringing unmatched expertise in utility investigations and coordination within ADOT rights-of-way, having completed more than 3,500 projects in Arizona since 1998. The team specializes in identifying and mitigating utility risks to improve project efficiency and reduce costly delays. T2ue provides comprehensive Phase I and II investigations and delivers ASCE 38-compliant data across all SUE Quality Levels (D, C, B, and A), ensuring accurate information to support effective design and construction. Their proven track record and deep familiarity with ADOT processes make T2ue a trusted partner in delivering safe, efficient, and conflict-free infrastructure projects.
KB Dispute Resolution	Ken Beehler is an expert in procurement and dispute resolution and has advised agencies across the US on procurement best practices and guided agencies through complex procurements, with a focus on alternative delivery methods that include design-build, design-build, CMGC/CMAR, progressive design-build, and P3 and most recently on ADOT's I-10 Broadway Curve project.
TCS (DBE)	TCS adds exceptional value through its deep expertise in Owner Verification, Testing, and Inspection (OVTI) and extensive experience delivering alternative delivery projects for ADOT and other DOTs nationwide. TCS has played key roles on nearly every major ADOT Design-Build project—including South Mountain Freeway, I-10 Broadway Curve, and I-17 Flex Lanes; supporting contract development, procurement, and construction oversight. Their proven success developing OV standards and QA programs for multiple DOTs underscores TCS's ability to bring consistency, efficiency, and technical excellence to complex project.
Ethos (DBE)	Specializing in geotechnical and structural design for ADOT highway and bridge projects. With over 250 ADOT projects completed Ethos brings decades of Design-Build and CMAR experience. The team has contributed to nearly every major ADOT Design-Build project in recent years, including the I-10 Broadway Curve, I-17 Flex Lanes, and SR 101L Pima Freeway.
Corral Design Group (DBE)	Arizona-based landscape architecture firm specializing in public transportation projects. Since 2001, CDG has completed over 290 public works projects statewide, including more than 190 for ADOT. With extensive experience on large Design-Build, P3, and GEC contracts—such as the I-10 Broadway Curve and I-17 Flex.

We want to be your Trusted Advisor



Wilson & Company is available to ADOT and delivers clear, measurable benefits. The on-call alternative project delivery and value methodology administration consultant program is critical to ADOT and requires valuable resources to achieve project goals often within tight timeframes. Wilson & Company has committed those resources to ADOT and the communities it serves. We genuinely want to continue supporting ADOT as

your long-term trusted advisor. You will see our motivation and reliability in every interaction and collaborative effort.



C. Resource capacity impact on current workload



Wilson & Company's diverse range of services, detailed in this document, demonstrate our capability and capacity to effectively fulfill the requirements outlined in the scope of work. Adding this important on-call to our workload has been in our strategic plan and will not negatively impact current workloads.

Since 1932, clients have chosen Wilson & Company to help them

move from concept to completion, transforming rural and urban challenges into achievable solutions. The 850+ in-house staff of Wilson & Company spans civil, structural, mechanical, and electrical engineering; architecture; planning; environmental consulting; surveying, mapping, and drone piloting; geographic engineering systems (GIS); financial analyses; program, construction administration, and inspection; and a growing number of multidisciplinary specialties. Wilson & Company is consistently looking and adding to our talented pool of professionals to provide our owners with expanded resources .

Wilson & Company is in good financial standing and can meet its business commitments. We maintain a very strong balance sheet and have a healthy cash flow. We also have a low eight-figure line of credit available for use, if needed. We are not currently using any of our lines of credit. Deposit balances have also averaged in the low eight figures.

Wilson & Company By The Numbers Years in Local business Arizona professionals Years in **Employees** Arizona firmwide in alternative Offices in delivery project 9 states over the last 10 vears

D. Internal quality control process

Wilson & Company's internal quality program is designed to affirm that every project phase meets the highest performance and compliance standards. The program is built around comprehensive set of quality assessment procedures at each design stage.

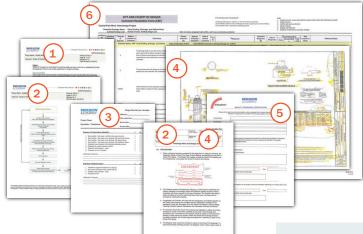
- We implement a proactive approach, conducting regular inspections and reviews to identify potential issues early and address them promptly. Our quality team consists of experienced professionals working closely with the program manager, task managers, and staff to strictly adhere to quality standards and regulatory requirements.
- Continuous training and development are integral to our program, providing that all team members are well-equipped to manage and execute quality tasks effectively.
- Rigorous documentation and transparent reporting result in all deliverables meeting client expectations and industry standards.

To prepare high-quality engineering documents, our team thoroughly reviews the project's scope and design requirements and visits the site to confirm all variables are accounted for. We then clarify the scope of work with the assigned ADOT PM, District, Major Project Group, and/or ADOT VQA Manager to confirm our project management plan and make sure all work tasks have been identified.

Wilson & Company has successfully applied this comprehensive quality process on ADOT design projects and generally on Owners Engineer and GEC projects for other DOTs to verify design and contract requirements are met. The team maintained open communication and conducted regular collaboration meetings with ADOT staff and key stakeholders to verify documentation, and materials were consistent with project goals. This rigorous approach is critical to delivering high-quality projects that maintain budget, meet schedule, and uphold safety requirements.

Wilson & Company understands the importance of identifying the project-specific risks early in the design stage development. Identifying risks, solutions, and mitigation strategies is essential in delivering work on time and within budget. We will create, track, and monitor a risk register throughout the task order. Each mitigation strategy will be closely monitored to maintain the project budget and schedule. We will discuss and monitor the risk register at each monthly project meeting throughout the design process.

Exhibit 6. Quality process documentation



- Wilson & Company Policy 810.A.3 establishes that every project shall have a formal, well-documented plan
- Quality management plan identifies specific review processes
- 3 Discipline-specific design/plan checklists can be used to deliver complete/thorough design and documents
- Formal, documented quality control procedures governing checking and back-checking
- Design quality control processes are audited and certified for compliance before release of deliverables
- 6 Comment resolution forms document reviews and track status/incorporation into final plans

Formal quality control documentation

- Design criteria (documented)
- Drawings (check prints)
- Design calculations (check calcs)
- Quantity tabulations (check calcs)
- Reports/ specifications (technical/editorial checks)

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Todd Cencimino, PEProject (Contract) manager/Task manager
Wilson & Company

Todd will be ADOT's primary point of contact as the project (contract) manager responsible for leading the team and providing the highest quality of service to ADOT. As Wilson & Company's Transportation Civil Practice Lead (West Region), Todd has successfully managed and led multi-disciplined teams on ADOT projects for the past 25 years. Todd has built trustworthy relationships with owners and stakeholders across the state and has a proven track record of facilitating partnerships that lead to successful project delivery. Todd will manage this contact with the precision, attention, and confidence needed to deliver each task order assignment. He will be prompt and responsive to all ADOT's needs and concerns. He will be responsible for facilitating collaboration and assembling the right team for successful contract/project delivery.

Experience

Total: 31 With Firm: 8

Education

Advanced Studies, Civil Engineering, Arizona State University

Licenses and registrations

AZ PE No. 36634

- SR 202 Loop South Mountain Freeway P3 GEC, ADOT, I-10/SR 202 L Segment Lead and Roadway Compliance Review | Project Type: ADOT P3 | Todd served as Segment Lead on the ADOT South Mountain Freeway P3/Design-Build GEC team for the I-10 Papago Segment on I-10 from 75th Avenue to 43rd Avenue and SR 202L from Elwood Street to I-10 (Segment D). Todd's responsibilities included multi-discipline design review and coordination for all disciplines within Segment D and performing roadway design oversight and design compliance review for the entire 22-mile urban freeway corridor.
- Santan Freeway (SR 202L) HOV Lanes (I-10 to Gilbert Road) Design-Build Project, ADOT | Project Type: ADOT DB | Todd led the Design-Build oversight roadway review team as GEC to ADOT through its Alternative Delivery contract. This \$89M Design-Build project included 12 miles of HOV Lane median widening for both eastbound and westbound SR 202L between I-10 and Gilbert Road. The fast-track project included three HOV ramp flyover bridges, mainline median widening, over 20 lane-miles of PCCP paving, median mounted lighting, FMS, drainage, retaining walls, noise walls, utility coordination and relocations.
- State Route 89 CMAR, Center Street to South Chino Valley Limits, ADOT | Project Type: ADOT CMAR and ADOT VE | Todd managed post-design phase and led the design phase for ADOT's first CMAR project. The project reconstructed and widened 3-miles of SR 89 from 2-lane rural highway to a 4-lane urban raised median roadway section. Project included curb and gutter, raised median, channelized left-turn lanes, onsite stormwater retention, culvert extensions and underground drainage conveyance system. The project also included a multi-lane roundabout design and a traffic signal design at major intersections including detailed construction sequencing and MOT, signing, pavement marking, water main design, and private utility coordination and relocations. This project was delivered using the CMAR alternative delivery method whereas close coordination with qualification-based selected Contractor was eminent during the early stages of the project through the close-out of construction. A value engineering (VE) was performed to identify cost savings, maximize efficiency of construction sequencing and traffic control.

Todd Cencimino, PE | Project (Contract) manager

page 2

Additional ADOT Experience:

- State Route 51 HOV Lanes (Shea Boulevard to SR 101L), ADOT
- State Route 101 Loop (SR 101L) HOV Lanes (SR 202L Red Mountain Freeway to SR 202L Santan Freeway), ADOT
- State Route 202 Loop (SR 202L) Red Mountain Freeway (Power Road to University Drive), ADOT
- Interstate 10 (I-10) Verrado Way to Sarival Avenue, ADOT
- I-17 / Jomax Road and Dixileta Drive Traffic Interchanges, ADOT
- US 60 (Grand Avenue) Widening Project Assessment, 99th Avenue to 83rd Avenue, ADOT
- US 60 (Grand Avenue) Greenway Road to Thunderbird Road Frontage Road Improvements, ADOT
- Ramp Metering Conversion Phase 2 and Phase 3 (I-10, I-17, and SR 51), ADOT
- SR 101 L / 64th Street Traffic Interchange DCR, ADOT
- I-17 / Jomax Road and Dixileta Drive Traffic Interchanges DCR, ADOT
- SR 303L (Interstate 10 to Northern Avenue) FMS Project, ADOT
- SR 89A, Dry Creek Road to Airport Road, Continuous Roadway Lighting, ADOT
- · SR 95, Bullhead City Lighting Project, ADOT
- • SR 69, Low Profile Median Barrier (Sundog Ranch Road to Sunrise Blvd), ADOT
- I-10 Re-Dress Rock Outcroppings Safety Project, Dragoon Road to Johnson Road TI, ADOT
- I-10 EB Superelevation Safety Correction Project, MP 301.1 to MP 303.7, ADOT
- SR 88 (Apache Trail) and Superstition Boulevard Intersection Safety Improvements
- SR 87 and Airport Road Roundabout Intersection Reconstruction, ADOT
- I-17 and McGuireville Road Traffic Interchange Reconstruction, ADOT
- SR 95 (Yuma Parker Highway) Roadway Reconstruction and Widening, ADOT



Garrett Hummel, PE, DBIA, ENV SP

Risk Assessment
Wilson & Company

Garrett will lead risk assessments. Garrett has actively contributed to numerous alternative delivery projects across the country, assuming managerial roles on several projects both on the owner and design-builder side.. His extensive involvement in alternative delivery positions him as a key contributor, adept at identifying, mitigating, and retiring project risks. Garrett consistently integrates creative solutions to drive innovation and enhance projects. Garrett tailors his leadership approach based on an understanding of client needs and his design-build experience. His broad technical knowledge enables him to lead a diverse group of technical experts to develop solutions that uniquely address the most important project goals.

Experience

Total: 15 With Firm: 12

Education

BS, Civil Engineering, University of Nebraska

Licenses and registrations

Professional Engineer:
AR, IL, KS, MO, NE, NM
Design-Build Professional #D-4408
Envision Sustainability Professional
#47139

- Improve I-70 Warrenton to Wentzville DB OE | MoDOT | Project manager
- Kaysinger Basin DB | MoDOT | Project manager
- Improve I-70 Blue Springs to Odessa DB | MoDOT | Project manager
- Improve I-70 Project #2 | MoDOT | Client account lead
- Bridge Bundle DB Owner's Rep | MoDOT | Project manager
- Fixing Access to Rural Missouri (FARM) Bridge Program | MoDOT | Project manager
- ADA Bundle | MoDOT | Project manager
- I-435 S Loop Link DB | MoDOT | Assistant project manager
- I-44 Project Bridge Rebuild DB | MoDOT | Assistant project manager



Steven Salazar, PE Project principal Wilson & Company

Steve has experience in all facets of civil engineering and is a subject matter expert in transportation engineering, hydrology/hydraulic studies and design, and private and public works engineering. Steve has built his career in the civil engineering profession through a dedication to serving the public and his clients. His proven experience includes award-winning designs for large multi-use storm retention and detention facilities, water quality facilities and systems, drainage channels, hydrologic analysis and open channel hydraulics, storm drain systems, stormwater pump stations, intake structures, outfall structures, erosion control, grading and drainage plans, hydraulic structures, scour analysis, and bioengineering. He is active in trenchless technologies and develops his expertise with new rehab and trenchless solutions as Board Director for the National Society for Trenchless Technology Rocky Mountain Chapter using complex solutions and applying new approaches.

