

A – INTRODUCTORY LETTER



October 15, 2025

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

Reference: On-Call Alternative Project Delivery and Value Methodology Administration Consultant (s) (RFQ 2026-008)

Dear Selection Panel Members:

Alternative delivery projects are complex and provide opportunities for the Arizona Department of Transportation (ADOT) to deliver projects in ways best suited for the needs of the project and community. In our due diligence for this contract, we heard your team members share how this Alternative Project Delivery (Alt D) and Value Methodology Administration on-call will give ADOT flexibility and capacity to call on qualified consultants for expertise and resources in broad services. **We are very interested in continuing to support ADOT through this contract.**

To provide exceptional service, our team will be led by Jessica Fly (our current contract manager) who has personally managed both Value Analysis and General Engineering Consultant (GEC) task assignments from the on-call. We have united with Kimley-Horn & Associates (KHA) and other subconsultants to provide ADOT with a delivery-focused team having a deep bench of alternative delivery experience. Our key qualifications include:

- **Familiarity with ADOT for Alt D and Value Analyses:** WSP has supported ADOT for decades through various on-call contracts, including previous cycles of this contract where we completed quick turnaround of two Value Analyses. We have served as GEC on multiple Design-Build (DB) projects, including SR 101L, I-17 to Pima Road, SR 303L, US 60 to Happy Valley Parkway, and I-10 Broadway Curve P3, as well as the prime designer on ADOT's largest P3 project, SR 202L South Mountain Freeway. Additionally, our partner KHA also holds the current on-call and has successfully led nine Value Analyses task orders.
- **Highly Qualified and Capable Team:** With a full suite of disciplines in-house, and the support of KHA and specialized subconsultants, we can provide all the requested services for this contract. From more than 450 completed projects over 44 years in Arizona, WSP has proven our capability and qualifications.
- **Innovative Solutions:** Innovative solutions often come from two places, looking back at lessons learned and looking forward to new technology—sometimes, it's the combination of both. The primary focus for our team is to consider lessons learned, such as on I-10 Broadway Curve and other past major GEC contracts, to see what areas we can focus on

and enhance. This could look like developing a lessons learned database across recent ADOT Alt D projects. Additionally, we also have team members looking ahead at digital solutions to incorporate in alternative delivery processes.

WSP is not a certified DBE firm, and we support the use of certified DBEs and small business sub-consultants on ADOT projects. The WSP team includes DBEs—Civil Solutions Engineering & Management (CSEM), CLJ Construction Consulting (CLJ), Corral Design Group (CDG), RHA, and TAM Consulting Services (TCS). Additionally, we've added subconsultants—Consultant Engineers, Inc. (CEI), Cooper Aerial, Infrastructure Mavens (IM), JE Fuller, KHA, KT Consulting (KT), PMA Consultants (PMA), T2 Utility Engineers (T2ue), and Tristar Engineering & Management (Tristar)—to create redundancy and fill specialty needs.

We appreciate the opportunity to submit our proposal and look forward to continuing supporting ADOT. I, Joy Melita, will serve as the Project Principal responsible for contractual matters and securing the required team resources. **I confirm that the key personnel identified in the submittal are committed to the extent necessary to meet ADOT's quality and schedule expectations.** If you have any questions or require additional information, please contact me at (480) 966-8295 or joy.melita@wsp.com. Thank you for your consideration of the WSP team.

Sincerely,

WSP USA Inc.

Joy Melita, PE – Project Principal
(AZ PE #31131)
WSP Senior Vice President &
Arizona Transportation Lead

Jessica Fly, PE, PMP – Contract Manager
(AZ PE #52512)
WSP Vice President, Civil Engineering

WSP USA Inc.
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*Photo courtesy of the
Arizona Department of
Transportation*

B – FORMS

Engineering Consultants Section SOQ Proposal Certifications Form

Contract #: **2026-008**

Consultant Name: **WSP USA Inc.**

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

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

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

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

Print Name: **Joy Melita**

Title: **Senior Vice President, Arizona Transportation Lead**

Signature: 

Date: **10/15/25**

**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 any of the following apply to this Solicitation, Contract, or Contractor, then the Offeror shall select the "Exempt Solicitation, Contract, or Contractor" option below:

- The Solicitation or Contract has an estimated value of less than \$100,000;
- Contractor is a sole proprietorship;
- Contractor has fewer than ten (10) employees; OR
- Contractor is a non-profit organization.

Pursuant to A.R.S. §35-393.01, public entities are prohibited from entering into contracts "unless the contract includes a written certification that the company is not currently engaged in, and agrees for the duration of the contract to not engage in, a boycott of goods or services from Israel."


Under A.R.S. §35-393:

1. "Boycott" means engaging in a refusal to deal, terminating business activities or performing other actions that are intended to limit commercial relations with entities doing business in Israel or in territories controlled by Israel, if those actions are taken either:
 - (a) Based in part on the fact that the entity does business in Israel or in territories controlled by Israel.
 - (b) In a manner that discriminates on the basis of nationality, national origin or religion and that is not based on a valid business reason.
2. "Company" means an organization, association, corporation, partnership, joint venture, limited partnership, limited liability partnership, limited liability company or other entity or business association, including a wholly owned subsidiary, majority-owned subsidiary, parent company or affiliate, that engages in for-profit activity and that has ten or more full-time employees.
- ...
5. "Public entity" means this State, a political subdivision of this State or an agency, board, commission or department of this State or a political subdivision of this State.

The certification below does not include boycotts prohibited by 50 United States Code Section 4842 or a regulation issued pursuant to that section. See A.R.S. §35-393.03.

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

- ☒ The Company submitting this Offer **does not** participate in, and agrees not to participate in during the term of the contract, a boycott of Israel in accordance with A.R.S. §§35-393 *et seq.* I understand that my entire response will become public record in accordance with A.A.C. R2-7-C317.
- ☐ The Company submitting this Offer **does** participate in a boycott of Israel as described in A.R.S. §§35-393 *et seq.*
- ☐ **Exempt Solicitation, Contract, or Contractor.**
Indicate which of the following statements applies to this Contract:
- ☐ Solicitation or Contract has an estimated value of less than \$100,000;
 - ☐ Contractor is a sole proprietorship;
 - ☐ Contractor has fewer than ten (10) employees; and/or
 - ☐ Contractor is a non-profit organization.

WSP USA Inc.	
Company Name	Signature of Person Authorized to Sign
1230 W Washington Street, Suite 600	Joy Melita
Address	Printed Name
Tempe, AZ 85288	Senior Vice President, Arizona Transportation Lead 10/15/25
City State Zip	Title Date

FORCED LABOR OF ETHNIC UYGHURS BAN Certification Form

Forced Labor of Ethnic Uyghurs Ban

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

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

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

Under A.R.S. §35-394:

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

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


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

WSP USA Inc.

 Company Name
1230 W Washington Street, Suite 600

 Address
Tempe, AZ 85288

 City State Zip



 Signature of Person Authorized to Sign
Joy Melita

 Printed Name
Senior Vice President, Arizona Transportation Lead

 Title

Why the WSP Team?

- Extensive local and national alternative delivery experience on both the Owner and Contractor side of project delivery
- Robust regional and national resource expertise in alternative delivery, risk assessment, and value analysis
- Full-service construction administration (CA) services capability
- Proven experience 10+ years of service to ADOT on previous versions of this contract
- 40+ prior ADOT on-call contracts primed
- 450+ ADOT on-call task assignments delivered under various contracts

Understanding

ADOT is soliciting consultant services for Alternative Project Delivery and Value Methodology Administration. For this contract, the on-call consultant must function as a seamless extension of ADOT, possess a thorough understanding of project development and delivery processes, and have the resources available to provide quality work in a timely manner. To address the diverse challenges posed by these on-call task assignments, it is essential to assemble a responsive, qualified consultant team with committed leadership.

Our team is led by Senior Project Manager Jessica Fly PE, PMP, who serves as the contract manager for the current ADOT Alt D contract. Jessica brings critical insight to the tasks on this contract through her various experience on alternative delivery and value engineering efforts for ADOT projects.

As in the past, the WSP team will provide ADOT with a team that has the technical, project delivery, and stakeholder alignment experience to support ADOT on this contract.

1a. Understanding of Tasks/Issues/Elements

The WSP team has the expertise to support ADOT in all project phases for task assignments on this contract. As an extension of ADOT staff from the preliminary planning phase, delivery method selection, procurement, value engineering analysis, risk assessment, contractor evaluation, and Guaranteed Maximum Price (GMP) negotiations, to design, construction and project closeout activities, our team brings proven experience to support successful project delivery in the following ways:

- Providing expertise, responsiveness, innovation, and flexibility
- Managing risk, schedule, budget, resources, and quality
- Coordinating with intra/inter-agency, third party, and stakeholders

A cornerstone of the consultant's role is coordination with ADOT's project partners, including Federal Highway Administration (FHWA), Metropolitan Planning Organizations (MPOs), Councils of Governments (COG), Counties/Cities/Towns throughout the state, numerous regulatory agencies, and affected utility companies. Major tasks and technical and institutional elements for this contract are described in the following sections, as well as shown in **Figure 1** with the integral tasks undertaken as part of any assignment.

ADOT takes a comprehensive approach to determining if a project will use an alternative delivery method. Bringing local and national experience from each delivery method, our team can support ADOT in selecting an approach that yields the greatest benefits without compromising schedule, budget, standards, safety, or quality requirements. **Table 1** on page 7 summarizes our understanding of each alternative delivery method, along with their associated tasks and special issues.

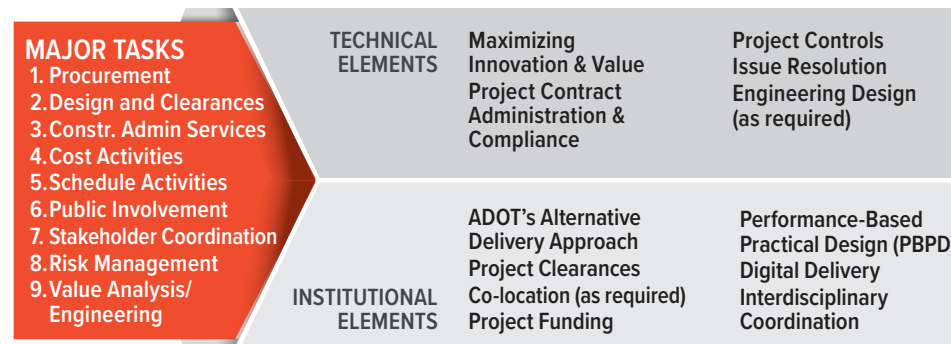
MAJOR TASKS

Use of alternative delivery on projects is intended to provide better quality, expedite construction, and maximize the use of available resources compared to traditional project delivery. This contract will provide staff and expertise that will assist ADOT in achieving those goals. The variety of task assignments involved in this contract, as identified under the scope of work of the Request for Qualifications (RFQ), group into the major tasks outlined below:

1-Procurement

- **Contractual agreement:** Develop contract documents that address insurance, payment terms, change order processes, order of precedence, schedule and quality, and other legal and financial matters concerning the specific project
- **Technical provisions:** Address scope of work, design criteria, project-specific exceptions, and third-party requirements with development of specifications
- **Reference Information Documents (RIDs):** Compile and review existing project data and location information that could be used to support design and schematic development
- **Procurement instructions:** Identify the proposal format, key staff requirements, evaluation criteria, and procurement schedule in preparing the instructions
- **Evaluation and selection support:** Facilitate the Alternative Technical Concept (ATC) and One-on-One Meeting processes to support ADOT with Contractor team evaluation and selection

Figure 1. Major Tasks and Technical/Institutional Elements on Alt D Projects



2-Design and Clearances

- **Design review:** Review developer/designer plans and specifications, construction submittals and Request for Information (RFI) review and response, Design Decisions and Performance-Based Practical Design (PBDP) alternatives to optimize performance
- **Policy compliance:** Coordinate with ADOT Technical groups as needed for any policy or procedure decisions
- **Right-of-Way (R/W) acquisition support:** Identify acquisition risk, parcel prioritization, and excess land/lease opportunities, as well as develop acquisition status dashboards
- **Utility engineering support:** Support with prior rights determination, pothole requests/evaluation, relocation strategy and requirements
- **Environmental Clearance:** Provide technical reports, tracking commitments
- **Initial field work:** Perform topographic survey and geotechnical investigations
- **Constructability review:** Consider construction access, staging, phasing, and maintenance of traffic (MOT)
- **Post-Design:** Provide post-design services during construction

3-Construction Administration

- **Field Office Administration, Federal Labor compliance (DBE/OJT)**
- **Construction oversight:** Provide Resident Engineers (RE) and Inspectors
- **Utility locating:** Provide for ADOT-owned facilities during construction
- **Supplemental agreements (change orders)**
- **Environmental Compliance/Monitoring**

- **Claims analysis:** Measure merited claims against tracking of labor, equipment/materials, delay elements, risk matrices, and change conditions
- **Construction Quality:** Develop owner verification inspection and testing plan (ITP) and coordinate with Independent Quality Firm

4-Cost Activities

- **Cost models/program budgets:** Provide cost models that incorporate all project cost areas (R/W, utility relocations, design, construction administration, construction) and are used to monitor the total project expenditures
- **Cost elements:** Calculate quantities, develop unit costs for materials and equipment, and anticipated Force Account work items, design, and contingencies
- **Cost estimating:** Develop project estimates according to the Work Breakdown Structure and funding source(s), including budget data for schedules, resource loading, and spending curves
- **GMP negotiations:** Use current market conditions and historical pricing to understand the project cost model, estimates developed on the project to date, changes made during design development, accepted value engineering concepts, and a clear understanding of ADOT's "must have" items
- **Independent cost estimates (ICE) and analysis:** Provide item details such as man-hours/unit of measure, labor, material and equipment, unit costs, an outline of general and subcontractor mark-ups; detailed general conditions; and a current escalation forecast based on data from the Bureau of Labor Statistics

5-Schedule Activities

- **Construction schedule and resource review:** Evaluate contractor approach in compliance with contract documents for their sequencing, staffing, equipment, and staging to establish a baseline to perform the work and measure production
- **Delay claims support:** Identify and track potential delay sources such as utility relocations, R/W access, temporary easements, weather, material resources, contractor inefficiencies, plans development, and submittal review time overruns

6-Public Involvement

- **Engagement tools:** Develop as applicable to the project's size and complexity in conjunction with ADOT
- **Public Involvement (PI) and Outreach Plan:** Outline outreach for all project phases, responsibilities, metrics and tools
- **Public inquiries:** Document and monitor concerns for trends
- **Public meetings:** Facilitate preparation and day-of logistics to encourage engagement and meet NEPA requirements
- **Construction phase:** Take an active role to communicate traffic impacts and quickly respond to citizen concerns

7-Stakeholder Coordination

- GEC team overseeing Procurement Services, Design/Design Oversight, Construction Administration and PI
- ADOT leadership, technical groups and engineering districts and the GEC as directed by the ADOT project team
- Developer, contractors, local agencies, and stakeholders during design and construction phases

- Project partner Intergovernmental Agreements (IGA) and memos of understanding

8-Risk Management

- **Document control and tracking:** Provide risk assignment, construction submittals, RFIs, design plans and NDC/FDCs, and project metrics/dashboarding
- **Risk register:** Develop in coordination with ADOT and maintain through the life of the project
- **Construction cost inflation:** Forecast and provide risk estimates at regular intervals based on current market conditions
- **Cost-risk assessments:** Perform Monte Carlo simulation of risks and potential cost and schedule impacts
- **FHWA Major Project delivery elements:** Prepare and monitor the required PMP and Initial Financial Plan, facilitate the CER
- **Delivery method selection:** Support ADOT's evaluation of potential project types

9-Value Analysis/Engineering

- **VA team:** Identify team and subject matter experts (SMEs) in coordination with ADOT
- **Workshops:** Provide certified facilitation services for scoping/integration, value engineering, risk analysis, partnering, team-building, problem-solving, and stakeholder engagement opportunities
- **Cost analysis:** Develop cost estimates for major work elements of value proposals to determine cost savings/cost increases
- **Value proposals:** Brainstorm, develop and evaluate ideas based on functional analyses that could add value (function and benefit versus cost) to the project

See Section 1d (on page 10) for more details on value analysis and engineering.

Table 1. The WSP Team's Understanding of Alternative Delivery Project Types and their Key Characteristics

	Delivery Method	Understanding of Key Aspects	Tasks/Technical & Institutional Elements	Special Issues/Risks
Design Build	Design-Build Use when the project innovation is desirable and schedule is challenging	<ul style="list-style-type: none"> Single point of accountability for design and construction Time/effort to develop procurement documents Fast-track delivery as construction begins before design finishes Contractor applies innovation to enhance the project (saves time/cost; improves safety) Costs set early in the process Risk transfer from owner to contractor Owner and contractor may have different project goals Schedule is usually part of bid Change management may be expensive 	<ul style="list-style-type: none"> Prepare RFQ/RFP Support JPA/utility agreements Review ATCs Prepare FHWA Major Projects documents Assess/mitigate/monitor risks Review design packages and post design Support contract compliance Prepare ICE Review contractor cost model/payments, schedule, change orders, and claims Supplement ADOT staff 	<ul style="list-style-type: none"> RFP flexibility creates risk Partial release of construction packages and expediting NTP Utility relocation delays Quality may suffer due to expedited approach and shortcuts
	P3** Use when operations, maintenance, or financing are part of the project, or when procurement via Best Value methodology is desired	<ul style="list-style-type: none"> P3 legislation affords ADOT flexibility in selection, best value analysis, and negotiations for a variety of project types Features from unsuccessful proposers can be negotiated into final contract documents and design Project components can be bundled while using private capital with reduced public cost/debt requirements Long-term contracts can improve asset management and quality Payment can be tied to performance metrics Financial obligations are delayed and spread over several years 	<ul style="list-style-type: none"> Determine procurement strategy Prepare full suite of contract documents Develop performance requirements Assist in developer evaluation and selection Provide national best practices Conduct independent materials testing 	<ul style="list-style-type: none"> Maintenance performance Commercial terms Handback requirements Contractor financial position Certainty of revenue stream Unsolicited proposals Changes in legal or regulatory framework
In Addition to Design Build Elements	Integrated Design-Build** Use when scope needs additional definition, project has complex staging, third party risk, or schedule/budget constraints	<ul style="list-style-type: none"> Qualifications based and simplified procurement process Shortens overall project schedule Two phases allow owner to progress towards a contract price ICE gives transparency to contractor costs Open discussions about risk ownership and investment into risk mitigation during pre-construction Owner/Designer/Contractor relationship is collaborative for the entire project and not just to 30% GMP Owner has "offramp" to switch to traditional delivery for any portion Subcontractor procurement challenges 	<ul style="list-style-type: none"> Establish key reason for IDB Method (innovation, budget, multi-sites) Review ROM for the multiple GMPs to ensure delivery Update ROM throughout project to ensure what can be delivered and off-ramped Support contract compliance Review GMPs, cost models/payments, schedule Prepare ICE 	<ul style="list-style-type: none"> Possible blurring of design and construction responsibilities Timeliness of final design with the phased approach of the builder Owner involvement can change direction throughout design and not just to 30% Constant changes can lead to additional redesign fees, and schedule delay if not monitored
Other Alternative Delivery	Construction Manager at Risk (CMAR) Use when the project is complex with a difficult schedule	<ul style="list-style-type: none"> Simple procurement process Owner/contractor jointly identify, allocate, and mitigate risk Contractor early involvement in design, contributes innovation/VE GMP is provided multiple times during the project lifecycle Negative perception of overall total cost Owner must actively participate in contingency management Emphasis on qualifications and skills Construction can start before final design is completed Risk of going over budget is transferred to the contractor 	<ul style="list-style-type: none"> Support design/construction proposal evaluation Review/approve CMAR schedule Support ADOT staff in design review Review GMP contingency amount Review construction sequencing Review CMAR cost/schedule reporting Assist with change orders and claims Supplement ADOT staff 	<ul style="list-style-type: none"> SOQ innovations not utilized or realistic Independent cost estimating accuracy GMP higher than programmed amount Risk of unsuccessful negotiations and loss of time
	Job Order Contracting (JOC) Use when project is small and requires an accelerated schedule	<ul style="list-style-type: none"> Reduced overall project costs since project duration is typically shorter than traditional delivery Quality of work tends to be higher than traditional delivery projects One overall contract for all elements of work Fewer change orders Agency can establish a list of qualified JOC teams Schedule and price are negotiated 	<ul style="list-style-type: none"> Assist in negotiations Review schedule Review construction sequencing Assist with change orders and claims Assist in contractor selection process Review and evaluate contractor claims Supplement ADOT staff 	<ul style="list-style-type: none"> New items but no established rates Subcontractor information not disclosed Designer procured by contractor Conflict of interest, consultant/contractor relationship