Experience

Total: 28 With Firm: 28

Education

BS, Civil Engineering, New Mexico State University

Licenses and registrationsProfessional Engineer (PE):

Arizona PE No. 49895;
Also licensed in CO, KS, NM, and UT

- Globeville Levee Phase, IB, City and County of Denver, CO | Principal in charge
- 48th Avenue Outfall, City and County of Denver, CO | Principal in charge
- West Davis Corridor | CDOT | Principal in charge
- Gobeville Levee Improvements Phase II | Mile High Flood District | Principal in charge
- Marion Street System | City and County of Denver, CO | Project manager
- Heron Pond (52nd and Emerson Water Quality Pond) | City and County of Denver, CO | Project manage
- 33rd Street Outfall (Hydrology, Hydraulics, and Utility Coordination) | City and County of Denver, CO | Project manager
- Stormwater Corrugated Metal Pipe Condition Assessment | City of Aurora | Project manager



Tom Melton, PE, DBIA

Alternative Delivery Advisor

Wilson & Company

Tom Melton's experience has focused on helping clients through the design and management of major transportation projects involving various forms of project delivery including design-bid-build (DBB), design-build (DB), construction manager/general contractor (CM/GC), and program management. Mr. Melton provides leadership for the firm and clients primarily on alternative delivery pursuits, in addition to serving as a design manager and structures design manager. His strong history of structural design includes the design of complicated structures involving various material types and complex geometrics.

Experience

Total: 45 With Firm: 19

Education

BS, Civil Engineering, Kansas State University

Licenses and registrations

Professional Engineer:

AZ #68900

Also licensed in CA, CO, ID, KS, MO, MT, NV, NM, TX, UT

- I-25/Bellview Value Engineering Study | City of Greenwood Village | Structures design manager
- I-70 Grand Avenue Interchange Value Engineering | Project location | Structures design manager
- SR-189 Design-Build | ADOT | Design quality assurance manager
- West Davis Corridor Design-Build | UDOT | Structures design manager
- I-15 Lehi Tech Corridor Design-Build | UDOT | Structures design manager
- I-15 Technology Corridor Design-Build | UDOT | Structures design manager
- 17 Bridge Replacements Design-Build | IDOT | Design manager
- SR-154 at 600 West Interchange Design-Build | UDOT | Structures design manager
- I-15 "The Point" (SR-73 to 12300 South Widening) Design-Build | UDOT | Structures design manager
- Border Connector Hwy VE Workshop | NMDOT | VE SME
- Improve I-70 Project #2 | MDOT | Structures design manager
- Bangerter Highway Design-Build | UDOT | Structures design manager
- I-15; SB 12300 S to SR-201 | UDOT | Structures design manager
- ITD Bridge Replacement Design-Build | Idaho Transportation Department | Structures design manager
- I-15 Express Lanes Design-Build | California Department of Transportation | Structures design manager



Stephen Bryan, PERoadway

Wilson & Company

Stephen specializes in managing and designing highway improvement projects, including roadway, traffic safety, drainage design, traffic control, and Maintenance of Traffic analysis. Stephen focuses on practical design to create flexibility, allowing for innovative solutions, risk mitigation, and evaluation of design tradeoffs. He has served as project manager on a wide range of preconstruction projects from small cattleguard replacements, pavement rehabilitation projects, and large traditional design bid build projects. In addition to traditional project delivery, he has been the design manager or deputy design manager on several design-build and CMGC projects.

Experience

Total: 25 With Firm: 11

Education

MS, Civil Engineering, University of Utah

BS, Civil Engineering, University of Utah

Licenses and registrations

Professional Engineer:

AZ #70118

Also licensed in CO, ID, NM, UT

- West Davis Corridor Design-Build | UDOT | Deputy design manager and roadway lead
- Arizona Border Infrastructure: Tucson 63 | U.S. Army Corps of Engineers | UDOT | Project manager
- I-15 Technology Corridor Design-Build | UDOT | Segment manager and deputy design manager
- I-15 Lehi Tech Corridor Design-Build
- Technology Corridor, SR-154 at 600 West | UDOT |
- Bangerter Highway SR-154 at 7800, 7000, and 6200 South, and Riverdale Road and Mountain View Segment 4 | UDOT | Deputy design manager and roadway manager
- Border Connector Hwy VE Workshop NMDOTRoadway design
- Improve I-70 Project #2 MoDOTRoadway design
- DCP-002 Del Rio Section--Final DesignTexas Facilities Commission Roadway design
- SR-7/3700 South Interchange | UDOT | Project manager
- Mountain View Corridor DB | UDOT | Deputy project manager



Craig Fraint, PE
Value Engineer
Wilson & Company

Craig Friant has worked as a professional engineer for many years and has extensive experience in the design, management, and construction of private and public projects. Mr. Friant's design experience includes roadways, highways, interchanges, traffic studies, traffic signals, active transportation facilities, storm drain systems, right of way acquisition documents, utility design and coordination, risk management, and value engineering. He is also experienced in alternative delivery program management including construction management/general contractor (CM/GC) and design-build delivery. Mr. Friant manages his projects collaboratively by providing regular updates to his clients and working closely with his project team to ensure they understand the project expectations and goals. He proactively manages project budgets and prepares earned value reports regularly to track the project budget and communicate the status to the client and project team. He has quickly established himself as an important part of the team.

Experience

Total: 27 With Firm: 1

Education

MS, Civil Engineering, Northern
Arizona University

BS, Civil Engineering, Utah State University

Licenses and registrations

Professional Engineer: UT # 343731-2202 Also licensed in ID

- US 89 Trail (Mount Carmel Junction to Orderville) | UDOT | Project manager
- Steinaker Canal Trail | UDOT | Project manager
- US 6 and SR Intersection Improvements | UDOT | Utility coordinator
- I-44 SW Design-Build Procurement | MoDOT | Risk manager
- I-15; 24th Street Interchange | UDOT | Risk manager
- Southwest Kaysinger Basin Bridge Bundle | MoDOT | Risk engineer



Trent Thatcher, PE, PTOE, RSP1

MOT

Wilson & Company

Trent has designed and/or retrofitted over 130 traffic signals in Arizona and the West. Trent's work has made him keenly aware of how his designs affect safety and accessibility to vulnerable road users. As a result, he approaches each project through the lens of safety and mobility for all road users. Having served as Assistant State Traffic Engineer for ADOT, managing statewide traffic design projects (including traffic signals, pedestrian hybrid beacons, and lighting), Trent offers a complete perspective on traffic engineering projects, including operation and maintenance. Trent's expertise includes project management, traffic operations, traffic signals, highway and intersection lighting, ITS, signing and striping, MOT, traffic and transportation safety, and access management. **Having served ADOT as an Assistant State Traffic Engineer** and an in-house consultant PM for traffic and safety, Trent is familiar with ADOT's delivery process, design guidelines, and standards. With over 30 years of experience leading traffic engineering designs, including signals, lighting, ITS, signing and striping, and MOT, Trent will bring best practices to enhance safety and mobility

Experience

Total: 31 With Firm: 13

Education

BS, Civil and Environmental Engineering, University of Utah

Licenses and registrations

Professional Engineer:

AZ #39284

Also licensed in CO, KS, MO, NE, NV, NM, TX, UT

Professional Traffic Operations Engineer #1005

Road Safety Professional, Level 1 #963

- Local Government Highway Safety Improvement Program | ADOT, Statewide, AZ | Project manager/Traffic engineer
- Houghton and Valencia Intersection Widening and Improvements | City of Tucson, AZ | Traffic Engineer
- Williams Field Road Improvements | Town of Gilbert, AZ | Traffic Engineer
- Usery Pass Road Extension Study | MCDOT | Project manager/Traffic engineer
- Rancho Sahuarita and Calle Vista Larga Intersection Improvements | Town of Sahuarita, AZ | Project manager/Traffic engineer
- Hunt Highway and Hawes Road Improvements | MCDOT | Traffic Engineer
- West Davis Corridor Design-Build | UDOT | Traffic engineer
- I-15, Lehi Tech Corridor Design-Build, UDOTTraffic engineer
- I-15 Express Lanes Design-Build, Riverside County Transportation Commission/CaltransSenior traffic engineer
- Bangerter Highway | UDOT | Traffic engineer
- I-15, SR-73 to 12300 South Widening (The Point) Design-Build | UDOT | Traffic engineer
- SR39; Ogden Canyon Barrier Upgrade | UDOT | Project manager
- 24th St Interchange | UDOT | Traffic engineer
- I-84 Sensors & VMS Boards | UDOT | Project manager



Anahita Behrad
Environmental
Wilson & Company

Anahita Behrad is an accomplished environmental leader with expertise in environmental planning, National Environmental Policy Act (NEPA) documentation, and other environmental regulations and permitting for local and regional projects. Ms. Behrad has extensive experience managing, preparing, and reviewing Categorical Exclusions (CE), Environmental Assessments (EA), and environmental impact statements (EIS) in compliance with NEPA. She navigates local environmental and land use permits and regulatory frameworks. Ms. Behrad excels in delivering complex projects on time and within budget and has a proven ability to encourage stakeholder collaboration, and lead multidisciplinary teams of engineers, planners, and scientists.

Experience

Total: 18 With Firm: 1

Education

BS, Urban and Regional Planning, California State Polytechnic University

AA, Architecture and Design, College of the Desert

- I-10 Broadway Curve | ADOT | Environmental Compliance Manager
- Lone Tree Overpass | City of Flagstaff | Environmental Compliance Manager
- Sonoran Corridor Tier 1 EIS/ROD | ADOT, NEPA Advisor/QC
- PDOC Contracts | ADOT | Environmental Lead
- I-70 East (Central 70)—Environmental Impact Statement/Record of Decision/ Reevaluations | CDOT | NEPA task manager and lead environmental planner
- I-70 (Floyd Hill to Veterans Memorial Tunnels)—Environmental Assessment | CDOT | Lead Environmental Planner
- I-25 Central—Planning and Environmental Linkages (PEL) Study | CDOT | Lead environmental planner
- T-91 Hunt/Attaway Intersection Improvements | Town of Florence | Project manager
- Feldspar Basin Design | Mohave County | Environmental lead
- Environmental Planning Group NEPA Manager/Supplemental Staff | ADOT | Contract manager
- US 163 (MP 404 to MP 406) | ADOT | NEPA lead
- N636 Bridge (Route N9402 Lupton) Final Design & Clearances | Navajo Division of Transportation | Environmental lead



Peng Zhang, PE, CFM

Drainage

Wilson & Company

Peng has extensive experience as a drainage engineer in association with flood control projects and roadway improvement projects. His experience includes area drainage master study/planning, residential community master drainage planning/design, channel and basin design/candidate assessment, hydrologic and hydraulic analyses, storm drain design, and river hydraulics including scour analysis and floodplain mapping/revision.

Experience

Total: 18 With Firm: 2

Education

MS, Computer Science, Arizona State University

MS, Civil and Environmental Engineering, Arizona State University

MS, Environmental Engineering, Tongji University

BS, Environmental Science, Nanjing University

Licenses and registrations

Professional Engineer:

AZ #51491

Also licensed in CA, TX Certified Floodplain Manager # US-10-05107

- I-10 Broadway Curve GEC Preliminary Drainage Design | ADOT | Drainage engineer
- SR202 South Mountain Freeway Design-Built | ADOT | Drainage engineer
- SR303 MC-85 Van Buren Final Design | ADOT | Drainage engineer
- SR101: I-17 75th Ave Widening Final Design | ADOT | Drainage engineer
- I-10 Ruthrauff TI Final Design | ADOT | Drainage engineer
- SR A89 Spur TI Overpass Final Design | ADOT | Drainage engineer
- Coyote Wash Multi-Use Path Pedestrian Bridge Final Design | ADOT | Drainage engineer
- Agua Fria Multi-Use Path Under I-10 Final Design | ADOT | Drainage engineer
- East Mesa Drainage Improvements Feasibility Study | MCDOT | Drainage engineer
- Stardust Blvd Improvement Scoping | MCDOT | Drainage engineer
- Glendale Ave & Cotton Ln Scoping | MCDOT | Drainage engineer
- Tonto Hills Low Volume Road Scoping and Final Design | MCDOT | Drainage engineer
- Area Drainage Master Plan | Town of Camp Verde | Drainage engineer
- IH-35E Phase 2 Design-Build |TxDOT | Drainage engineer
- Feldspar Basin Design | Mohave County | Project manager
- Local Drainage Mitigation | City of Phoenix | Drainage engineer
- River Mechanics | Flood Control District of Maricopa County | Drainage engineer
- Sunland Floodplain Delineation | Flood Control District of Maricopa County | Assistant project manager



Tyler Brady, PEProcurement Documents/Task Manager
Wilson & Company

Tyler has extensive experience in the design and management of complex transportation projects, with a strength in engineering standards and project delivery practices. He played a key role in developing RFPs for the CMAR Designer, Construction Manager, Owner's Representative, and Independent Cost Estimator, and participated in consultant review and selection during his tenure at CDOT. Tyler managed over \$52 million in design contracts and coordinated all design efforts for four construction packages totaling \$748 million in construction value. His responsibilities included developing and coordinating property acquisition packages, preparing FHWA design exceptions, contributing to the successful execution of a \$100 million INFRA grant agreement, and reporting quarterly on construction progress and federal fund drawdowns. Tyler also participated in the FHWA Cost and Schedule Risk Assessment, authored sections of the project's FHWA financial plan, managed funding tracking, and presented cost drawdown projections and actual expenditures throughout the project lifecycle to CDOT management.

Experience

Total: 15 With Firm: <1

Education

BS, Civil Engineering, Bradley University

Licenses and registrations

Professional Engineer:

CO #54452

- I-25 and Lincoln Improvements | City of Lone Tree | Roadway design
- Floyd Hill I-70 Mountain Corridor | CDOT | Project manager
- I-70 Bridge Replacement | CDOT | Project manager
- CR 314 I-70 Mountain Corridor | CDOT | Roadway design lead
- Westbound Peak Period Shoulder Lane I-70 Mountain Corridor | CDOT | Roadway design





REBECCA (BECKY) FLY, PE ALTERNATIVE DELIVERY ADVISOR/QC

Becky Fly is a highly accomplished Civil Engineer with over 26 years of experience delivering complex roadway and system interchange projects, including urban freeways, rural highways, and arterial improvements. With a strong focus on design-build and alternative delivery methods, Becky has successfully managed and contributed to award-winning, regionally significant projects with construction values exceeding \$500 million.