1b. Approach to Tasks and Issues

Our approach to serving ADOT on this contract engages experienced staff with effective communication skills who will provide ADOT with proactive and forward-thinking support and recommendations. We will collaborate with ADOT to determine the right team tailored for each task assignment. Our approach to major task areas is summarized below.

- **Procurement:** Provide clarity of scope, criteria, and contractual responsibilities in the procurement documents that are project specific.
- **Design and Clearances:** Collaboratively determine project scope elements that are properly represented in contract documents and ensure compliance in future project phases.
- **Construction Administration:** Support ADOT with successfully delivering the complex management elements of the construction phase.
- **Cost Activities:** Comprehensive analysis and expertise to ensure alignment with ADOT's project financial goals.
- **Schedule Activities:** Mitigate risk by ensuring adequate time is allotted for adherence to contract and programming requirements.
- **Public Involvement:** Support effective and right-sized engagement to ensure the public and stakeholders are well informed about project activities.
- **Stakeholder Coordination:** Confirm project elements are coordinated and vetted with decision-makers.
- **Risk Management:** Core to all project phases, identify and mitigate risks to minimize exposure and inefficiencies during delivery of the project.
- **Value Analysis/Engineering:** Provide technical design and construction experience to produce innovative solutions for an independent best value analysis.

ISSUES AND SOLUTIONS

Drawing from local and national alternative delivery experience, we have captured solutions to potential issues on task assignments in **Table 1** (page 7) and **Table 2**. Our framework for dealing with issues in a way that leads to success outcomes includes five steps is shown in **Figure 2**.

Table 2. Issues and Solutions (☑ – Issue could happen when using P3, DB, IDB, CMAR, or JOC methods)

Issue/Challenge	Solution	Value-Driven Approach or Example
Ambiguous contract language ☑	<ul style="list-style-type: none"> ▪ Apply previous project lessons learned and best practices to address commonly used ambiguous language difficult for contract administration ▪ Consult with alternative delivery experts to verify language interpretation will be supported, if necessary, in litigation 	On I-10 Broadway Curve, WSP helped reduce relief event costs numerous times by referencing contract language and developer responsibilities for improved enforcement
Submittal review/approval delays ☑	<ul style="list-style-type: none"> ▪ Define responsibilities and expectations of GEC and ADOT staff during reviews at onset ▪ Our average design review Broadway Curve was 6 days ▪ Provide concise review process management with dedicated distribution workflows and tracking matrices 	Discipline leads review submittal comments prior to advancing, removing double comments, clarifying comments, and embodying partnering principles
Staff unfamiliar with alternative delivery processes ☑	<ul style="list-style-type: none"> ▪ Conduct training on different delivery strategies to inform staff and avoid potential delivery schedule impacts ▪ Provide a detailed schedule and share early with ADOT staff involved in the process 	WSP team prepared an ITP Training for all new members on non-traditional projects saves confusion in the field as well as what needed to be field recorded
Poor/incomplete schedules ☑	<ul style="list-style-type: none"> ▪ Address schedule quality and completeness early in the project with formal documentation of non-compliance ▪ Enforce contractual requirements for contractor to provide recovery schedules and acceleration analysis 	A poor utility schedule may have posed a future risk to ADOT on I-10, but this was addressed by specifying in a relief event resolution that no delay costs could be claimed through a specific date
Risk profiles of owner-contractor within contract language ☑	<ul style="list-style-type: none"> ▪ Hold a risk team workshop where assignments of various risks are discussed, evaluated, and allocated ▪ Develop and maintain a contract risk register to be tracked throughout project 	WSP strives to provide clear contract language to confirm parties understand their responsibilities and help mitigate relief events
BAFO GMP not agreed to by ADOT resulting in schedule slippage during GMP negotiations (IDB, CMAR only)	<ul style="list-style-type: none"> ▪ Start negotiations on OH and markups before contractor engages in design services ▪ Coordinate bid items and compare quantity takeoffs during the early design submittals ▪ Facilitate early consensus on the baseline project scope, simplifying elements to be negotiated during the GMP finalization 	If deliverables are unsatisfactory, request meetings as needed to advance negotiations
Project Controls ☑	<ul style="list-style-type: none"> ▪ Provide change management strategies including monitoring, coordinating, and negotiating to preserve the best value for ADOT 	Frequently updated tracking/dashboard of the project to provide data to ADOT, FHWA, and Partners
Payment Schedules ☑	<ul style="list-style-type: none"> ▪ Compare design status and work progress against not only the critical path, but also any activity that has minimal float 	Allows for auditable payment tracking to schedule completion

Figure 2. Issue Resolution Framework



1c. Tentative Schedule

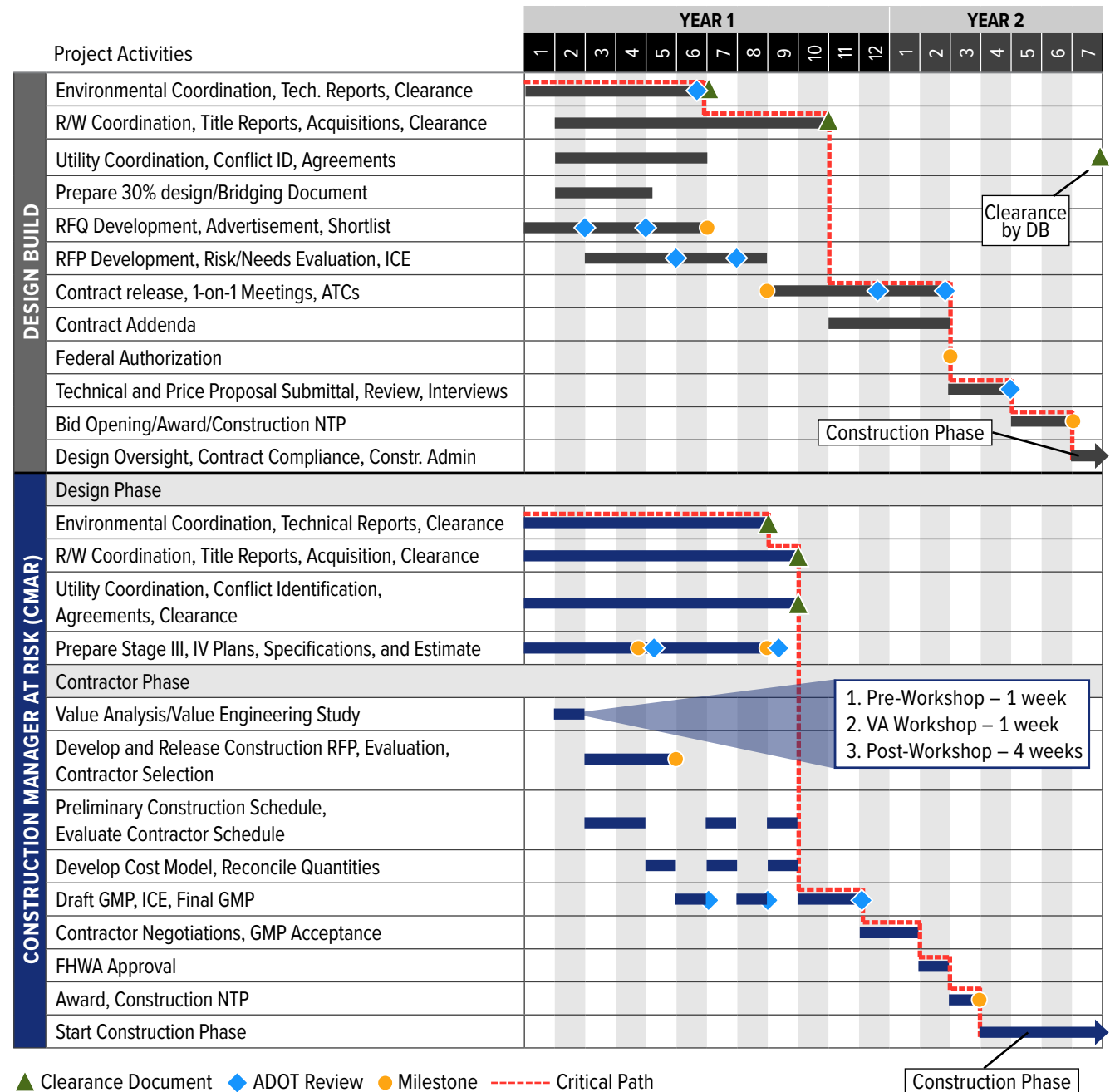
The tentative schedules shown in **Figure 3** identify the duration and functional relationships of major tasks for both a DB and CMAR project. The role of the alternative delivery consultant is crucial in driving the various phases of these deliveries. The contracting industry invests significant time and money in these pursuits, keeping on schedule allows for these entities to be as innovative as possible while still controlling proposal development costs.

We have identified a sample of potential schedule slippage items and our mitigation approaches in **Table 3** below.

Table 3. Schedule Risks and Mitigation Strategies

Schedule Risk/ Slippage Item	Mitigation Strategies
Project clearances	<ul style="list-style-type: none"> Fast-track data collection (Env tech reports) and field exploration (Geotech, survey) Identify R/W long lead parcels and strategy early Confirm a realistic project footprint through a schematic design phase
Delays of utility relocations/utility agreements	<ul style="list-style-type: none"> Coordinate design requirements and include as TPs Identify special permitting needs early Obtain early consensus for cost responsibilities amongst the parties
Delays in expected document preparation time	<ul style="list-style-type: none"> Build in float time to account for delayed receipt of document comments Track action items to determine critical path for document completion Tap into additional team resources to increase bandwidth
Delays in receiving document reviews	<ul style="list-style-type: none"> Communicate roles and expected review durations well in advance Conduct over-the-shoulder reviews at interim milestones Determine members of a lean core team that streamline the decision authority
Stakeholders request additional scope elements/changes to risk assignments	<ul style="list-style-type: none"> Hold regular meetings with stakeholders throughout all project phases Provide timely issue resolution through collaborative software and workshops

Figure 3. Preliminary Schedules for Design Build and CMAR Delivery Methods



1d. Value Analysis/Value Engineering

VA Approach : The WSP team approaches Value Analysis/Value Engineering (VA/VE) using a structured three-phase process, shown below.

1. Pre-Workshop (1 week)	2. VA Workshop (1 week)	3. Post-Workshop (4 weeks)
<ul style="list-style-type: none"> Strategy Meeting, Team Identification Study Plan, Location, Duration Design Team Presentation 	<ul style="list-style-type: none"> Information Stage Functional Analysis Stage Creative Stage Evaluation Stage Development Stage Presentation Stage 	<ul style="list-style-type: none"> Workshop Feedback Finalize Workbooks & Draft Report Design Team Review of Recommendations Approval/Acceptance of Recommendations Final Report Implementation

WSP and KHA's extensive SME pool, supported by facilitators from RHA and WSP, enables fast task initiation and early workshop scheduling. SMEs are selected based on experience and availability, with flexibility to scale teams by project type. We offer FHWA certified VA/VE staff with strong ties to ADOT and FHWA staff for smooth coordination and communications. Both WSP and KHA have experience bundling multiple projects into one workshop, enhancing efficiency. Early involvement during ADOT pursuits gives the team familiarity with project details, eliminating the learning curve and allowing immediate focus on value generation. We have VA/VE experience on both DBB and CMAR projects, and can draw on national SMEs for independent insight, if needed. A SharePoint workroom houses all workshop materials—design files, agendas, workbooks, and reports—for easy team access, and the VA work plan is tailored to project scope, stage, available data, and team composition. Cost analysis is a critical component of every value proposal, and the team includes specialized cost SMEs to ensure accuracy and feasibility.

VA Lessons Learned: The VA workshop is most effective when held early in the design process—after the Design Concept Report (DCR) and before Stage II—to avoid constraints from R/W and environmental commitments. Assigning a design-level staff member for CADD review and a supplemental engineer for real-time design checks allows SMEs to focus on developing value proposals. In-person participation from both the consultant and ADOT teams enhances collaboration and decision-making, improving overall workshop outcomes.

1e. Risk Assessment

Risk management begins early and continues throughout the project with integrated evaluation and mitigation strategies across all phases. During procurement, risks are proactively addressed through thoughtful contract development. For example, incorporating detailed topographic surveys, utility designations, and environmental field investigations as part of the GEC efforts helps clarify existing conditions for design-build proposers, reducing the likelihood of future conflicts and delays. Clearly communicating "pencils down" deadlines also allows for maximal improvements to be made to the contract documents. To track each risk's probability, we will establish a risk register at project initiation and maintain it throughout, tracking impacts, mitigation strategies, and decision—whether to reduce, avoid, transfer, or accept. Activities like CRA and FHWA CER are incorporated as needed.

We manage risks across technical, environmental, organizational, cost, and schedule domains. Early project efforts focus on benefit-to-cost evaluations, controlling unnecessary cost growth, and identifying value engineering opportunities. We recognize that some scope and cost increases may offer mitigation benefits such as improved traffic operations, reduced maintenance, and shorter construction timelines. All proposed cost increases are identified early, discussed with ADOT, and supported by thorough documentation to ensure informed decision-making and stakeholder consensus.

Value Add: Our team offers advanced risk and cost analysis capabilities, including Monte Carlo-based simulations for probabilistic forecasting. We specialize in identifying cost and schedule drivers, evaluating technical alternatives, and assessing impacts like contract extensions and contractor risk exposure. Additionally, we apply scenario analysis to evaluate delay recovery strategies and conduct operations and maintenance (O&M) breakeven modeling to forecast financial viability. These tools provide data-driven insights that support informed decisions and effective risk mitigation throughout the project lifecycle.

National Trends in IDB and CMAR Delivery

The WSP team includes specialists in alternative project delivery across the U.S. From best practices in contract development and risk assessment, to financing and technology integration, these SMEs will bring national trends to the ADOT team for consideration.

- **Construction Phase Multi-Packaging:** Used to identify critical project elements to prioritize. This approach enables more precise pricing—for example, similar or adjacent bridges can be contracted together and sequenced, rather than bundled into a single commitment. It also allows for early procurement of long-lead items, locking in prices and reducing schedule impacts. This method applies to various types of work, schedule demands, and funding availability.
- **Iterative Construction Pricing:** By involving the Owner, Contractor, and ICE, pricing can be developed throughout the project at key milestones (30%, 60%, 90%). This enables ongoing price negotiation, risk identification, and mitigation as the project team progresses toward a GMP.
- **Contractual Risk Register:** Transforming the risk register into a contractual tool (building on ADOT's allowance practices for CMARs) enables the project team to identify potential budget or schedule impacts. It also allows for establishing pricing and construction requirements should the risk materialize. Examples include work items with difficult-to-estimate quantities, such as traffic control devices, or unknown existing conditions like unsuitable soils. Payment is only made if the risk occurs.
- **Roles and Responsibilities:** Early identification and involvement of various professional services support efficient implementation of alternative delivery methods during the Procurement, Pre-Construction, and Construction phases of IDB and CMAR projects.
- **Integrated Digital Delivery:** Research identifies BIM, VR/AR, Digital Twin, Big Data and CPS as the most prominent interoperable technologies for digital design and planning to integrate digital technologies to enhance construction process workflows and productivity through collaboration.



2a. Project Principal
Joy Melita, PE

Firm: WSP | **Experience:** 33 yrs

- 20+ contracts as Principal
- 75+ ADOT projects over career
- Access to 400+ staff within AZ
- Experience leading WSP's AZ Transportation group for 6 years

Ability and Experience: Joy will handle contractual matters and have ultimate responsibility for WSP. She brings 33 years of ADOT experience, serves as principal for the current on-call contract and many others (e.g. I-10 Broadway Curve, Project Development On-Call, SR 30), has worked on GECs, and stays current with industry trends through local associations and national best practices.

Ensuring personnel & resources: Joy works with both WSP and ADOT team staff to make sure project progress aligns with expectations, including augmenting staff and monitoring team performance. She has fulfilled this role on numerous ADOT projects for all delivery methods and has a good understanding of the required resources to deliver high-value service.

Quality and timeliness: Joy is committed to finishing projects on time and with quality results. Her record of performance is demonstrated through on-time submittals of contract items and accurate monthly invoices, regularly monitoring project delivery, and providing additional resources if needed.