Her expertise includes delivering both sides of ADOT's two main alternative delivery project delivery methods: P3 and DB; this gives Becky unique insight into the subtleties and details of the contract document language as well as a thorough understanding of

YEARS OF EXPERIENCE

Total: 26 With Parsons: <1

EDUCATION

- Master of Business Administration, University of Phoenix
- Bachelor of Science, Civil Engineering, Arizona State University

REGISTRATIONS

- · Civil Engineer, 40972, Arizona
- Civil Engineer, 115299, Texas
- · Civil Engineer, 14148848, Utah

how the procurement process is conducted and optimized for each party. Ultimately allowing for the combination of ADOT experiences with knowledge from DBIA and other national project pursuits/deliveries to provide experienced recommendations for the best alternative delivery type for a specific project.

Becky has extensive experience working with ADOT, having served as Project Manager for the I-10 Broadway Curve Improvements GEC and as Deputy Design Manager on the SR 202L South Mountain Freeway. She is deeply familiar with ADOT's design standards, policies, and procedures, ensuring seamless project delivery and compliance with agency requirements. Her ability to manage aggressive schedules, maintain budgets, and foster stakeholder consensus has been instrumental in the success of her projects

As a trusted advisor and leader, Becky excels in coordinating with contractors, agencies, and multidisciplinary teams to deliver integrated, biddable, awardable, and constructible designs. Her proven track record of delivering innovative, high-quality solutions aligns with ADOT's goals for improving mobility, safety, and connectivity across Arizona's transportation network.

Relevant Project Experience

Project Manager. Arizona Department of Transportation, I-10, Broadway Curve Improvements, Phoenix, Arizona
Becky was the Project Manager for the development of schematic plans, environmental approvals, procurement and
the oversight of a ~\$750M P3 project. The project includes widening, reconstruction, and increased capacity of I-10
from I-17 (Split) to 202 (Santan), approximately 12 miles long. This project will improve capacity and level of service
through a segment of I-10 that has been historically congested, a pinch point for commuters. During the schematic
efforts, the project was deemed a FHWA Major Project requiring additional documentation of a Financial Plan and Cost
Estimate Review (CER), additionally, MAG requested a Cost Risk Assessment (CRA) workshop be completed via a joint
workshop with project team members and the Texas A&M independent review team. In addition to the schematic
development, the GEC team was responsible for the development of procurement documents for the RFQ short list
phase, the RFP evaluation and one-on-one efforts; ultimately carrying out the design and construction oversight efforts.

Deputy Design Manager. Arizona Department of Transportation, SR 202L South Mountain Freeway Corridor Design-Build-Maintain, Phoenix, Arizona

This project completed the Loop 202 from I-10 (Maricopa Freeway) to I-10 (Papago Freeway), a distance of approximately 22 miles. The new system traffic interchange (TI) includes a direct high-occupancy vehicle (DHOV) ramp connection to and from the east on I-10. The roadway typical section consists of eight lanes with three general-purpose lanes and one high-occupancy vehicle (HOV) lane in each direction. The project includes 17 Tls and approximately 77 bridges along the freeway corridor. As the Deputy Design Manager, Becky's responsibilities include technical discipline and production support, project controls, schedule management, invoicing, and contractor/agency coordination.

Rebecca Fly, PE 1





PHILLIP D. ELLSWORTH COST ESTIMATING EXPERT

Phil Ellsworth is a seasoned Construction Director and Cost Subject Matter Expert (SME) with 48 years of experience in the construction industry, including 23 years with Parsons. He has a proven track record of preparing detailed independent construction cost estimates, evaluating contractor cost models, and conducting comprehensive cost analyses that align with market conditions, including labor, equipment, and material components. Phil is highly skilled in supporting alternative project delivery methods such as Design-Build (DB), Construction Manager at Risk (CMAR), and Public-Private Partnerships (P3).

YEARS OF EXPERIENCE

Total: 48 With Parsons: 23

FDUCATION

 Bachelor of Science, Construction Management, California Polytechnic State University, San Luis Obispo, California, 1981

CERTIFICATIONS

 Project Manager Certification, Parsons

PROFESSIONAL AFFILIATIONS

 Construction Management Association of America (CMAA), Member

Phil's expertise includes facilitating value engineering workshops, performing risk assessments, and advising on cost efficiencies during all project phases. His ability to deliver accurate cost projections, collaborate with multidisciplinary teams, and support negotiations has consistently resulted in successful project outcomes. Phil's extensive experience and leadership make him uniquely qualified to serve as the Cost Estimating Lead for ADOT's On-Call Alternative Project Delivery and Value Methodology Administration Consultant contract.

Relevant Project Experience

Preconstruction Manager. Maricopa County Department of Transportation, Maricopa County Downtown Court Tower, Phoenix. Arizona

As part of Parsons' role as program manager for Maricopa County, Phil contributed to the design and construction of a 16-story, 695,000-square-foot courthouse complex, the largest capital project in the county's history. The project, certified as LEED 3.0 Gold, included 22 new courtrooms with the capacity to add 10 more in the future. Phil's responsibilities included budgeting, conceptual estimating, value engineering, and negotiating the guaranteed maximum price (GMP) with the construction manager-at-risk. His efforts ensured the project was delivered on time and within budget.

Construction Manager. Town of Cave Creek, Sanitary System Construction Management, Cave Creek, Arizona Phil oversaw construction management for a new 0.75-million-gallon-per-day wastewater treatment plant and approximately 10 miles of new gravity and forced main. Working with Garney Construction as the general contractor and Burns and McDonnell as the engineering consultant, Phil provided critical oversight to ensure quality, schedule adherence, and cost control throughout the project.

Preconstruction Manager. Gila River Indian Community, Wild Horse Pass Hotel and Casino Project Management Services, Chandler, Arizona

Phil played a key role in the design and construction of a new casino and attached 242-room hotel tower for the Gila River Indian Community. His responsibilities included design management, construction manager-at-risk contract negotiations, and ensuring the bidding process stayed on budget. During the design and budgeting phases, Phil conducted value engineering sessions that identified over \$35 million in savings, ensuring the project met the client's budget. During construction, he managed change orders and resolved subcontractor claims, saving the client an additional \$3 million.

Project Construction Manager. City of Tempe, Downtown Transportation Center, Tempe, Arizona

Phil provided project and construction management services for this LEED Silver–certified, three-story multimodal transportation facility. The project included 100,000 square feet of loading/offloading space for bus and light rail systems, as well as offices and retail space. Phil oversaw the construction activities of Adolfson & Peterson Construction, ensuring the project met budget and schedule objectives. He also provided construction management documentation to the owner, ensuring compliance with all project requirements.

Phillip D. Ellsworth





AL KATTAN, PE **CONSTRUCTABILITY EXPERT**

Al Kattan is a visionary leader and creative problem solver with 39 years of extensive experience in the engineering and construction industry. He is a recognized expert in constructability, value engineering, and innovative project delivery methods, with a proven track record of delivering complex infrastructure projects on time and within budget. Al's deep institutional knowledge, technical expertise, and leadership in program and construction management make him uniquely qualified to serve as the Constructability Expert for this proposal:

- Extensive ADOT Experience: Over 33 years of experience working with ADOT and key stakeholders to develop and deliver projects on schedule and within budget. Al has played a pivotal role in the successful delivery of 60 miles of the MAG Regional Freeway System and ALCP projects, including:
 - Statewide ITS Development and Construction
 - SR 101 (Multiple Segments): McDonald Drive to Shea Boulevard, SR 202 TI to SR 51, US 60 TI to SR 202 TI
 - I-10 Corridor: SR 51 to US 60 TI, Washington/Jefferson Overpass, 16th Street Underpass, I-17 Split to Tunnel
 - I-17 Corridor: I-10 to Peoria Boulevard, SR 101 TI to Carefree Highway, Carefree Highway to Anthem Way
 - SR 202 Corridor: 24th Street to 52nd Street, Superfund Research Program Landfill Remediation
 - US 60 Grand Avenue Interchanges: 51st Avenue and 43rd Avenue
 - SR 143 Corridor: McDowell Road to Sky Harbor Boulevard
- · Constructability Leadership: Expertise in constructability reviews, construction phasing, and innovative solutions that
- Value Engineering Expertise: Skilled in leading VE studies to identify cost-saving opportunities and improve project efficiency. Al's VE contributions have resulted in millions of dollars in savings and innovative solutions, such as the
- bidding, design-build (DB), construction manager at risk (CMAR), and job order contracting (JOC).
- Construction Administration: Successfully managed \$2 billion in federally funded construction projects in the Phoenix area, ensuring compliance with audit requirements, timely payments, quality assurance, and project closeout.

Relevant Project Experience

Program Manager/VE Team Leader, Northern Parkway Program Management, Maricopa County, AZ: Led value engineering efforts on the DCR, optimizing design and construction phasing to reduce costs and improve usability for surrounding landowners. Al introduced the first-of-its-kind two-stage MSE wall system to address land subsidence,

Value Engineering/Constructability Lead, Broadway Road Bridge at Tempe Canal, Tempe & Mesa, AZ: Delivered an innovative two-phase construction method that minimized impacts to the traveling public and reduced construction

Deputy Program Manager/Constructability Lead, Lusail City Towers, Qatar: Directed constructability reviews and value engineering for this \$2 billion mega-project, which included innovative solutions such as tension pile foundations, optimized span arrangements for flyover bridges, and advanced waterproofing systems.

YEARS OF EXPERIENCE

Total: 39 With Parsons: 12

EDUCATION

 Bachelor of Science, Civil Engineering, Arizona State University

REGISTRATIONS

- · Civil Engineer, 26330, Arizona
- **CERTIFICATIONS**
- Project Manager Certification, **Parsons**

PROFESSIONAL AWARDS

- Five Arizona Transportation Partnering Champion and **Excellence Awards**
- Two Marvin M. Black Partnering Excellence Awards
- **ACEC-AZ Engineering** Excellence AZTQM Award
- FHWA Trailblazer Award

- optimize project delivery. Al has led efforts to reduce construction impacts, improve safety, and achieve cost savings through creative engineering approaches.
- first use of modified Type IV AASHTO girders and a two-stage MSE wall system to address land subsidence. Alternative Delivery Methods: Extensive experience implementing alternative contracting strategies, including A+B
- Analytical and Negotiation Skills: Proven ability to represent clients in multimillion-dollar claims, negotiate contract adjustments, and resolve complex construction issues.

which has performed exceptionally well despite additional subsidence post-construction.

duration. Al's leadership in VE analysis and stakeholder coordination ensured the project's success.

Al Kattan, PE





MICHAEL H. MARTINEZ, PE

Michael Martinez is well versed in drainage and water resource management in the transportation and irrigation facility environments. His experience includes developing designs for design concept reports and design-build, public-private partnership, design-bid-build, and construction manager-at-risk projects. He is technically proficient using MicroStation with InRoads Storm and Sanitary; Haestad Methods/Bentley CivilCAD, StormCAD, and FlowMaster; HEC-RAS Steady State Flow; HY-8 Culvert Hydraulics Analysis; Maricopa County DDMSW, SMS, and WMS; WinTR-55; and Microsoft Excel and Word.

Work Experience

Project Manager. Gila River Indian Community, Pima-Maricopa Irrigation Project Engineering Services, Reaches WS-IE and WS-IF, Laveen, Arizona

Parsons provided On-Call engineering services for the Pima-Maricopa Irrigation Project of the Gila River Indian Community. Work included all tasks to complete the construction plans, specifications, cost estimates, right-of-way strip maps, legal descriptions, and appraiser maps for Westside Reaches WS-IE and WS-IF. The scope included designing 14.7 miles of a low-pressure pipeline irrigation system supported by a static head from the existing Saint John's Level Top Canal. The Reach WS-IE and WS-IF pipeline featured 15 road crossings, 20 paved operations and maintenance driveway turnouts, 50 irrigation turnouts, 56 flow control valves, 57 shutoff valves, 28 air relief valves, 2 wells, and 7 system drainage locations.

Drainage Design Lead. Arizona Department of Transportation, I-10/SR 303L Traffic Interchange Phase 2, Goodyear, Arizona

This design-bid-build project involved constructing the second phase of a five-level traffic interchange for I-10 and the SR 303 Loop in the West Valley Region of Phoenix, Arizona. Michael was the drainage design lead for the hydraulics for on- and off-site drainage systems. Stakeholder coordination with the Flood Control District of Maricopa County (FCDMC) was required to complete the design for a major Arizona Department of Transportation drainage channel into the FCDMC's Loop 303 Outfall Channel. The project drainage design featured storm drains, channels, detention basins, and catch basins.

Drainage Design Lead. Arizona Department of Transportation, I-10/SR 303L Traffic Interchange Phase 1, Goodyear, Arizona

This design-bid-build project involved constructing a new five-level traffic interchange for I-10 and the SR 303 Loop in the West Valley Region of Phoenix, Arizona. Michael was the drainage design lead for extensive storm drain networks and perpetuation of existing drainage systems, catch basins, culverts, channels, detention and retention basins, irrigation facilities, and a pump station. The drainage effort included stakeholder coordination with drainage concerns, including private farms, the Roosevelt Irrigation District, the City of Goodyear, and the Flood Control District of Maricopa County.