2b. Contract Manager
Jessica Fly, PE, PMP

Firm: WSP | **Experience:** 20 yrs

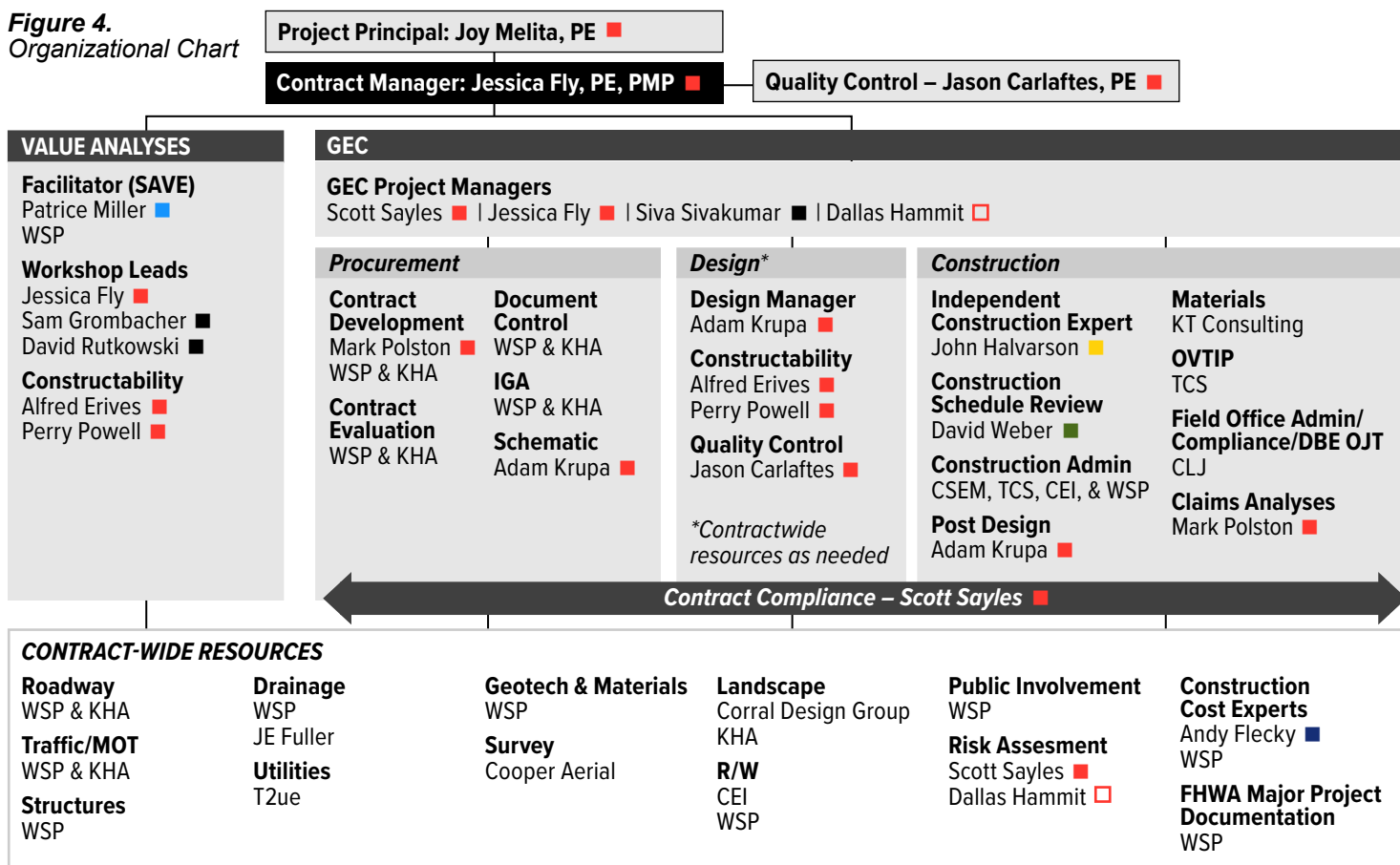
- Current Alt D contract manager
- 40+ ADOT projects over career
- 10+ Alt D projects, 4 VEs

Ability and experience: Jessica will be directly responsible for all tasks under this contract. With 10+ years of alternative delivery experience and as contract manager for WSP's current Alt D/VE On-Call and past PDOC contracts, she serves as a GEC PM and/or VA Workshop Lead, and will support risk management activities on all task orders. She has a proven ability to fulfill clients' expectations by meeting their schedule, budget, and quality requirements. Through her various project management experience, Jessica has demonstrated effective leadership skills in overseeing interdisciplinary teams and multiple subconsultants, collaborating to resolve issues, and engaging diverse project stakeholders in delivering projects for public clients.

Similar projects/contracts: Under the previous Alt D On-Call contract, Jessica was the GEC project manager for the SR 101L, I-17 to Pima Rd DB and SR 303L, US60 to Happy Valley Pkwy DB projects. She also provided project controls and preliminary engineering for the I-10 Broadway Curve GEC efforts.

Availability and commitment: 50% Availability. Current commitments: Sonoran Corridor DCR/EIS: 20%; SR 30, 97th Ave to 71st Ave: 10%; ADOT Management Consultant: 10%; MAG Loop 101-202 Study: 10%

Figure 4.
Organizational Chart



LEGEND: ■ WSP ■ KHA ■ CSEM ■ Infrastructure Mavens ■ PMA ■ RHA □ TriStar

2c. Key Personnel



**Patrice (Pat)
Miller, CVS**

Value Analyses Facilitator

Firm: RHA | **Experience:** 20 yrs

- SAVE Certified Value Specialist
- Has led the facilitation of 13 ADOT VE studies in the last five years

Pat provides professional VA/VE facilitation services for design, alternative delivery, and construction projects all around the world. In the last five years alone, Pat has facilitated more than 75 VA/VE studies for DOTs, federal, and municipal clients across the US and the world. As past president of SAVE International's Arizona Chapter, she is a trusted and respected facilitator.



**Sam
Grombacher, PE**

**Value Analyses
Workshop Lead**

Firm: KHA | **Experience:** 14 yrs

- History of implementing PBPD approach to deliver budget-conscious projects
- Design Build, P3, CMAR, and Value Analysis Workshop experience
- Strong ADOT and local stakeholder relationships

Sam has worked on nearly every urban freeway in the Phoenix area, providing him with an strong understanding of design standards and challenges. His experience brings creative solutions and clear communications of pros and cons to value analyses workshops. Sam can also support roadway and civil design as needed.



**David
Rutkowski, PE**

**Value Analyses
Workshop Lead**

Firm: KHA | **Experience:** 25 yrs

- Career-long focus on ADOT projects
- Expertise in urban freeway systems and municipal street improvements

David has firsthand experience implementing VA/VE on alternative delivery projects having served as a project engineer on the SR 202L, Santan I-10 to Gilbert Road; SR 202L Red Mountain, I-10 to Broadway Road; and SR 101L, I-17 to Pima Road DB projects. He also brings Alt D experience from projects like the Black Mountain Boulevard CMAR. David supports VA workshops with roadway/MOT expertise through KHA's current on-call.



**Alfred
Erives, PE**

Constructability

Firm: WSP | **Experience:** 21 yrs

- Current contract manager for WSP's ADOT Temporary Technical Engineering On-Call contract
- Client-side experience from roles with MCDOT and the City of Phoenix

Alfred has overseen the construction of numerous projects from large bridge to smaller maintenance projects. He understands the sensitive nature of dealing with the public and elected officials on high visibility projects. He will lead our constructability efforts and support CA services. As the lead for our local CM group, he'll assure we have the CA resources we need for any task under this contract.



**Perry Powell,
PE, PLS**

Constructability

Firm: WSP | **Experience:** 42 yrs

- 30-year career with ADOT
- 40+ years of experience
- Understanding of all of ADOT's standards and expectations

A senior Resident Engineer (RE), Perry joined WSP after a distinguished 30-year career with ADOT where he had increasingly responsible positions in construction management. With more than 40 years of experience, he has seen decades of ADOT infrastructure projects built and rebuilt. His experience over that many decades allows him to quickly and efficiently identify constructability challenges.



**Scott
Sayles, PE**

**Contract Compliance/
GEC Project Manager**

Firm: WSP | **Experience:** 25 yrs

- Supported efficiently processing 100+ change orders on I-10 Broadway Curve
- Experience on 18 alternative delivery projects, including 6 for ADOT

Scott's diverse engineering background includes a knack for project management and an affinity for contract compliance. He knows when it's necessary to hold a hard line on the requirements as specified from project to project, as shown by his experience on ADOT's I-10 Broadway Curve where he prepared 350+ technical/contractual letters for ADOT review and signature.



**Siva
Sivakumar, PE**

GEC Project Manager

Firm: KHA | **Experience:** 30 yrs

- Managed more than 75 projects for ADOT
- Has worked at ADOT as a Supplemental Services Project Manager for 4 years

Siva's experience includes projects with varying complexities from shoulder widenings to freeway widenings. He has participated in VA/VE workshops for projects including the I-10 Fairway TI and served as PM for GEC services on the ADOT SR 101L Price DB. He possesses in-depth knowledge of AASHTO, FHWA, ADOT, and local standards applicable to the planning, development, design, construction, and maintenance of the State Highway System.



**Dallas
Hammit, PE**

GEC Project Manager

Firm: Tristar | **Experience:** 35 yrs

- Recent experience managing GEC services for I-10 Broadway curve
- Intimate knowledge and relationships from experience as ADOT State Engineer

A proven leader with more than 30 years of experience in the transportation/construction industry. He has extensive experience working with Federal agencies (FHWA, NRS, BLM), public officials (both staff and elected), contractors and consultants. Dallas was a leader at ADOT and while with WSP, he was the project manager for our GEC services on the I-10 Broadway Curve.



Mark Polston
Contract Development

Firm: WSP | **Experience:** 25 yrs

- Led contract document drafting for the ADOT I-10 Broadway Curve P3
- Experience from the USDOT Build America perspective for P3 projects

Mark advises clients in the procurement, financing, and implementation of complex infrastructure projects, with an emphasis on alternative delivery methods. With a solutions-focused approach, he assists clients through the entirety of the procurement and implementation processes. He regularly advises clients on innovative finance issues and opportunities and the intersection of projects and federal policy.



Adam Krupa, PE
Schematic Design/
GEC Design Manager

Firm: WSP | **Experience:** 21 yrs

- 11 years of ADOT DB experience
- 15 years designing complex highways

Adam specializes in the design development and oversight of state highway, freeway, and interstate projects, working closely with ADOT in his eight years with WSP on the I-10 Broadway Curve P3. He has overseen design for a variety of roadway infrastructure improvement projects, including lane widening, reconstruction, and interchange construction. Adam's technical background includes traffic design and MOT experience.



Jason Carlaftes, PE
Quality Control

Firm: WSP | **Experience:** 23 yrs

- Design lead on first integrated design build project in Arizona
- 20 ADOT projects

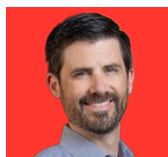
Jason has experience on all methods of delivery, including as the design lead for the first integrated design build project in Arizona. He is regularly responsible for quality control and understands ADOT's expectations from experience on 20 ADOT projects. His resume of delivering projects under every alternative delivery method will help him adapt our Quality Management Plan to each task.

2e. Risk Assessment Team Members

Risk Assessment requires a collaborative and evolving process throughout the life of the project, founded in effective team communication at all levels, from SMEs to the WSP team leadership to the ADOT team.

Our risk team will be led by **Jessica Fly, Scott Sayles, Jason Carlaftes, and Dallas Hammit**. Their experience in anticipating, assessing, and monitoring risk adds value to any task order on this contract. As an example, this team is experienced at developing customizable project dashboards that adapts as phases change. For I-10 Broadway Curve (example below), the submittal tracker monitored review times to meet contract deadlines, while Non-Compliance Metrics and DBE percentages were reviewed monthly to allow ADOT to be proactive with potential Developer concerns.

2d. Required Personnel



Andrew Flecky
Construction
Cost Expert

Firm: IM | **Experience:** 22 yrs

- Seven ADOT Value Analyses Workshops
- Experience on first ADOT design build project

Andrew has become a trusted cost expert, recently providing services on seven value analyses workshops. He and Infrastructure Mavens have also participated in key discussions for cost during DCR phases and on dozens of meetings with GEC teams. Andrew has the ability to use estimating software to produce detailed cost estimates (much like contractors) delivering industry-accurate review.



David Weber, CGC, PMP
Construction
Schedule Reviewer

Firm: PMA | **Experience:** 35 yrs

- Schedule reviewer for I-10 Broadway Curve and I-10 Kino Parkway to Country Club Road

David has extensive experience on ADOT projects including schedule review for alternative delivery projects. He is a leading expert for construction CA services and has evaluated complex change orders and claims, project scheduling, delay analysis, claims mitigation and resolution, and the implementation of CPM scheduling techniques and overall management procedures to achieve successful project completion.

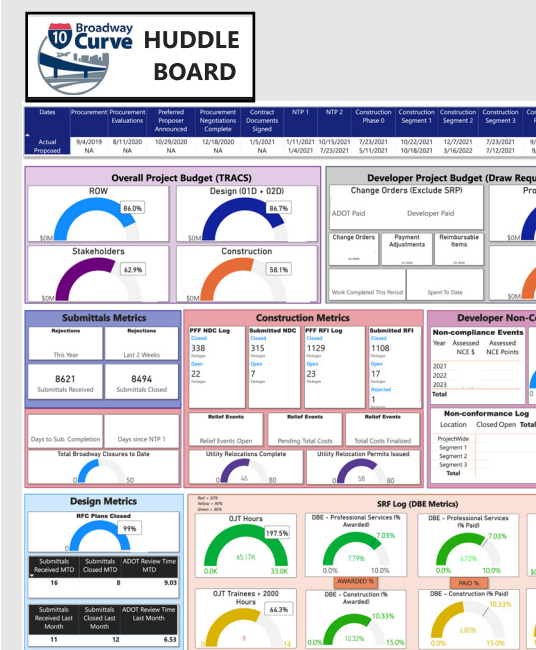


John Halvarson, PE
Independent Construction
Expert

Firm: CSEM | **Experience:** 16 yrs

- Offers both owner's and consultant's perspective from previous administration of 21 ADOT projects
- 8 years working for ADOT
- Resident Engineer on ADOT I-10 Broadway Curve

John brings a blend of construction and design experience having worked with Pulice Construction as a Project Engineer, ADOT and multiple consultants as a Resident Engineer or Transportation Engineer, as well as with the US Navy Reserve as a Civil Engineer Corps Officer.



2F. KEY TEAM MEMBER MATRIX

Name, Registration, Role, Location, % commitment		Current Projects & Commitments (At NTP)	Role on Similar Projects (Consultant/Subconsultant Contract Value, Owner)
2a. Joy Melita, AZ PE #31131; Project Principal; Tempe, AZ	10%	Sonoran Corridor: 10%; Intercity Rail: 20%; Various Projects as Principal: 20%	Principal, Alt Delivery On-Call, \$523,000, ADOT; Principal, PDOC, \$4.4M, ADOT
2b. Jessica Fly, AZ PE #52512, PMP #2050556; Contract Manager/VE Workshop Lead; Tempe, AZ	50%	Sonoran Corridor: 20%; SR 30, 97th Avenue to 71st Avenue: 10%; ADOT Mgmt. Consultant: 10%; MAG Loop 101-202: 10%	Project Manager, SR 101L I-17 to Pima Rd GEC, \$4.2M, ADOT; Value Analysis Team Lead, I-10 at SR 101L, \$96k, ADOT
2c. Additional Key Personnel			
Patrice Miller, SAVE #201410500, Value Analyses Lead; Phoenix, AZ	40%	One ADOT VE workshop scheduled for 11/25, and one ADOT VE workshop scheduled for 12/25: 50%	VE Facilitator, I-10 to SR L101, \$17,361, ADOT; Value Analyst, SR 30, 97th Avenue to 71st Avenue, \$41,638, ADOT
Sam Grombacher (KHA), AZ PE #62487, Value Analyses Workshop Lead, Phoenix, AZ	50%	SR 30, 97th Avenue to 71st Avenue: 20%; SR 303L, Lake Pleasant Parkway to 51st Avenue: 5%; Other: 5%	Roadway Lead, South Mountain Freeway, \$61M, ADOT Schematic Design Lead, I-10 Broadway Curve P3, \$73.5M, ADOT
David Rutkowski (KHA), AZ PE #43314, Value Analyses Workshop Lead, Phoenix, AZ	25%	Lake Pleasant Parkway: 25%; Halo Vista Development: 20%; MCDOT TT0511 MC 85:10%; MCDOT TT0576 Peoria Avenue: 10%; City of Scottsdale SH01 Pima Road: 10%	Roadway Engineer; SR 101L, I-17 to Pima Road Design-Build; \$188M, ADOT Project Manager; Lindsay Road SR 202L Traffic Interchange, \$22M, Town of Gilbert/ADOT
Alfred Erives, AZ PE #46607, Constructability & CA Services; Tempe, AZ	40%	MCDOT Old US 80 HFST Patterson Rd. to Agua Caliente Ext. Rd.: 35%; Pima Road L202 Outfall to Via Linda, Redevelopment & Expansion Project: 10%; Other: 15%	CM & Inspection Support, Pima Road L202 Outfall to Via Linda, Redevelopment & Expansion Project, \$3.7M, SRPMIC Inspection Support, I-10 Broadway Curve P3, \$73.5M, ADOT
Scott Sayles, AZ PE #43038, Contract Compliance & GEC PM; Tempe, AZ	25%	I-10 Broadway Curve P3: 40%; ADOT Supplemental PM: 30%; HDOT Honoapiilani Highway DB Project: 5%	Contract Compliance, I-10 Broadway Curve, \$73.5M, ADOT Project Manager, Supplemental PM, \$1.3M, ADOT
Siva Sivakumar (KHA), AZ PE #45933; GEC PM; Phoenix, AZ	40%	US 70, Cottonwood Wash–Reah Lane: 10%; ADOT Supplemental PM: 10%; ADOT SR 347 corridor Projects: 10%; Other: 25%	PM, SR 101L US 60 to SR 202L (Santan) GEC, \$3M, ADOT PM, I-10, Ina Road TI to Ruthrauff Road TI Final Design, \$162M, ADOT
Dallas Hammit (Tristar), AZ PE #34853, GEC PM; Phoenix, AZ	40%	None: 0% committed	Project Manager, I-10 Broadway Curve, \$73.5M, ADOT
Mark Polston, JD, Contract Development, Lexington, KY	25%	KYTC Delivery GEC: 40%; Reading and Hamilton BRT: 10%; Other: 25%	Procurement Support, I-10 Broadway Curve P3, \$73.5M, ADOT Project Manager, Alternative Delivery GEC/Support Services, \$9M, KYTC
Adam Krupa, AZ PE#52740; PTOE #5816, GEC Design Manager/Schematic Design, Tempe, AZ	30%	I-10 Broadway Curve P3: 10%; ADOT; SR 30 (71st Ave to 91st Ave) 40%; Other: 20%	Design Oversight Manager, I-10 Broadway Curve, \$73.5M, ADOT; Post-Design Engineer, Traffic/MOT lead, South Mountain Freeway, \$61M, ADOT
Perry Powell, AZ PE #15288; AZ PLS #17438, Constructability; Tempe, AZ	40%	MDOT Vulture Mountain Recreation Area 30%; USPS-VMF 20%; Other: 10%	Phasing and constructability review, I-10 Broadway Curve, \$73.5M, ADOT Specifications Team Writer, South Mountain Freeway, \$61M, ADOT
Jason Carlaftes, AZ PE #50678; Quality Control; Tucson, AZ	50%	ADOT SR30 Tres Rios 97th Ave to 71st Ave: 10%; NMDOT Nogal Canyon Bridge Replacement: 25%; Other: 15%	Structures Lead, SR 101L I-17 to Pima Rd GEC, \$4.2M, ADOT Structures Lead, I-10 Broadway Curve, \$73.5M, ADOT
2d. Required Key Personnel			
Andrew Flecky (IM); 2d.i. Construction Cost Estimator; Tempe, AZ	25%	ADOT I-10 Kino Pky to Country Club Rd: 10%; Mesa Estimating On-Call: 10%; ADOT; Other: 35%	Cost Est./Constructability, I-19 Irvington TI VE Study, \$8,640, ADOT Cost Est./Constructability, SR24, SR202L Ironwood Rd. VE, \$7,601, ADOT
David Weber (PMA), Certified General Contractor, Project Management Professional, 2d.ii. Construction Schedule Reviewer; Scottsdale, AZ	25%	ADOT I-10 Kino Pky to Country Club Road, 15%; ADOT Casa Grande Tucson Hwy I-10 Ina Road to Ruthrauff Road and Santa Cruz River to River Road Pima County, 15%; 25% other	Scheduler, ADOT I-10 Kino Pky to Country Club Road, \$41,800, ADOT; Project Lead, Casa Grande Tucson Hwy I-10 Ina Road to Ruthrauff Road and Santa Cruz River to River Road Pima County, \$289,600, ADOT
John Halvarson (CSEM), AZ PE #54638; 2d.iii. Independent Construction Expert; Tempe, AZ	25%	ADOT I-10 Kino Pky to Country Club Road: 15%; ADOT Casa Grande Tucson Hwy I-10 Ina Road to Ruthrauff Road and Santa Cruz River to River Road Pima County: 15%; Other: 25%	Scheduler, I-10 Kino Pky to Country Club Road, ADOT, \$41,800; Project Lead, Casa Grande Tucson Hwy I-10 Ina Road to Ruthrauff Road and Santa Cruz River to River Road Pima County, \$289,600, ADOT

3a. Recent Relevant Experience



I-10 Broadway Curve Public-Private Partnership (P3), GEC Services

ADOT | Prime (GEC) | \$73.5M | Staff: Melita, Fly, Sayles, Krupa, Polston, Carlaftes, Erives, Weber, Halvarson, Hammit

GEC services to deliver best-value, high quality I-10 corridor improvements between I-17 and SR 202L Santan/South Mountain Freeway. GEC services will span from procurement in 2018 through construction and completion of landscape establishment in 2026. Considered a Major Project by FHWA due project costs exceeding \$500M, the project team is also responsible for conducting a Cost Estimate Review workshop and preparing an Initial Financial Plan and Project Management Plan.