YEARS OF EXPERIENCE

Total: 28 With Parsons: 15

EDUCATION

- Master of Business Administration, Business Administration, University of Phoenix, Arizona, 1999
- Bachelor of Science, Civil Engineering, New Mexico State University, New Mexico, 1996

REGISTRATIONS

- · Civil Engineer, 38786, Arizona
- Professional Engineer, PE11300625, Indiana

CERTIFICATIONS

 Project Manager Certification, Parsons

COURSEWORK/TRAINING

 2019 Highway Runoff Manual Training, 191842, Washington State Department of Transportation, 2024

LANGUAGES

Spanish

COMPUTER/SOFTWARE SKILLS

- HEC-HMS
- HEC-RAS
- GeoHECRAS
- HEC-1
- HEC-2
- FlowMaster
- CulvertMaster
- StormCAD
- WMS
- SMS
- SRH-2D
- WinTR-55
- MGSFlood
- DDMSWAutoCAD
- Civil3D
- MicroStation
- InRoads
- HY-8

Michael Martinez, PE 1



EDUCATION
Bachelor of Science, Civil
Engineering, Northern
Arizona University, 1988

INDUSTRY TENURE 35 years

REGISTRATIONS
Professional Engineer
Arizona – #28643
California – #49726
Nevada – #10386
Texas - #88138

PROFESSIONAL MEMBERSHIPS

AZ AGC Alternative Project Delivery Methods Committee Co-Chair American Roads and Transportation Builders Association P3 Division **Board Member** Co-Chairman and Charter Member of the Association for Quality in Transportation Construction Member, Association for Construction Excellence PPP Policy Committee TRB Alternative Delivery Committee

Kenneth A. Smith, PE Risk Management and Value Analysis Advisor

Ken Smith is a registered professional engineer and senior consulting manager with over 35 years of experience in the consulting engineering industry, primarily serving as a Project Manager for large-scale infrastructure megaprojects. His expertise spans a wide range of civil infrastructure, including freeways, tollways, utilities, flood control, freight and transit rail, and major bridge projects. Ken has deep experience across all phases of project delivery—funding, design, environmental compliance, permitting, right of way acquisition, utilities coordination, construction management, quality programs, and project controls. He is also recognized as an expert in alternative delivery methods such as Design-Build, Construction Manager at Risk (CMAR), and Public-Private Partnerships (P3), and has delivered numerous award-winning projects through diverse procurement and delivery models.

RELEVANT EXPERIENCE

ADOT, Alternative Delivery / Project Management On-Call

Ken worked with ADOT, through the Project Management On-Call Program, to capture lessons learned from all phases of project delivery including the development of the P3 or DB agreement, procurement, design, environmental and construction. Ken also helped ADOT revise their Alternative Delivery Contract Administration Manual and trained ADOT project teams on project delivery with the new tools.

ADOT, SR 202 L / South Mountain Freeway GEC

Ken served as ADOT's GEC Project Manager for this \$1.7B project, the first highway project procured under Arizona's P3 statute, the largest single construction project in ADOT history and ADOT's first DBM project. The innovations delivered by the competitive process, achieved savings of over \$120M as compared to the original cost estimate.

ADOT, Public-Private Partnership (P3) Program Management

Ken was the Program Manager and Principal for the ADOT Public-Private Partnerships (P3) program under the ADOT Office of P3 Initiatives and International Affairs.



YEARS OF EXPERIENCE
30 Years

YEARS WITH TYLIN

3 Years

EDUCATION
BS, Civil Engineering,
University of Arizona

Professional Engineer: Arizona #35171 New Mexico #21957 Texas #143357 Nevada #029779

AFFILIATIONS
American Society of Highway
Engineers (Board Member)

PUBLICATIONS
Collaborative Teamwork
Creates Jewel of a New
Interchange, ASHE Scanner,
Fall 2017

CLIENT QUOTES
Josiah and his team have been critical to the successful delivery of the SR 189 DB project, from preparing the RFP, design review process and support during the construction phase. Josiah is detailed, thorough and diligent in administering this very critical and complex project for ADOT.

— Annette Riley, PE, ADOT Senior Division Administrator.

Josiah Roberts and the
[project] team did a great Job
for me as the GEC on the
US60/Bell Road Design Build
Project. Their professionalism,
knowledge and coordination
played a big part in our
successes on the project.
— Anthony Brozich, P.E.,
ADOT Sr. Resident Engineer

Josiah Roberts, PE

Task Manager

Josiah Roberts brings 30 years years of engineering and project management experience in transportation infrastructure, with a proven track record from initial scoping studies to final design (PS&E). His portfolio spans a wide range of projects—from rural roadways to complex urban freeways—demonstrating versatility and depth in the field. Josiah has extensive design-build expertise, having served as a design manager, segment lead, and owner's representative (GEC) on major projects across Arizona, California, New Mexico, and Washington. He is well-versed in federal (AASHTO), ADOT, and various state DOT standards and procedures, ensuring compliance and quality across all phases of project delivery.

PROJECT EXPERIENCE

ADOT, I-10 Broadway Curve Design-Build | Phoenix and Tempe, AZ

Design Manager. Josiah led TYLin's multidisciplinary design efforts on ADOT's largest freeway rehabilitation project to date. The project focuses on enhancing capacity and operational efficiency along I-10 between Baseline Road and 24th Street—one of the most heavily traveled corridors in the region. Key elements include the addition of general-purpose lanes (GPLs), high-occupancy vehicle (HOV) lanes, and auxiliary lanes; construction of collector-distributor (C-D) roads in the I-10/SR 143 traffic interchange; and full reconstruction of the I-10/SR 143 and I-10/US 60 interchanges. A direct HOV connector at SR 143 is also being implemented to improve regional mobility. Structural improvements encompass new and modified bridges, including two pedestrian overpasses and the widening of an existing bridge to support a multi-use path. The project also includes comprehensive drainage enhancements, deployment of freeway management system (FMS) elements and dynamic message signs, as well as robust utility coordination and permitting with numerous stakeholders.

Arizona Department of Transportation – SR 101L GPL Widening DB, I-17 to Pima Road | Phoenix and Scottsdale, AZ

Segment Manager for the western portion of this 13-mile design-build freeway widening project. He directed final design from I-17 to SR 51, which included adding one general-purpose lane in each direction, widening seven bridges, upgrading roadway lighting, and developing traffic control, signing, and pavement marking plans. The project also featured the design of over 300,000 square feet of retaining and noise walls. Josiah led a multidisciplinary team through a successful project pursuit and delivered the final design on an accelerated schedule, within budget, and with zero quality issues.

ADOT, SR 189, International Border to Grand Avenue | Nogales, AZ

GEC Manager for this high-impact border infrastructure project, which improves access and safety along SR 189—originating at the Mariposa Port of Entry, the fourth busiest land port in the U.S. The project includes roadway widening, a new raised median, a modern roundabout, and flyover ramps to I-19 to streamline freight movement and enhance economic connectivity. Josiah led the scope definition and RFP development pre-procurement, then transitioned to managing design oversight through final design and construction.

ADOT, US 60/Bell Road TI Design-Build, Surprise, AZ

GEC Manager. Josiah managed procurement documentation and stakeholder coordination—including BNSF Railway, utility companies, and the City of Surprise—for a design-build project that grade-separated Bell Road over Grand Avenue and the BNSF rail line. He then led the design oversight team during final design and construction phases.



YEARS OF EXPERIENCE 25 Years

YEARS WITH TYLIN 20 Years

EDUCATION

MS, Civil Engineering,
University of Arizona

BS, Civil Engineering, University of Arizona

LICENSE
Professional Engineer, Arizona
#37060

Professional Engineer, Nevada #023204

Professional Engineer, California #64292

Kooi-Lim Hoe, PE

Structures

Kooi-Lim has 25 years of structural design experience that has included the preparation of all types of preliminary and final design contract documents, and critical post-design services for various urban freeway, local and rural highway projects. The core of his experience includes the analysis, design and detailing of all types of prestressed and conventionally reinforced concrete structures, substructures, foundations, walls, sign/light structures, drainage structures and other related transportation structures. Mr. Hoe's attention to detail, quality and client service has exceeded the expectations of even the most demanding clients including state DOT's, municipalities and private developers.

PROJECT EXPERIENCE

Arizona DOT, I-10 (Phoenix-Casa Grande Highway) Design-Build, I-17 (Split) to SR 202L (Santan) (I-10 Broadway Curve) | Phoenix and Tempe, AZ

Lead Structures/Bridge Engineer. TYLin provided roadway, structures, and drainage design for ADOT's largest freeway rehabilitation project in its history. This project included extensive design of improvements along I-10 between Baseline Road and 24th Street to introduce capacity and operational performance improvements along this densely traveled freeway. The project added GPLs, HOV lanes, and auxiliary lanes; constructing C-D roads in the I-10/SR 143 TI area; reconstructing and improving the I-10/SR 143 and I-10/US 60 TIs; and providing an I-10 DHOV connection at the SR 143 TI. Structures improvements include construction of and modifications of various bridges including two new pedestrian bridges and widening an existing bridge to accommodate a multi-use path. Additional scope items included various drainage improvements, FMS facilities and dynamic message signs, and an extensive permitting and coordination effort with all major utility owners with facilities in the project area.

Arizona DOT, I-17, Anthem Way to Sunset Point Design Build | Phoenix, AZ

Lead Structures Engineer. The purpose of the I-17- Anthem Way TI to Jct 69 project is to increase capacity and improve operations within the I-17 corridor by adding an additional general-purpose lane on I-17 in each direction from Anthem Way TI to north of Coldwater Canyon Rd TI in Black Canyon City. This includes adding two Flex Lanes parallel to the southbound lanes from the north of the Coldwater Canyon Rd TI to Sunset Point Rest Area. Major tasks such as improvement of bridges, drainage, traffic, and roadways to accommodate the proposed widening; relocation or protection of utilities in the corridor; and adding ITS technology and signage to improve traffic flow will be implemented to allow for the operation of the Flex Lanes. Mr. Hoe served as the Structure Design Lead Engineer 6 of the bridges of this project. Scope of work included developing construction plans, final design services for bridge, roadway, drainage, and retaining walls, developing alternative concepts and quantities for a successful winning combination of bid estimate and schedule, and post-design services. Major structure work includes designing Moore's Gulch NB and SB bridges, New River Wash Bridge NB and Coldwater NB and SB Bridge.

Arizona DOT, SR 101L, I-17 to Princess Drive Design-Build | Phoenix, AZ

Mr. Hoe served as the Lead Design Engineer (Structures) responsible for design and plan production for widening of 10 bridges, retaining walls and miscellaneous structures for the project. TYLin was the lead designer responsible for design management and all coordination between the design team, Arizona DOT, the contractor (Coffman Specialties, Inc. and Ames Construction), and other stakeholders. Scope of work included developing construction plans, final design services for bridges, roadway, drainage, and retaining walls, developing alternative concepts and quantities for a successful winning combination of bid estimate and schedule, and post-design services.



YEARS OF EXPERIENCE

YEARS WITH TYLIN

EDUCATION EMBA, Arizona State University W.P. Carey School of Business

MS, Civil Engineering, Arizona State University

BS, Civil and Environmental Engineering, University of Mysore, India

Professional Engineer, Arizona #41936

CERTIFICATIONS

Design Build Institute of
America (DBIA) Professional

AFFILIATIONS

Design Build Institute of America, Member

American Society of Highway Engineers, Member

Madhu Reddy, PE, DBIA

Constructability

Madhu brings over 24 years of construction management, design management and fiscal budget management experience with major focus in roads and highways. He has solid understanding of alternate delivery including Design Build and CMAR (CMGC), with a proven collaborative working style for identifying and resolving risk areas within major capital programs and complex freeway projects for on-time project delivery. Madhu's experience includes design and construction management for freeway and highway improvements, bridges, parking structures, drainage, pavement rehabilitation, pump stations, utility relocations, Intelligent Transportation Systems (ITS), signing, marking, and lighting improvements, operation centers, and other projects. Prior to joining TYLin, Madhu served in various capacities at Arizona Department of Transportation (Arizona DOT) Central District, including Project Supervisor, Resident Engineer, Sr. Resident Engineer, Assistant District Engineer, and District Engineer. In these roles, he was responsible for successful management of projects from the five-year Regional Transportation Plan Freeway Program valued over \$500M to \$1B. Madhu is highly experienced in transportation engineering, project and program management, constructability review, maintainability review, and construction contract management of complex construction projects.

PROJECT EXPERIENCE

Arizona DOT, I-10 (Phoenix-Casa Grande Highway) Design-Build, I-17 (Split) to SR 202L (Santan) (I-10 Broadway Curve) | Phoenix and Tempe, AZ

Deputy Design Manager for this high-profile project in the metropolitan Phoenix, Area. Responsibilities included extensive coordination with the Pulice/FNF/Flatiron Joint Venture, ADOT, Local Agencies, and Stakeholders, design management and subconsultants coordination, ensuring timely completion of quality design submittals meeting contractual requirements and standards. Responsibilities during procurement included development and review of preliminary design documents, developing ATC, and coordinating the overall proposal development.

Arizona DOT, US 60/Bell Roadway TI Design-Build | Surprise, AZ

District Engineer for this grade separated traffic interchange over US 60 and BNSF railway tracks. This project improved congestion and increased safety at the busy intersection, where a new Bell Road bridge over Grand Avenue using a median urban design (MUD) concept was selected, which included utility relocations, retaining wall construction, drainage and signing improvements. Responsibilities included participation in the design-build delivery method selection, supervision of the RFQ/RFP development, risk assessment and development of risk management strategies, and stakeholder coordination, including various utilities and BNSF railroad.

Arizona DOT, SR 202L, SR 101L to Broadway Road Design-Build | Mesa, AZ

District Engineer for this 20-mile segment. The project included an addition of general-purpose lanes in both directions for 7 miles, addition of one HOV lane for 13 miles, addition of auxiliary lane, ramp reconstruction, bridge widening and retaining wall improvements, drainage improvements, Intelligent Transportation Systems (ITS)/Freeway Management System (FMS), traffic lighting, signing and signal improvements, landscape improvements, and utility relocation. Responsibilities included construction management by providing constructability and traffic management input, development of RFP, participation in Alternative Technical Concept (ATC) project procurement meetings and Contractor selection. After procurement, Madhu was responsible for ensuring project was successfully completed by providing adequate field office staff support, ensuring contract requirements, including construction requirements were adequately followed, and the project was completed on time and on budget.



YEARS OF EXPERIENCE

YEARS WITH TYLIN

EDUCATION

AA, CADD Drafting and

Design, ITT Technical Institute

Professional Engineer, Arizona No. 42821

CERTIFICATIONS
ACEC LEAP Graduate, August
2007

Chad H. Andrews, PE

Procurement Documents

Chad Andrews has 35 years of experience in providing project management, cost control, risk management, leadership, and project delivery; roadway, drainage, and utility design; and construction support services on rural and urban highways, local street, and State Park projects. His commitment to quality, and knowledge of the Arizona Department of Transportation's (ADOT) and local agency procedures have led to many successful projects. Chad's responsibilities include oversight of multi-discipline projects, developing teaming arrangements for multi-consultant teams, leading development of proposals in pursuit of projects; scheduling for both project delivery and construction sequencing; and project review and quality control.

PROJECT EXPERIENCE

Arizona DOT, I-17, Anthem Way to Sunset Point Design Build | Phoenix, AZ

Project Manager. This 23-mile stretch of I-17 currently provides two travel lanes in each direction along rolling terrain in the northern and southern segments and mountainous terrain in the middle. The proposed improvements are designed to add capacity and improve safety along this heavily traveled section of highway. The project will help address the congestion and travel delays currently experienced along the corridor by adding lanes to achieve three general-purpose lanes in each direction from the Anthem Way TI to the north of the Coldwater Canyon Road traffic interchange and adding two Flex Lanes parallel to the southbound lanes from north of the Coldwater Canyon Road TI to the Sunset Point Rest Area. The project will improve bridges, drainage, traffic, and roadways to accommodate the proposed widening; relocate or protect utilities in the corridor; add ITS technology to improve traffic fl ow and the operation of the Flex Lanes; improve signage; and construct sound and retaining walls where warranted.

Arizona DOT, SR 101L Design-Build Plan Review | Glendale/Peoria, AZ

Project Manager responsible for the General Engineering Consultant review team for the SR 101L High Occupancy Vehicle (HOV) lane design-build project. The team conducted a study to compare the "before" and "after" conditions of SR 101L traffic operation associated with the new auxiliary lanes between the Cave Creek Road and SR 51 ramps that were recently installed as part of the SR 101L HOV design-build project.

Arizona DOT, Value Engineering (VE) for Transportation Projects | Statewide, AZ

Project Manager. Chad participated in a three-day value analysis session related to this study. He provided VE services for selected highway and bridge construction projects and processes. The team performed appropriate VE tasks focused on achieving design excellence through improved design, construction, and cost-effectiveness.

Arizona DOT, SR 24, Ironwood Road | Mesa, AZ

Quality Control Engineer. The drainage report documented the proposed interim improvements associated with Ironwood Drive interchange with SR 24. Ironwood Drive is surrounded by undeveloped desert. The offsite watershed generally slopes to the southwest. There was no existing infrastructure in this undeveloped area. A storm drain system was proposed, and the existing offsite watershed is to be collected and conveyed in the proposed SR 24 box culvert and offsite channel designed by Stanley Consultants.

Arizona DOT, SR 303L, Lake Pleasant Parkway to I-17 | Peoria, AZ

Assistant Project Manager responsible for providing plans, specifications and estimate (PS&E) oversight. He coordinated with agencies, subconsultants, and internal discipline groups. The project included final design and preparation of PS&E for constructing the interim SR 303L from Lake Pleasant Parkway to I-17. The design accommodated the future freeway to freeway connection to SR 74, service interchanges to local streets, as well as the SR 303L/I-17 system interchange.

Gary Melita, PE

MS, Construction Management, Arizona State University BS, Civil Engineering, Arizona State University

Registrations:

Civil Engineer AZ #30516

Stanley Tenure: 32 years Industry Tenure: 36 years

Why Gary: Gary brings 36 years of ADOT experience related to the planning, design and construction of urban freeways, rural highways, service and system traffic interchanges, safety and roadway rehabilitation projects. In addition to possessing exceptional command of ADOT's design practices and project development process, he has experience with multiple delivery methods – Design-Bid-Build, Design-Build and CMAR. Gary is a hands-on engineer with a proven ability in coordinating interdisciplinary teams, collaborating to resolve issues, and engaging diverse project stakeholders. His strong technical and team leadership skills have gained him a reputation for making sound decisions and being highly responsive to ADOT in meeting their schedule, budget and quality requirements. Gary has managed and led the design on numerous rural highway and urban freeway projects around the state of Arizona involving service and System TIs with new bridges and bridge widening over roadways and railroads.

SR 30 (Tres Rios), 71st Avenue to SR 202L and System Traffic Interchange, ADOT, QA/QC Manager

As QA/QC Manager for the SR 30 SR 202L System Interchange freeway project, Gary provides the highest quality through meticulous attention to detail, robust design solutions, and timely challenge resolution. Gary enhances plan biddability and constructability with his comprehensive knowledge of urban freeway final design while overseeing subconsultants to guarantee contract compliance, driving project success through technical expertise and leadership.

SR 24, SR 202L to Ironwood Drive, Phases I & II, ADOT, Project Manager

As Project Manager for the SR 24 Freeway, Gary successfully led two major projects: the four-level urban freeway system interchange between SR 202L and SR 24, and the subsequent Phase II project to construct six miles of new four-lane interim freeway with four diamond interchanges. The projects encompassed a wide range of complex elements, including multiple bridges, walls, drainage systems, traffic control measures, lighting, signals, and utility relocations. Under Gary's forward-thinking leadership, Phase II earned three prestigious awards, including the 2023 ACEC Engineering Excellence award, demonstrating the team's innovative approach and technical expertise.

SR 101L, 75th Avenue to I-17 (General Purpose Lanes), ADOT, Project Manager

As Project Manager, Gary successfully led the completion of the scoping report and final design for adding general purpose lanes to six miles of existing urban freeway between 75th Avenue and I-17, and improving the 75th Avenue interchange with a triple left-turn. The project encompassed extensive construction activities, including mainline pavement widening, bridge widening, new retaining and sound walls, drainage modifications, and comprehensive traffic management. Gary successfully coordinated multiple stakeholders, including ADOT, local cities, MAG, FHWA, and utilities, and conducted two public information meetings featuring 3D video simulations of the proposed improvements, providing for a well-planned and effectively communicated project.

SR 202L, South Mountain Freeway, ADOT, Senior Project Engineer

Segment roadway lead responsible for roadway design for 7.5 miles of urban freeway design with 7 service Tls as part of the new 20 miles South Mountain Freeway Design-Build-Maintain project. The project includes coordination with multiple disciplines, ADOT, City of Phoenix, and numerous utilities. Stanley's segment includes new SR202L mainline and ramp construction, crossroad reconstruction, numerous bridges, retaining and sound walls, onsite and offsite drainage facilities, concrete channel, erosion control, traffic signals, FMS, lighting, signing/pavement marking, and traffic control.

Karen Hobbs, PE

BA, Mathematics, University of Arizona

Registrations:

Civil Engineer AZ 41977

Stanley Tenure: 3 years Industry Tenure: 30 years

Why Karen: Karen is a Principal Engineer with more than 30 years of experience in responsible charge of development of constructible, biddable contract plans, specifications, and cost estimates. Communication and quality of all project documents are the cornerstones of her outstanding ability to lead key project elements. She has a solid reputation for building team consensus, executing final design, and fostering excellent relationships with clients. She exemplifies a career-long commitment to working collaboratively to improve Arizona's transportation system

I-17, Peoria Ave to Greenway Rd. Drainage Improvements, ADOT, Project Manager

ADOT placed their confidence in Karen to lead the team as PM to revise the shelved 12-year-old plans to replace four pump stations on I-17 and economize design to bring construction within programmed cost constraints. Project included Section 408 Permitting with USACE.

I-40, Devil Dog Wash, ADOT, Project Manager

Karen was responsible for the delivery of roadway and drainage plans, specifications, and estimate which highlights her abilities to develop accurate project plans, specifications, and cost proposal development and stakeholder consensus building.

I-10, Ina Road Traffic Interchange, ADOT, Project Manager

Karen led the design oversight and contractor coordination of this \$148M interchange. Her responsibilities included: specifications development for two separate GMP packages and utility & railroad coordination.

I-10, Prince Road to Ruthrauff Road Traffic Interchange, ADOT, Project Manager

Karen was responsible for the fast-track plans development to reconstruct I-10 between Prince and Ruthrauff Roads which included implementing her Vaue Engineering concept of an new single span bridge to eliminate over \$30M in prior rights utility relocations that would have negatively impacted both schedule and programmed project costs.

SR 101L High-Occupancy Vehicle (HOV) Lanes, Tatum Blvd to Princess Drive, ADOT, Project Manager

This project was a fast-tracked project, completing the longest continuous HOV route in metropolitan Phoenix in 2010. Simultaneous coordination with four other transportation projects within the corridor was a key component to this project's success, and Karen's consensus building skills to mitigate risk of overlapping contractor activities.

Dan Shiosaka, PE

MS, Civil Engineering, California State University - Fullerton BS, Civil Engineering, California State University - Fullerton

Registrations: Civil Engineer AZ 14083 Civil Engineer CA, 32184

Stanley Tenure: 48 years Industry Tenure: 33 years

Why Dan: Dan's professional structural engineering experience since 1978 includes 30 years of continuous experience with Stanley Consultants. He has served in multiple roles, including transportation structures group manager, associate chief structural engineer, and vice president. Dan has company-wide responsibility for delivery, technical, and managerial matters. He remains engaged in structural design on large and complex projects and works with project teams to develop innovative solutions for unique situations. He is considered an expert in bridge and foundation design, including bridge widening/ reconstruction, bridge rehabilitation and design of structures located in areas of extremely high seismicity. Dan has extensive experience with structures evaluation, feasibly studies, structure selection reports, value engineering, construction maintenance of traffic and constructability challenges. Dan has experience with ABC and PBES strategies in Arizona, Nevada, Utah, and Idaho

I-40 Bellemont to Winona DCR and EA, ADOT, Principal Structural Engineer

Principal Structural Engineer for the DCR, Working Draft Environmental Assessment and related environmental studies for proposed improvements to Interstate 40 from Milepost 184 to Milepost 214. The purpose of this study was to develop and evaluate feasible alternatives for the widening of I-40, as well as interim (short-term) improvements, to improve traffic operations and accommodate projected traffic volumes in the 2040 design year. Concepts for four new service interchanges were developed and evaluated, as well as potential improvements to the system interchange at I-40/I-17 in Flagstaff and nine existing service Tls. The need for climbing lanes, safety improvements, and other capacity enhancements were studied. Stanley also coordinated with the City of Flagstaff regarding existing and planned trails.

US 60 Grand Avenue/SR303L Final Design, ADOT, Design Supervisor

Design Supervisor and originator of the triple-widening concept with a 24' mainline shift west and all widening work on the east side for final design of roadway improvements. The bridge widening over the main (PHX link) BNSF railroad and US60 Grand Ave. uses cast-in-place pier tables and long precast prestressed girders post-tensioned together. The precast girder span over the BNSF railroad is a separate "drop-in" span. Construction sequence and MOT were designed to comply with BNSF requirements for non-interruption of railway traffic during their busiest three months.

I-17, Central Avenue Bridge Replacement, ADOT, Lead Structural Designer

Design supervisor and originator of the DCR Recommended Alternative concept for the shallow 3-span steel TI UP bridge. The existing bridge did not provide enough clearance for trains to cross under I-17. Stanley's innovative concept accommodates current and future ADOT I-17 needs, City of Phoenix Central Ave needs, and Valley Metro Light Rail clearance needs. The ultra-slender steel-framed superstructure uses ballasted (counterweight) end spans to balance the long haunched middle span. Stanley was responsible for all engineering plans, reports, specifications, and construction cost estimates to reconstruct the bridge and surrounding facilities. The winning bid was within 2 percent of our estimate.

Natalie Carrick, PE, RSP1

BS, Civil Engineering, Arizona State University

Registrations:

Civil Engineer: AZ #49996 Road Safety Professional I: #459

Stanley Tenure: 8 years Industry Tenure: 23 years

Why Natalie: Natalie's experience in the traffic and transportation field includes preparation of predesign studies and final design projects – which provides a unique perspective for project development. Her pre-design studies include traffic impact studies, traffic signal warrant evaluations, level-of-service analyses, crash analyses, capacity analyses, travel time analysis, and traffic signal timing and coordination plans. Natalie's final design experience includes designing plans for new and modified traffic signals, traffic signal interconnects, and signing and pavement markings. She has completed more than 100 traffic impact analyses, over 50 miles of signing and marking designs and over 50 traffic signal designs for over 12 MAG agencies in coordination with ADOT freeway projects including the City of Surprise. She has experience with project specifications and estimates and is proficient in Synchro, Traffix, AutoCAD and Microstation.

Northern Parkway, Dysart Road to 111th Avenue, ADOT, Sr Traffic Engineer

Natalie led the traffic engineering for this 2.5-mile project to extend Northern Parkway and expand the roadway from mainly a two-lane road corridor to a six-lane freeway. New service interchanges with overpass bridges were added at Dysart and El Mirage roads and Natalie was responsible for design of a temporary traffic signal at the intersection of Northern Parkway and the CEMEX driveway. Natalie was also responsible for post design services related to reviews and approval of material submittals for traffic signal equipment.