I-10 to SR 101L Value Analysis (Alt D & Value Methodology On-Call Task)

ADOT | Prime (Value Analysis) | \$96k | Staff: Melita, Fly, Powell, Miller

WSP facilitated a four-day, in-person Value Analysis workshop for this final design project that will provide improvements to mitigate weaving issues and improve connectivity at the I-10 and SR 101L system interchange. WSP provided roadway, drainage, structural, traffic and cost estimating services in support of alternatives development. Notable alternatives included combining the Thomas Road/ McDowell Road ramp gores, removing the dirt plug and replace with a structure, optimizing the DHOV span lengths and straddle bents, and increasing weave distance on EB I-10 by modifying ramp geometry.



Jackrabbit Trail/I-10 TI Value Analysis (Alt D & Value Methodology On-Call Task)

ADOT | Prime (Value Analysis) | \$74k | Staff: Melita, Fly, Powell

Our team facilitated a four-day, in-person Value Analysis workshop for this final design project that reconstructs the existing traffic interchange at Jackrabbit Trail and I-10. WSP developed alternatives to optimize project cost, streamline constructability, and reduce overall design and construction schedule. Notable alternatives included single phase bridge construction, splitting the project into two packages to expedite construction, and shortening project limits to within ADOT R/W.



Greenway Road, Cotton Lane to Sarival Avenue CMAR

City of Surprise | Prime | \$415k | Staff: Fly

DCR and final design to upgrade one mile of Greenway Road from a rural two-lane to a four-lane urban section, accommodating existing and future developments while minimizing utility impacts and an active well site. WSP led utility coordination and reviewed relocation plans. By thinking outside the box and working with the City and MWD, our work led to \$2M savings by avoiding impacts to the active well site. We also worked closely with APS to establish an easement configuration that resulted in an additional \$500k in City savings.



SR 202L, South Mountain Freeway P3

ADOT | Prime Designer | \$61M | Staff: Melita, Fly, Krupa, Carlaftes, Grombacher, Hammit

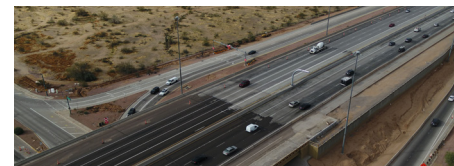
WSP led the design of ADOT's largest project and first P3 that constructed 22-miles of new urban freeway with 13 interchanges, 40 bridges, and five miles of I-10 widening. WSP identified constraints in DCR level conceptual designs and worked to find solutions. WSP prepared roadway, drainage, traffic, structures, geotech designs as well as coordinated utilities, environmental, and R/W activities.



SR 303L, US60 to Happy Valley Pkwy DB GEC (Alt D & Value Methodology On-Call Task)

ADOT | Prime GEC | \$1.4M | Staff: Melita, Fly, Powell, Weber

WSP provided ADOT with GEC services for this DB project consisting of 5 miles of a new six-lane freeway on SR 303L including: new drainage facilities, corridor signing and striping, new noise walls, lighting and ITS and coordination with two adjacent projects.



SR 101L, I-17 to Pima Road DB GEC (Alt D & Value Methodology On-Call Task)

ADOT | Prime (GEC) | \$4.2M | Staff: Melita, Fly, Krupa, Carlaftes, Weber, Halvarson, Hammit

GEC services for this DB project consisting of one general-purpose lane widening in each direction for 13 miles of SR 101L including: aux lane additions, ramp and frontage road modifications, ramp metering, drainage facilities, bridge widenings, new bridge construction, diamond grinding, new noise and retaining walls, corridor signing and striping, and lighting and ITS.



Lone Tree Overpass Progressive Design Build

City of Flagstaff | Prime Designer | \$5.4M | Staff: Carlaftes, Melita

WSP is the lead designer for the Lone Tree Overpass which will construct approximately one-quarter-mile of new roadway, Lone Tree Road, over the USACE Rio de Flag channel and BNSF railway, ultimately connecting Butler Avenue to Milton Road / US 66. This project is the first integrated design build project in Arizona and will be key in setting a foundation for this emerging delivery method.

3b. Relevant Subconsultant Experience

WSP and our subconsultants offer strong professional relationships, having successfully delivered multiple projects together. Subconsultant roles are shown in the organizational chart on Page 11: ☒ = ADOT-certified DBE firm.

- **Kimley Horn & Associates (KHA):** Holds the existing contract for these services, completing nine VE tasks. WSP has partnered on multiple ADOT projects with KHA to deliver the best team and most qualified resources. They bring 40 years of experience in Arizona.
- **Civil Solutions Engineering & Management (CSEM) ☒**: CSEM's REs have helped administer more than \$1 billion in heavy civil construction projects, including ADOT's I-10 Broadway Curve and I-17 Improvement project.
- **CLJ Construction Consulting LLC (CLJ) ☒**: An integral part of ADOT's Alt D Major Projects since 2016, CLJ has extensive experience working on ADOT projects for over 65+ combined years.
- **Consultant Engineering, Inc. (CEI):** Extensive resources comprised of 23 Arizona PEs serving as PMs and REs with PM/CM experience on public works projects.
- **Cooper Aerial Surveys Co. (Cooper):** 50+ years in the survey and aerial mapping industry, FAA-licensed drone pilots, LiDAR services.
- **Corral Design Group (CDG) ☒**: 15 years of experience in landscape architectural and erosion control design, with 20+ projects under ADOT On-Call contracts.
- **Infrastructure Mavens (IM):** 10 years of experience in providing constructability reviews and cost estimating, including on ADOT's first Design Build.
- **JE Fuller:** Strong understanding of ADOT's processes and expectations.
- **KT Consulting:** Recent experience providing ADOT with materials management, OVTIP, safety oversight, and nonconformance reporting services.
- **PMA Consultants (PMA):** 35+ years in construction schedule review including numerous ADOT projects over 20 years, in multiple districts. Provided training to the ADOT RE Academy on schedule, cost and claims avoidance.

- **RHA, LLC (RHA) ☒**: Training and professional facilitation services for Value Engineering/Analysis, Risk Management, Constructability Reviews, Life Cycle Cost.
- **T2ue:** Largest subsurface utility engineering firm in the US that has held the SUE On-Call with ADOT since 1998.
- **TAM Consulting Services (TCS) ☒**: Leadership with 50+ years providing construction management services.
- **Tristar Engineering and Management, Inc (Tristar):** Project management and executive leadership experience on multiple Alt D projects.

3c. Prime Consultant Info

WSP in the US has been in business since 1933 and has strong financial resources to supplement our most valuable assets, our 73,000 worldwide and more than 400 Arizona employees. Jessica and Joy will assign adequate resources for timely completion of each task order. Our exceptional knowledge of ADOT's history, processes, standards, and preferences will allow us to complete task order assignments efficiently. We have the workload capacity to provide services for this important ADOT on-call contract and have available experienced staff to assign to this contract.

3d. Internal Quality Control Procedures

ADOT has been a valued client of WSP for more than 40 years and we are committed to delivering quality products by adhering to our thorough quality process, while meeting every task order schedule. WSP Quality Management System meets ISO 9001:2015 requirements and is certified by external auditors. Our compliance with this rigorous international quality management system standards demonstrate our ability to consistently provide a product that meets customer and applicable statutory and regulatory requirements for process and quality (**Figure 5**). For this contract, as PM, Jessica will define and implement quality policies that are tailored to each unique task for WSP and our subs. WSP has had success in their adaption to different tasks while following their Quality Control Procedures. Examples of this include:

- For VA/VE tasks, a QC/QA process will be created based on the specific task. Our independent review of work plans and VE schedules will ensure that the results aligned with the goals of the VE. WSP will use technical SMEs to review

the DCR or 30% plans in preparation for VE workshops. Agendas and reports will follow our standard QA/QC process, but we will include our entire team to have quality in the forefront of every activity.

- As GEC during procurement, WSP will rely on document management programs to track version and comments on contract documents and schematic designs. When challenges with program compatibility arose on I-10 Broadway Curve, WSP adjusted to obtaining individual files from ADOT staff with comments and compiled them into a single document for resolution. Prior to releasing documents, our procurement team had dedicated staff to check cross-referencing within and between documents, ensuring entire documents were formatted consistently. We maintained a "punch list" for items not addressed in a submittal but were needed for final document release.
- As GEC during design/construction, we will review the quality of documents produced by the developer. WSP will review Project Management Plans, Project Administration Plans, Quality Management Plans (QMPs), Environmental Management Plans, and Safety Management Plans for compliance with contract requirements. WSP will also assist with annual developer quality audit review(s). WSP implemented compliance checklists for submittals on I-10 Broadway Curve to ensure submittals made by the developer contained the appropriate material and preceding submittals were made prior to commencing the review process. This checklist prevented wasted review time on submittals not compliant with the contract.

Figure 5. Customized QMPs are created for each task order.