I-10, Houghton Road Traffic Interchange, ADOT, Sr Traffic Engineer

Natalie served as Lead Traffic Engineer for final design and post design services of the I-10 and Houghton Road Traffic Interchange project. Natalie was responsible for all aspects of the traffic engineering design for Arizona's second full diverging diamond interchange with construction nearing completion. Our team considered four TI alternatives including a SPUI, DDI, diamond and roundabouts. Natalie designed the traffic signal, lighting, signing and pavement markings to make certain the DDI operates effectively. This project required extensive coordination with the City of Tucson and Pima County as the ADOT project connects to a City project under construction and a County project under design.

Northern Parkway, Sarival Road to 115th Avenue, McDOT, Sr Traffic Engineer

Natalie served as traffic engineer on this project to enhance safety in the six-mile corridor of Northern Parkway between Sarival Road and 115th Avenue. Natalie led the evaluation and recommendations for various barrier options as well as evaluating wrong-way driver prevention or detection enhancements, in-pavement catch basin inlet grates and the raised open area inlet grates for clear zone issues.

SR 303L, Glendale Avenue to Peoria Avenue, ADOT, Sr Traffic Engineer

Natalie's responsibilities included the preparation of plans, specifications, and estimates for the existing traffic signal removals, temporary traffic signal designs, and the design of the traffic signals for the SR 303L interchanges with Northern Avenue and Peoria Avenue. Project services included roadway and bridge design, interchange geometry analyses, traffic control infrastructure design, drainage design, partnering, post-design services, and construction services.



EDUCATION/QUALIFICATIONS BS, Civil Engineering, Arizona State University

LICENSES AND REGISTRATIONS
Professional Engineer (PE) AZ (52622)

YEARS OF EXPERIENCE 18

ADRIAN LEON, PE

TASK MANAGER

Adrian brings a proven history over his 18-year career managing complex projects throughout metropolitan Phoenix and Tucson. Throughout his time at ADOT, he illustrated an aptitude for working collaboratively with the ADOT clearance groups (Environmental, Right-of-Way, and Utilities and Railroad), resulting in timely clearances to meet project schedules. During his six years at ADOT PMG, he delivered over \$400M in federal and state funded projects. He will leverage his understanding of initiating state and LPA projects to create a clear scope removed of any ambiguity, define schedule expectations by setting the critical-path schedule within Workfront, and by gaining consensus on the hours needed to complete development within the DICE tool. Furthermore, he understands Project Review Board (PRB) Priority Planning Advisory Committee and State Transportation Board processes and helps to navigate those processes in order to gain scope and funding approval. Adrian was actively engaged in ADOT's culture change to an Arizona Management System (AMS) agency, and his experience and institutional knowledge provides ADOT with a valuable resource with the necessary experience to deliver projects with unique challenges.

Relevant Project Experience

ADOT, Management Consultant (MC) for the Regional Transportation Plan Freeway Program (RTPFP)

Task Manager. In 2018, Jacobs was selected as ADOT's sole Management Consultant (MC), consolidating the previous pool of three firms into one. Our goal was to provide strategic oversight as the MC program transitioned out of the Proposition 400 half-cent sales tax initiative. As ADOT's MC team, we delivered trusted data and insights that empowered ADOT, MAG, local agencies, and stakeholders to make informed decisions on project investments and delivery. By analyzing economic trends, we produced accurate, market-based cost estimates for right-of-way (ROW) and construction costs, enhancing cost control and programming precision. Our work enabled ADOT and MAG to prioritize projects effectively, eliminate bias in programming, and develop tools that help delivery teams identify, monitor, and mitigate risks. Jacobs delivered 16 comprehensive studies, including along corridors like I-10, I-17, SR24, SR30, SR51, SR101L, SR202L, and SR303L, and completed final designs for four key projects: 16th Street Screenwall, SR101L to SR51 Ramp ES, and SR303L at US60 and 163rd Avenue Near-Term Improvements (2 projects).

ADOT, SR1011/0 System TI Improvements DCR, CE, and Final Design

Roadway Engineer and QC Oversight. The Jacobs team evaluated concepts and provided cost estimates for a Direct High Occupancy Vehicle (DHOV) Ramp from eastbound I-10 to southbound SR101L to and westbound I-10 to northbound SR101L. The scope also included the 91st Avenue Connector, which connects southbound SR101L traffic with 91st Avenue through this heavily congested area. The final recommendations were documented in a DCR and CE environmental document, and advanced through the completion of final design. Through our understanding of the project development process, coupled with direct engagement with stakeholders and the public, we delivered the project within the time sensitive schedule, while making sure all stakeholders' needs were met.

ADOT-10 at Ruthrauff Road TI

Senior Project Manager (ADOT). This \$100M construction project had been in development for nearly a decade before Adrian was named Project Manager. He aligned ADOT Southcentral District's priorities and engaged key stakeholders, including Pima Association of Governments (PAG). Project development involved environmental and cultural site considerations, fuel tank remediation, utility and railroad coordination, and intergovernmental agreements. As Senior Project Manager, Adrian secured full funding for the previously underfunded project through close collaboration with PAG. Due to significant public impact and geographic constraints, extensive coordination with officials and constituents was required. One major challenge was maintaining emergency access for Northwest Fire District, which Adrian resolved by identifying funding to support continued operations and public safety. Adrian also led multi-disciplinary efforts involving UPRR, ROW acquisition, and a separate demolition project to clear hazardous materials before contractor mobilization. Through successful A+B contracting, ADOT achieved 180 days of schedule savings and reduced construction costs by \$20M.

ADOT-10 at Ina Road TI

Senior Project Manager (ADOT). This project eliminated Ina Road as an at-grade crossing, with the ultimate configuration featuring Ina Road as an overpass spanning UPRR and I-10. The traffic improvement reconstruction was procured utilizing CMAR delivery. Two individual GMPs were established for the construction of the new TI configuration. As a major stakeholder, the Town of Marana included the widening of the Santa Cruz River bridge as part of ADOT's GMP. Specific challenges included numerous cultural sites and collapsible soils.



EDUCATION/QUALIFICATIONS
BS, Civil Engineering, Arizona State
University
LICENSES AND REGISTRATIONS
Professional Engineer (PE) AZ
(61772), PTOE (3686), RSP1 (434)
YEARS OF EXPERIENCE

Anil Mudigonda, PE, PTOE, RSP1

MOT/CONSTRUCTION PHASING LEAD

Anil is a highly qualified traffic engineer with over 22 years of experience in traffic and transportation engineering projects. He has broad range of experience in development and management of construction staging and MOT plans, Roadway Toll Systems (RTS) design and development, ITS design and management, traffic design and safety solutions, transportation planning, traffic corridor and safety studies. Anil specializes in Design-Build transportation projects and has experience working in several projects in Washington, Utah, Nevada, and Arizona. He has also worked on Program Management teams as an owner's representative for MOT, traffic design, and ITS/RTS projects in Arizona, Nevada, and Washington. Anil's design experience includes evaluating the concept MOT drawings provided by the owner and enhancing/refining the MOT drawings during the pretender phase of the project to meet the developer's construction staging/sequencing. During the final design, he has been responsible for the design and development of MOT staging plans, detour plans, and traffic control plans for the completion of the project. He is well versed in the use of tribal, local, state, and federal agency design standards, guidelines, and procedures.

RELEVANT PRO JECT EXPERIENCE

22

ADOT, I-10 at Country Club and Kino TIs DB

MOT Lead. The I-10 Country Club Road and Kino Parkway Tls project is located within the Tucson city limits and Pima County, Arizona along I-10 from approximately Park Avenue to Alvernon Way. The project consists of the reconstruction of approximately 3 miles of I-10, including 2 full interchanges, additional ramp, plus improvements to adjoining local roads. There are 15 structures within the project scope, 12 bridges and 3 reinforced concrete box culverts. The bridge superstructures are all prestressed precast concrete girders with a cast-in-place concrete over precast deck panels; substructures are concrete piers and abutments. There are numerous retaining walls within the project limits, all of which are cast-in-place concrete. Our design team was responsive to incorporate ADOT and contractor directed changes with minimal impact to the established construction schedule.

ADOT/City of Phoenix, SR303L TIs at 51st and 43rd Avenues PA and Final Design

MOT/Traffic Engineer. Our team evaluated concepts, participated in public meetings, developed a risk profile, and provided construction cost estimates for these interchanges and mainline improvements along SR303L in expectancy of the TSMC development. Due to the project's fast-tracked nature, it was critical that we partnered with ADOT, the City, utility entities, and other stakeholders on the final concept to move into construction. Additionally, we collaborated with the City's consultant to integrate the final design concepts they are developing for the City that will tie into these improvements. By leveraging our advanced knowledge of the technical and agency goals and objectives, we are the only team that is able to fast-track final design in order to meet your aggressive schedule requirements. Anil was responsible for MOT sequencing, construction staging, and advance warning devices plans along with the construction schedule for the project.

NDOT, USA Parkway (SR 439) DB GEC, US 50 to I-80

Lead Traffic/MOT Engineer. This project will create transportation link between I-80 in Storey County and US 50, consisting of approximately 18.5 miles of roadway. A six-mile portion of the project roadway already exists in Storey County, while the remaining portion of the roadway was to be newly constructed with the intersection on US 50 and SR 439. Anil supplemented NDOT's staff for traffic design elements, including traffic control and MOT plan submittals for various segments of the project, signing and pavement marking plans, ITS plans, signal & lighting plans. Anil also assisted NDOT in the preparation of RFP specification for the Automated Vehicle Classification System (AVCS) to be installed on this project.

WSDOT, I-5 Joint Base Lewis McCord (JBLM) Steilacoom-Dupont Road to Thorne Lane DB

MOT Lead Engineer. This project is widening/reconstructing I-5 to provide new GPLs for approximately 6 miles. The project also included re-configuring the interchanges at Berkeley Road and Thorne Lane. Anil is the MOT Lead Engineer on the project that had complex construction stages for the reconstruction of I-5 near the Berkeley Road interchange, and unique interchange ramp terminal intersections such as tear-drop roundabouts, high- and low-bridges at Thorne Lane, and the proximity of JBLM military base immediately adjacent to the ramp terminal intersections. Anil was responsible for QA/QC of all the stages, client and internal team coordination, and delivery of the MOT staging plans.



EDUCATION/QUALIFICATIONS
BS, Gvil Engineering, Arizona State
University
LICENSES AND REGISTRATIONS
Professional Engineer (PE) AZ (53!
YEARS OF EXPERIENCE

ALEX GONZALEZ, PE

ROADWAY ENGINEER

For the past 20 years, Alex has focused his professional career on delivering engineering services to ADOT and its LPA partners. His project management experience includes overseeing projects, managing risks, leading teams, controlling costs, meeting schedules, and delivering innovative engineering solutions for urban freeways, rural highways, and arterial streets. His expertise includes driving inter-agency coordination/collaboration, verifying quality compliance, developing scoping documents, preparing and delivering construction documents, coordinating utility relocation, and offering post-design services. Alex has a proven track record of managing multiple projects at various stages, leveraging his proficiency in project management tools (Workfront) to set milestones, establish deliverables, and identify critical paths. His ability to prioritize tasks, delegate effectively, and adapt to project changes ensures efficient execution. With a strong focus on stakeholder engagement, Alex excels at building trust-based relationships, clearly communicating project goals and constraints, and tailoring engagement strategies to facilitate collaboration.

RELEVANT PROJECT EXPERIENCE

20

ADOT, I-10 at Country Club and Kino Tls DB

Post Design Manager. The I-10 Country Club Road and Kino Parkway TIs project is located within the Tucson city limits and Pima County, Arizona along I-10 from approximately Park Avenue to Alvernon Way. The project consists of the reconstruction of approximately 3 miles of I-10, including 2 full interchanges, additional ramp, plus improvements to adjoining local roads. There are 15 structures within the project scope, 12 bridges and 3 reinforced concrete box culverts. The bridge superstructures are all prestressed precast concrete girders with a cast-in-place concrete over precast deck panels; substructures are concrete piers and abutments. There are numerous retaining walls within the project limits, all of which are cast-in-place concrete. Our design team was responsive to incorporate ADOT and contractor directed changes with minimal impact to the established construction schedule.

ADOT, I-17 Anthem Way to Sunset Point DB

Roadway Lead. Alex managed his roadway design team in developing detailed plan sheets and accurate quantity estimates within a fast-paced project schedule, ensuring on-time, high-quality deliverables. The project encompasses a 23-mile section of I-17, featuring rolling terrain in the northern and southern segments and mountainous terrain in the middle. The design includes the addition of three general-purpose lanes in each direction from the Anthem Way Traffic Interchange (TI) to north of the Coldwater Canyon Road TI, along with two flex lanes parallel to the southbound lanes from north of the Coldwater Canyon Road TI to the Sunset Point Rest Area. The project scope also involves upgrading bridges, drainage systems, roadway widening, relocating or protecting utilities within the corridor, integrating ITS technology to improve traffic flow and flex lane operations, enhancing signage, and constructing sound and retaining walls.

ADOT, SR51/SR101L TI: East-South and North-West Ramps Feasibility Study and Final Design

Roadway Engineer. Jacobs managed the feasibility study to evaluate improvements to the eastbound-to-southbound and northbound-to-westbound ramps at the SR51 and SR101L interchange, based on projected 2050 traffic volumes. The study analyzed roadway impacts, traffic operations, predictive safety, incident management, design exceptions, and construction costs for three alternatives. We then delivered final design for the estimated \$4.3M conversion of single-lane ramp to dual-lane ramp, under an accelerated schedule of less than 7 months. To simplify traffic control and reduce costs, we used final design to alter the original alternative and extended the equipment underpass, rather than widening both sides of the ramps. The project benefited from partnering with ADOT to identify project challenges early.

ADOT, Management Consultant (MC) for the Regional Transportation Plan Freeway Program (RTPFP)

Task Manager. In 2018, Jacobs was selected as ADOT's sole Management Consultant (MC), consolidating the previous pool of three firms into one. Our goal was to provide strategic oversight as the MC program transitioned out of the Proposition 400 half-cent sales tax initiative. As ADOT's MC team, we delivered trusted data and insights that empowered ADOT, MAG, local agencies, and stakeholders to make informed decisions on project investments and delivery. By analyzing economic trends, we produced accurate, market-based cost estimates for right-of-way (ROW) and construction costs, enhancing cost control and programming precision. Our work enabled ADOT and MAG to prioritize projects effectively, eliminate bias in programming, and develop tools that help delivery teams identify, monitor, and mitigate risks. Jacobs delivered 16 comprehensive studies, including along corridors like I-10, I-17, SR24, SR30, SR51, SR101L, SR202L, and SR303L, and completed final designs for four key projects: 16th Street Screenwall, SR101L to SR51 Ramp ES, and SR303L at US60 and 163rd Avenue Near-Term Improvements (2 projects).



EDUCATION/QUALIFICATIONS
AA, Civil Design, Glendale
Community College
LICENSES AND REGISTRATIONS
Professional Engineer (PE) AZ
(52892)
YEARS OF EXPERIENCE
22

Judah Cain, PE

COST ESTIMATOR

Judah brings comprehensive experience in the design of urban and rural freeways, highways, intersections, and urban and rural streets. He manages projects with a focus on maintaining our current infrastructure, including pavement preservation, bridge rehabilitations, and safety improvements along non-access controlled facilities for local public agencies. He has devoted his career to providing engineering services to ADOT and is currently one of your Supplemental Services Project Delivery Managers within ADOT PMG. Judah has worked on new construction and improvements/rehabilitations to existing facilities. Additional technical expertise he brings includes the design of local, collector, arterial streets, and major intersections; driveway, sidewalk, and recreational multi-use path design; coordination and relocation of major wet and dry utilities (including overhead and underground); grading and drainage structures and facilities, earthwork balancing, cost estimating, and construction staging. Having led several projects for you, Judah understands your institutional goals and priorities for project delivery, which will help him to actively integrate design disciplines to meet stage submittal deadlines. From a cost estimating perspective, Judah easily spots red flags in estimates and extracts data valuable for the program from public and other sources. He has a proven history of developing reliable costs, schedules, and risk management for ADOT and other agencies across Arizona.

RELEVANT PRO JECT EXPERIENCE

ADOT, SR101L/I-10 System TI Improvements DCR, CE, and Final Design

Roadway Engineer and Cost Estimates. The Jacobs team evaluated concepts and provided cost estimates for a Direct High Occupancy Vehicle (DHOV) Ramp from eastbound I-10 to southbound SR101L to and westbound I-10 to northbound SR101L. The scope also included the 91st Avenue Connector, which connects southbound SR101L traffic with 91st Avenue through this heavily congested area. The final recommendations were documented in a DCR and CE environmental document, and advanced through the completion of final design. Through our understanding of the project development process, coupled with direct engagement with stakeholders and the public, we delivered the project within the time sensitive schedule, while making sure all stakeholders' needs were met.

ADOT, Management Consultant (MC) for the Regional Transportation Plan Freeway Program (RTPFP)

Task Manager/Roadway Engineer/Cost Estimator. In 2018, Jacobs was selected as ADOT's sole Management Consultant (MC), consolidating the previous pool of three firms into one. Our goal was to provide strategic oversight as the MC program transitioned out of the Proposition 400 half-cent sales tax initiative. As ADOT's MC team, we delivered trusted data and insights that empowered ADOT, MAG, local agencies, and stakeholders to make informed decisions on project investments and delivery. By analyzing economic trends, we produced accurate, market-based cost estimates for right-of-way (ROW) and construction costs, enhancing cost control and programming precision. Our work enabled ADOT and MAG to prioritize projects effectively, eliminate bias in programming, and develop tools that help delivery teams identify, monitor, and mitigate risks. Jacobs delivered 16 comprehensive studies, including along corridors like I-10, I-17, SR24, SR30, SR51, SR101L, SR202L, and SR303L, and completed final designs for four key projects: 16th Street Screenwall, SR101L to SR51 Ramp ES, and SR303L at US60 and 163rd Avenue Near-Term Improvements (2 projects).

ADOT, SR202L DB: SR101L to Broadway Road Alternative Project Delivery Administrator (GEC)

Roadway Reviewer. We served as your GEC to oversee the design and construction of general purpose lanes (GPL) from SR101L to Gilbert Road and HOV lanes from Gilbert Road to Broadway Road along SR202L. We functioned as an extension of your staff, providing technical and professional personnel to assure that services and responsibilities assigned are effectively and efficiently executed. Our overall scope includes general DB program management, DB procurement and contract, and engineering/design support; as well as construction and environmental management. To stay on task and within schedule, the project team developed a methodology and process to streamline and optimize the design, shop drawing, and miscellaneous reviews. The process provides a clear pathway to minimize confusion during the review process.

ADOT, Supplemental Services Temporary Part Time Project Delivery Manager

Supplemental Project Manager. Judah is serving in a supplemental services capacity to you as a project manager for the delivery of projects to meet your 20/30/30/20 quarterly goals. During his time at ADOT, he has been assigned several projects, including a 29-mile mill and overlay project along I-17 that is quickly turning into a PCCP conversion. His assignments span the project development timeline, with most at Stage 3 or 4. His assignments span the project development timeline, with most at Stage 3 or 4. He is embedded at your offices and oversees ADOT department/group staff and consultant staff as they complete scoping documents and bid ready construction plans. His responsibilities include managing schedules, facilitating communication of information, leading reviews, comment resolution meetings, and other project delivery activities.



Schedule Management Advanced Primavera P6 Primavera Administration OSHA 40 Hour OSHA 10 Hour NIOSH 582

YEARS OF EXPERIENCE 21

Adam C. Ellard

SCHEDULE MANAGER

Adam is a dedicated manager who leads his team with humor and kindness. He develops teams for long-term success, with innate understanding of what each team member needs to grow in their own careers. He is a valued member of the Jacobs leadership team at his current job and helps determine the strategy for growth at the client.

Adam has more than 20 years of project scheduling experience, encompassing a broad range of industries, including utility capital work, environmental demolitions/cleanup, chemical processing, and refining. In his current position, he has led efforts to integrate data from P6 and other software into useable data maps for planned project management software implementation.

Adam's experience as a scheduler includes compiling comparative data such as schedule development and reporting for clients and internal management; serving as point of contact for project audits and scheduling controls; and writing monthly and weekly reports. Other duties include earned value, resource and cost analysis, change management, progress, forecasting, reporting, creating and maintaining fully cost- and resource-loaded schedules for construction and engineering. He has experience evaluating subcontract and supplier bids, schedules, invoices, quantities, and progress. He has supervised project controls staff and has served as a master scheduler and P3/P6 administrator on numerous large projects and multiple clients.

Relevant Project Experience

Major Projects Group, ARCHES H2 Hub, Scheduling Manager

Responsible for the development of scheduling organization for a \$13 billion program to establish infrastructure for the creation, storage, transmission and distribution of clean hydrogen fuel through the state of California. Established guidelines, procedures and reporting as well as acted as scheduling SME for the integration of over 40 contract partners and sub-recipients. Established scheduling quality and reporting criteria based on DOE standards.

Major Projects Group, Confidential, Deputy Program Controls Manager / Scheduling Manager

Lead program team in integrations and development of Program Controls group of over 100 controls discipline specialists. Developing Scheduling Guidelines, Procedures, tools, and job aids to facilitate the standing up of a centralized project control team, maturing the capital projects organization and implementation of Primavera Web (EPPM). Developed project, program and portfolio exception reporting, and long term planning. Acting as a scheduling and Primavera P6 SME and system administrator to support an annual \$45 billion portfolio.

Jacobs Engineering Group Project Controls Group, Scheduling Manager

Maintaining a diverse portfolio of projects ranging from public transit to the desalinization of inland brackish water and Clean Energy / Hydrogen infrastructure programs. Developing standard procedures for performing Technical Schedule Reviews, Time Impact Analysis reports and Interactive Planning Sessions.

Xcel Energy HP Gas and Transmission, Scheduling Manager

Developing Scheduling Guidelines, Procedures, tools, and job aids to facilitate the standing up of a centralized project control team, maturing the capital projects organization and implementation of Primavera Web (EPPM) and Team Member. Developed project, program and portfolio exception reporting, and long term planning. Acting as a scheduling and Primavera P6 SME and system administrator to support an annual \$650 million portfolio.



EDUCATION

Master of Business Administration, Marketing and Managerial Accounting/Finance, W.P. Carey School of Business – Arizona State University

CERTIFICATION

SAVE Certified Value Specialist Certification No. 201410500

PROFESSIONAL AFFILIATIONS

American Public Works Association, Past President, Arizona Chapter SAVE International, Past President, Arizona Chapter

SAVE International, Certification Board

SECURITY CLEARANCE

Secret

CONTACT

<u> Patrice@TeamRHA.com</u>

Office:

6677 West Thunderbird Road, Suite K183, Glendale, AZ 85306 602-493-1947 (phone) 602-275-2972 (fax)



teamRHA.com

Patrice Miller, CVS

Pat is a managing partner of RHA, LLC, and a Certified Value Specialist (CVS) who provides professional Value Engineering (VE) facilitation services for design, alternative delivery, and construction projects. She has previously served as the President of the Arizona chapters for both APWA and SAVE International and is recognized as an asset to the VE world.

Pat has over 20 years of experience in the architectural, civil engineering, and construction industry. This provides her with a better understanding of the needs of public agencies, private owners, contractors, and designers. Her experience working with public agencies and her familiarity with the challenges and limitations which can be associated with public sector projects are valuable in guiding teams to build success.

Her recent experience includes providing facilitation services for value engineering, risk assessment, public information/community outreach, strategic planning, and proposal development for public and private clients.

RELEVANT VE PROJECTS (LAST FIVE YEARS)

In each of the following projects, Pat served as the CVS Team Leader in the facilitation of a Value Engineering study:

TRANSPORTATION

- ✓ Arizona DOT, I-10 Construct HOV, SR 85 to Citrus Road
- ✓ Arizona DOT, I-10 SR85 to Verrado Way Traffic Interchange
- ✓ Arizona DOT, I-17 Anthem Way Traffic Interchange
- ✓ Arizona DOT, I-17 Indian School Road Traffic Interchange
- ✓ Arizona DOT, I-19 Irvington Traffic Interchange
- ✓ Arizona DOT, I-40 McCarrell Rd to Querino [MP 330 MP 341]
- ✓ Arizona DOT, I-40 Querino to Hawthorne [MP 341 MP 353]
- ✓ Arizona DOT, Oak Creek Drainage and Sediment Control & Pumphouse Wash Bridge Rehabilitation
- ✓ Arizona DOT, SR 101L at I-10
- ✓ Arizona DOT, SR 24 SR 202L Ironwood Drive
- ✓ Arizona DOT, 71st Avenue to SR 202L
- ✓ Arizona DOT, 97th Avenue to 71st Avenue
- ✓ Arizona DOT, SR 303L 51st Avenue and 43rd Avenue Traffic Interchanges
- ✓ Arizona DOT, SR 303L 51st Avenue to I-17
- ✓ Arizona DOT, SR-303L MC-85 to Van Buren Street
- ✓ Arizona DOT, US 60 Grand Avenue 35th Avenue/Indian School Road Traffic Interchange
- ✓ Arizona DOT, US 93 Big Jim Wash
- ✓ Arizona DOT, US 93 Cane Springs Roadway Widening
- ✓ Arizona DOT, US 93 Vista Royale

- ✓ Kentucky Transportation Cabinet, Mountain Parkway Corridor Construction Sequence 1 – CVS Team Leader
- ✓ Kentucky Transportation Cabinet, US 150 Corridor Improvement
- ✓ Kentucky Transportation Cabinet, US 641 Reconstruction
- ✓ Indiana Department of Transportation/ Kentucky Transportation Cabinet, I-69 Ohio River Crossing
- ✓ Kentucky Transportation Cabinet, I-75 Widening Section 08-0006.30
- ✓ Kentucky Transportation Cabinet, I-71 Widening to Six Lanes from Downtown to I-265 Project (Item Nos. 5-48.10 and 5-557.00)
- ✓ Kentucky Transportation Cabinet, KY 15, Breathitt County Major Widening
- √ Washington State DOT, I-5/Secret Creek Fish Passage
- ✓ Washington DOT, I- 90 Snoqualmie Pass East Stampede Pass to Easton
- ✓ Nevada DOT, Henderson Interchange Feasibility
- ✓ Nevada DOT, I-15 South Phase 2
- ✓ Nevada DOT, I-515 Downtown Access Project
- ✓ Oregon DOT, I-5: Kuebler Blvd to Delaney Rd Widening
- ✓ Wyoming DOT, Gillette-Montana State Line (Garner Lake Road)
- ✓ Wyoming DOT, Cheyenne Streets US 30, Christensen Archer (Laramie County)
- ✓ Las Vegas Paving, Reimagine Boulder Highway
- ✓ Mississippi DOT, Tippah SR2 Connector







Andrew Flecky (Infrastructure Mavens) Manager / 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/striping, 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. He has successfully completed projects for the Arizona Department of Transportation, the Maricopa and Pima Counties, and the cities of Avondale, Buckeye, Casa Grande, Coolidge, Chandler, Glendale, Gilbert, Mesa, Phoenix, Queen Creek, Scottsdale, and Tempe.

Professional Credentials

Bachelor of Science, Business, Arizona State University

Company Responsibilities

Andrew will be the main point of contact for Infrastructure Mavens. His responsibilities include Detailed Cost Estimating and Constructability Review tasks. He will assist the team with Construction Phasing and Scheduling.

Examples of Successful and Timely Delivery/Interpersonal Skills

Prior to joining Infrastructure Mavens, Andrew spent 20 years working in the construction industry which included 5 years as Chief Estimator at Haydon Building Corp where Andrew had oversight and was responsible for all proposals within the estimating department. Andrew also spent 15 years working for Pulice Construction Inc. on the ADOT urban freeway system and for various other municipalities in estimating and project management.

Experience (Infrastructure Mavens) (Independent Construction Expert)

ADOT - I-10 Kino TI to Country Club TI GEC Team Cost Estimating / Constructability Reviews

Reconstruct 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 - Independent Construction Expert (ICE)

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

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. In 19 under the structure will not be improved, but the structure will accommodate future improvements identified in the DCR.

ADOT - US93, F0552 and F0649 - Value Engineering Study

F0552

The proposed project is located in Mohave County along US 93 between MP 48 and MP 71.40. The work includes milling and replacing asphalt concrete along mainline, crossovers, and ramps connecting to SR 68 along with sign, guardrail, and ADA upgrades to current standards. Bridge repair comprised of deck overlay and sealant, expansion joint replacement, and bridge barrier replacement is also included.

F0649

The proposed project is located in Mohave County on US 93 near the town of Nothing, between MP 131 and MP 144. The proposed work consists of pavement rehabilitation. The work includes mill and fill of existing asphaltic concrete of roadway mainline, shoulders, and milled asphalt concrete treatment at designated paved and unpaved crossovers. The work also include replacing bridge joints and seals, guardrails, embankment curb, drainage improvements, seeding, applying pavement marking, installing ground-in rumble strips, and other related work.

ADOT - I-40, F0754 and F0755 VE Study - Value Engineering Study

F0754

Project F075401C is located on Interstate 40 in Apache County, in the Northeast District, located at Chambers and the US 191 traffic interchange. The project limits begin at milepost 330.6 and end at milepost 342.2. The proposed work consists of pavement rehabilitation. The work includes milling and filling the existing asphaltic concrete of roadway mainline and shoulders, and milled asphalt concrete treatment at designated unpaved crossovers. The work also includes guardrail installation, fence spot repairs, drainage work, bridge repairs, seeding, pavement marking, signing, installing ground-in rumble strips, delineators, traffic control, and other related work.



Ken Beehler Dispute Resolution LLC ken@kbdisputeresolution.com www.kbdisputeresolution.com

Ken Beehler



Ken Beehler is an expert in procurement and dispute resolution. Ken has advised agencies across the US on procurement best practices and guided agencies through complex procurements, with a focus on alternative delivery methods that include design-build, design-build, CMGC/CMAR, progressive design-build, and P3.

Education

- NYU School of Law, JD, 2010
- New York University, BA, Economics, 2007

Previous Experience

- WSP, Senior VP, 2016-2025
- LeClairRyan, LLP, 2013-2016
- Harris Beach, PLLC, 2009-2013

Professional Licenses

CA, NY Bar

Representative Project Experience

- <u>VPRA Long Bridge Project (Washington, D.C.)</u>: Delivery method evaluation and RFQ/RFQ preparation for progressive design-build and design-build packages. Claims advisory and response to change orders.
- <u>ADOT I-10 Broadway Curve (Phoenix, AZ)</u>: Delivery method evaluation, development of RFQ and RFQ (design-build agreement, instructions to proposers), and negotiation of agreement through close. Reviewed and advised on design-builder requests for change orders, including assessment of merit and damages.
- <u>VPRA Franconia-Springfield Bypass (Springfield, Virginia)</u>: Developed contract documents and RFP during CM/GC procurement and advised on risk allocation during price negotiations. Advise on change order requests and risk.
- POLB Gerald Desmond Bridge Replacement Project (Long Beach International Gateway Bridge) (Long Beach, CA): Evaluated requests for change orders, drafted responses to change order requests and disputes, and prepared submissions for Dispute Resolution Board hearings and Project Neutral hearings.
- <u>ODOT US-97 (Bend, OR)</u>: Advised on risk allocation issues to mitigate claims and disputes for design-build project. Reviewed and evaluated design-builder requests for change orders concerning right-of-way availability, differing site conditions, and other issues.
- <u>ODOT</u> <u>Design-Build</u> <u>Implementation</u> <u>Manual</u>: Developed project development and delivery manual for Oregon Department of Transportation design-build projects that implemented best practices to develop and manage design-build projects.
- <u>UDOT US-89</u>: <u>I-15 to Farmington (Layton, UT)</u>: Procurement advisor for UDOT's first progressive design-build project. Developed progressive design-build contract template, including negotiation of risk allocation through collaborative sessions with owner, design-builder, and consultant teams.
- <u>MDTA Governor Harry W. Nice Memorial Bridge</u> (<u>MD/VA</u>): Reviewed and advised on design-builder requests for change orders, including assessment of merit and damages. Procurement advisor for design-build procurement, including development of RFQ and RFQ (design-build agreement, instructions to proposers).

PART D ATTACHMENTS | 2. SOQ BIDDER'S/PROPOSER'S SOLICITATION LIST CONFIRMATION EMAIL

Begin forwarded message:

From: ADOT Business Engagement and Compliance Office <<u>AZUTRACS-Support@azdot.gov</u>>
Date: October 15, 2025 at 11:08:37 AM MST
To: "Moran, Amy" <<u>Amy, Moran@wilsonco.com</u>>
Ce: contractorcompliance@azdot.gov

Subject: Bidders List for Wilson & Company, Inc., Engineers & Architects

WARNING!: This email originated from outside of the organization. DO NOT click links, open attachments, or respond unless you are absolutely certain the content is safe. Recognition of the sender's name does NOT guarantee safety as account compromise must be

Wilson & Company, Inc., Engineers & Architects, AZUTRACS Number: 11301 has submitted a Bidder/Proposer list for 2026-008 on 10/15/2025 at 11:08 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
Corral Design Group, Inc.	4632 S. 36th St Phoenix, AZ 85040	Hispanic American	М	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	237990
Jacobs Engineering Group Inc.	1501 W. Fountainhead Parkway Tempe, AZ 85282	Caucasian	M	10+ years	More than \$100 million	Non-DBE	541330
Parsons Transportation Group, Inc.	1050 West Washington Street, Suite 114 Tempe, AZ 85281	Caucasian	М	10+ years	More than \$100 million	Non-DBE	541330
RHA, LLC	6677 W. Thunderbird Road, Suite K183 Glendale, AZ 8530	6 Caucasian	F	10+ years	\$1 million to \$2 million	DBE	541330
Stanley Consultants, Inc.	3133 East Camelback Road Suite 100 Phoenix, AZ 85016	Caucasian	F	10+ years	More than \$100 million	Non-DBE	541330
T.Y. Lin International	1475 N. Scottsdale Road Scottsdale, AZ 85257	Other	M	10+ years	More than \$100 million	Non-DBE	541330
T2 UES, Inc.	19621 N 23rd Dr Phoenix, AZ 85027	Other	M	4-7 years	More than \$100 million	Non-DBE	237130
Tam Consulting Services LLC	4520 Jenkins Drive Plano, TX 75024	Asian-Pacific American	n M	8-10 years	\$1 million to \$2 million	DBE	237990



MD 616E, 205 S 17th Ave. Phoenix, AZ 85007 KATIE HOBBS GOVERNOR JENNIFER TOTH DIRECTOR

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-xxxx%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.

Wilson & Company, Inc., Engineers & Architects

CONSULTANT NAME

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

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PART F CONSULTANT INFORMATION PAGES (CIP)

CONSULTANT INFORMATION PAGES (CIP)

CONTRACT NO.: 2026 - 008

CONTACT PERSON: Steven Salazar, PE

E-MAIL ADDRESS: steve.salazar@ wilsonco.com

TITLE: Senior Vice President/Project Principal

CONSULTANT FIRM: Wilson & Company, Inc., Engineers & Architects

ADDRESS: 410 North 44th Street, Suite 460

CITY, STATE, ZIP: Phoenix, AZ 85008

TELEPHONE: 602-283-2701

FAX NUMBER: 602-273-1230

UNIQUE ENTITY ID# (FROM SAM WEBSITE): 007448715

ADOT CERTIFIED DBE FIRM? (YES/NO)

SUBCONSULTANT(S):

(2)		
Stanley Consultants, Inc.		
Parsons Transportation Group, Inc.		
Jacobs Engineering Group, Inc.		
T.Y. Lin International		
RHA, LLC		
Infrastructure Mavens		
TCS (TAM Consulting Services LLC)		
KB Dispute Resolution		
T2 (Tam Consulting Services LLC)		
Ethos Engineering, LLC		
Corral Design Group, Inc.		

TYPE OF WORK

Stanley Consultants, Inc.	No
Parsons Transportation Group, Inc.	No
acobs Engineering Group, Inc.	No
T.Y. Lin International	No
RHA, LLC	No
nfrastructure Mavens	No
CS (TAM Consulting Services LLC)	No
(B Dispute Resolution	No
⁷ 2 (Tam Consulting Services LLC)	Yes
Ethos Engineering, LLC	Yes
Corral Design Group, Inc.	Yes

ADOT CERTIFIED DBE FIRM (YES/NO)

No	
No	
Yes	
Yes	
Yes	

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

Revised 05/02/2024

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group.com
k Rd, Suite 100

SUBCONSULTANT FIRM NAME:	Parsons Transportation Group, Inc.
CONTACT PERSON:	Skye Gentile Bush
E-MAIL ADDRESS:	sky.gentilebush@parsons.com
TITLE:	Arizona Transportation Group Manager
ADDRESS:	1050 W Washington St., Suite 114
CITY, STATE ZIP:	Tempe, AZ 85288
TELEPHONE:	602.734.1094
FAX NUMBER:	
UNIQUE ENTITY ID #:	Y36XU1TNFJW1

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.

SUBCONSULTANT FIRM NAME:	Jacobs Engineering Group, Inc.
CONTACT PERSON:	Adrian Leon, PE
E-MAIL ADDRESS:	adrian.leon@jacobs.com
TITLE:	Vice President
ADDRESS:	1501 West Fountainhead Parkway, Suite 401
CITY, STATE ZIP:	Tempe, AZ 85282
TELEPHONE:	480.966.8188
FAX NUMBER:	
UNIQUE ENTITY ID #:	VBXLMKKVC5C5

SUBCONSULTANT FIRM NAME:	T.Y. Lin International
CONTACT PERSON:	Madhu Reddy, PE, DBIA
E-MAIL ADDRESS:	madhu.reddy@tylin.com
TITLE:	Vice President, Principal Project Manager
ADDRESS:	1475 N Scottsdale Rd, Suite 450
CITY, STATE ZIP:	Scottsdale, AZ 85257
TELEPHONE:	480.968.8814
FAX NUMBER:	
UNIQUE ENTITY ID #:	LKVMEJWCCVG5

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.

SUBCONSULTANT FIRM NAME:	RHA, LLC
CONTACT PERSON:	Ryan Elliott
E-MAIL ADDRESS:	Ryan@TeamRHA.com
TITLE:	Managing Partner
ADDRESS:	3039 W Peoria Ave., Ste 102-465
CITY, STATE ZIP:	Phoenix, AZ 85029
TELEPHONE:	602.493.1947
FAX NUMBER:	602.275.2972
UNIQUE ENTITY ID #:	H2LLL9NL6RC1

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

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.

SUBCONSULTANT FIRM NAME:	TCS (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:	<u>5</u> 12.535.8623
FAX NUMBER:	
UNIQUE ENTITY ID #:	RVWSKPJ5KZJ9

SUBCONSULTANT FIRM NAME:	T2 UES, Inc. (dba T2 Utility Engineers)
CONTACT PERSON:	James Muller, PE
E-MAIL ADDRESS:	james.mueller@t2ue.com
TITLE:	SUE Professional Engineer
ADDRESS:	19621 N. 23rd Drive, Suite 150
CITY, STATE ZIP:	Phoenix, AZ 85027
TELEPHONE:	602.977.8076
FAX NUMBER:	
UNIQUE ENTITY ID #:	VXR7DY7K6DJ7

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.

SUBCONSULTANT FIRM NAME:	Ethos Engineering, LLC
CONTACT PERSON:	Keith Dahlen
E-MAIL ADDRESS:	kdahlen@ethosengineers.com
TITLE:	President/Senior Geotechnical Engineer
ADDRESS:	9780 S. Kyrene Rd #104
CITY, STATE ZIP:	Tempe, AZ 85284
TELEPHONE:	602.573.0000
FAX NUMBER:	
UNIQUE ENTITY ID #:	QQGVC86EHVA5

SUBCONSULTANT FIRM NAME:	Corral Design Group, Inc.
CONTACT PERSON:	Edward Corral
E-MAIL ADDRESS:	ecorral@corraldesigngroup.com
TITLE:	President
ADDRESS:	4632 S. 36th Street
CITY, STATE ZIP:	Phoenix, AZ 85040
TELEPHONE:	602.222.9822
FAX NUMBER:	
UNIQUE ENTITY ID #:	D2PBVZ6LJMJ9
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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.

SUBCONSULTANT FIRM NAME:	Ken Beehler (KB) Dispute Resolution, LLC
CONTACT PERSON:	Ken Beehler
E-MAIL ADDRESS:	ken@kbdisputeresolution.com
TITLE:	Principal
ADDRESS:	18 Corsica
CITY, STATE ZIP:	Irvine, CA 92614
TELEPHONE:	646.286.6486
FAX NUMBER:	
UNIQUE ENTITY ID #:	Pending
SUBCONSULTANT FIRM NAME:	
CONTACT PERSON:	
E-MAIL ADDRESS:	
TITLE:	
ADDRESS:	
CITY, STATE ZIP:	
TELEPHONE:	
FAX NUMBER:	
UNIQUE ENTITY ID #:	

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

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.

	October 15, 2025
Signature	Date
Steven Salazar, PE	Senior Vice President
Printed Name	Title

SOQ SUBMITTAL CHECKLIST

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

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