1	ORIGINATION Develop document with technical peer-review by someone senior to author.
2	QUALITY REVIEW Review by senior staff, to contract terms and expected standard of practice.
3	BACKCHECK COMMENTS Originator and reviewer discuss comments, agreeing to accept or reject each.
4	REVISIONS Originator to revise accepted comments.
5	VERIFICATION Reviewer verifies revisions were made.
6	QUALITY ASSURANCE Quality Champion reviews QC documentation to ensure compliance.
7	ADOT SUBMITTAL PM formally submits to ADOT.



Joy Melita, PE

Why Joy as WSP's Contract Manager?

Joy will serve as Project Principal, bringing 33 years of ADOT planning, design, and construction experience. During this time, she has performed several leadership roles on ADOT projects including Project Principal, Project Manager, Quality Manager, and Lead Engineer. Using her knowledge of federal, state, and local agency design standards, guidelines, rules, and regulations, she will work with Jessica to provide top quality service to ADOT on this contract. Joy is very familiar with the priorities of the Alt D and Value Methodology On-Call having served as WSP's Project Principal for the previous contract and personally supporting several ADOT DB projects. Through this history of task assignment work, Joy has demonstrated effective leadership skills in overseeing diverse teams, collaborating to resolve issues, and engaging stakeholders in delivering sound solutions. Her track record of successful project delivery demonstrates her commitment to fulfilling clients' expectations by meeting their schedule, budget, and quality requirements.

PROJECT EXPERIENCE

ADDITIONAL HIGHLIGHTS

- 75+ ADOT projects over career
- Access to 400+ staff within AZ
- Experience leading WSP's AZ Transportation group as Local Business Lead for 6+ years

Firm: WSP

Firm Role: Senior Vice President, Local Business Line Lead

Location: Tempe, AZ

Years of Experience (firm/total): 28/33

Professional Registrations/

Certifications: Professional Engineer AZ #31131

Education:

BS, Civil Engineering, Arizona State University

Professional Memberships:

Women's Transportation Seminar (WTS); American Council of Engineering Companies (ACEC); American Society of Highway Engineers (ASHE)

ADOT Project Development On-Call 2022 & 2018 Contracts, AZ: Project Principal. Joy was responsible for WSP contract commitments on assigned task orders through the on-call. Task orders involved preparing scoping and providing final design on various statewide and local government projects, including a wide range of infrastructure improvements from tunnel lighting to pavement preservation to multi-use paths.

ADOT Alt D On-Call Services, AZ: Project Principal. WSP is providing Value Analysis and GEC support to ADOT through this current on-call for which Joy is responsible for firm commitments. Services include facilitating value analysis workshops for federally funded projects with construction costs that exceed \$50M; and Request for Proposal development, design phase oversight and reviews, project document control, processing and review of change orders, and construction administration for alternative delivery projects.

ADOT SR 30, 97th Ave to 71st Ave (Tres Rios), Maricopa County, AZ: Project Principal. WSP is providing final design services for the new interim six-lane urban freeway segment between 97th and 71st Avenues. Improvements include traffic interchanges at 91st and 83rd Avenues, overpasses at 87th and 75th Avenues, equipment crossing at

79th Avenue, drainage channels along the freeway and crossroads, traffic elements, shared-use path, and utility relocations. WSP is also providing public involvement support for this project and the adjacent system TI project being developed concurrently. Critical stakeholder engagement includes ADOT, MAG, Cities of Phoenix and Avondale, MCDOT, FCDMC, SRP, and several others.

ADOT I-10 Broadway Curve P3 GEC Services, Maricopa County, AZ: Project Principal. This is a General Engineering Consultant (GEC) contract assisting ADOT with delivering best-value, high quality I-10 corridor improvements between I-17 and SR 202L Santan/South Mountain Freeway via a Public-Private Partnership (P3) project. Major tasks include schematic design, R/W delineation, contract development, environmental clearance, risk management, public outreach, design oversight, and construction support.

ADOT SR 101L, Princess Drive to Shea Boulevard Final Design, Scottsdale, AZ: Project Principal. This project is adding six miles of GPLs to the SR 101L freeway and modifying four TIs. Project efforts include extensive stakeholder coordination, multidisciplinary design, and NEPA documentation. The project is currently in construction and WSP is providing post-design services. Joy confirms

that WSP has adequate resources to meet project commitments.

ADOT I-10, SR 85 to Citrus Road, Buckeye, AZ: Project Principal. WSP is providing final design services for widening I-10 in Buckeye. Improvements from SR 85 to Verrado Way consist of inside widening paving, as well as constructing permanent concrete median barrier, lighting, and any necessary drainage infrastructure. From Verrado Way to Citrus Road, outside widening will be designed to accommodate an additional travel lane, including a bridge widening at Citrus Road. The final configuration of I-10 will include an HOV lane and three general purpose lanes in each direction.

ADOT I-10 Ruthrauff Road Traffic Interchange, Tucson, AZ: Project Management and Utility Coordination Support. WSP provided final design of widening I-10 to an eight-lane roadway and reconfiguring the I-10, Ruthrauff Road TI to eliminate the at-grade crossing of the Union Pacific Railroad (UPRR). In addition to serving as project principal and interim project manager, Joy led the long-haul utility relocation within the UPRR R/W. This involved several fiber carriers, extensive scheduling, and agency coordination.



Jessica Fly, PE, PMP

Why Jessica as WSP's Contract Manager and as a potential Value Analyses Workshop Lead or GEC Project Manager?

As our team's Value Analysis Task Lead, Jessica will leverage her experience on the current on-call contract, where she led two value analyses, as well as experience on SR 101L and I-10 Broadway Curve GECs, which required similar workshops. Essential to Value Analysis tasks is the ability to help guide the project through critical stakeholder conversations regarding funding types, ownership and maintenance, permitting, ADA compliance, and design attributes. Jessica's experience on several large ADOT projects and MAG studies, including SR 410 Sonoran Corridor where for one cooperating and participating agency meeting there were over 20 stakeholders in the room, will allow her to continue expertly guiding conversations. Additionally, her passion for understanding all disciplines has developed her ability to know when to ask the right questions or do more research, which will be a huge value to this project. As WSP's current contract manager for this on-call, Jessica has insight into the expectations for responsiveness and will bring lessons learned such as expediting VE task order preparation with ADOT and confirming the right ADOT representatives are available to participate in the workshops.

PROJECT EXPERIENCE

ADDITIONAL HIGHLIGHTS

- Experience on two Alt D and Value Methodology On-Calls
- 40+ ADOT projects
- Collaborative approach to stakeholder engagement, as proven through delivery of studies and final design projects on SR 30, SR 101L, SR 202L, SR 303L, I-10, and I-17 corridors.

Firm: WSP

Firm Role: Vice President; Technical Director, Civil Engineering

Location: Tempe, AZ

Years of Experience (firm/total): 19/20

Professional Registrations/

Certifications: Professional Engineer AZ #52512; Project Management Professional #2050556

Education:

BS, Civil Engineering,
Arizona State University

Professional Memberships:

ASHE, ASCE, WTS, Project Management Institute (PMI)

ADOT SR 101 GEC Services – ADOT Alt D and Value Methodology On-Call, Statewide, AZ: Project Manager for GEC support to ADOT for the project duration including Request for Proposal (RFQ/RFP) development, design phase oversight and reviews, project document control, processing and review of change orders, and construction administration for alternative delivery projects. Jessica provides alternative delivery advisory to ADOT, project and risk management, scope evaluation, Environmental Clearance, R/W acquisition, conducting one-on-one meetings and ATC reviews, specification development, design review, construction schedule review, construction administration, and stakeholder coordination.

ADOT Jackrabbit Trail/I-10 TI Value Analysis – ADOT Alt D and Value Methodology On-Call, Statewide, AZ: Task Manager. WSP provided ADOT with facilitating a four-day in-person Value Analysis workshop for this final design project that will reconstruct the existing traffic interchange at Jackrabbit Trail and I-10. WSP provided roadway, drainage, structural, traffic and cost estimating services to develop alternatives to optimize project cost, streamline constructability, and reduce overall design and construction schedule.

Notable alternatives included single phase bridge construction, splitting the project into two packages to expedite construction, and shortening project limits to within ADOT R/W. Jessica was responsible for task order scope development, leading coordination of pre and post workshop tasks, and provided roadway and constructability expertise during the workshop.

ADOT I-10 Broadway Curve P3 GEC Services, Maricopa County, AZ: Project controls and schematic engineer. Jessica worked on the procurement phase of this regionally significant project. The project will realign I-10 from I-17 to SR 202L, including reconstruction of the I-10/SR 143/US 60 interchange and 11 miles of general-purpose lane widening. Other improvements include corridor signing, lighting, ITS, and landscaping. Relevance to this assignment: Delivery method selection, alternative delivery advisory to ADOT, scope evaluation, schematic design, program management (cost estimate and schedule development), procurement documents development, specification development, FHWA Major Project requirements, conducting one-on-one meetings and ATC reviews, R/W acquisition, Environmental Assessment, risk management, stakeholder

coordination, design review, construction schedule review, and construction administration.

ADOT I-10 at SR 101L Value Analysis – ADOT Alt D and Value Methodology On-Call, Statewide, AZ: Task Manager. WSP facilitated a four-day in-person Value Analysis workshop for this final design project that will provide improvements to mitigate weaving issues and improve connectivity at the I-10 and SR 101L system interchange. WSP provided roadway, drainage, structural, traffic and cost estimating services to develop alternatives to optimize project cost, streamline constructability, and reduce overall design and construction schedule. Notable alternatives included combining the Thomas Rd/McDowell Rd ramp gores, removing the dirt plug and replace with a structure, optimizing the DHOV span lengths and straddle bents, and increasing weave distance on EB I-10 by modifying ramp geometry. Jessica was responsible for task order scope development, leading coordination of pre and post workshop tasks, and provided roadway and constructability expertise during the workshop.

Jessica Fly, PE, PMP (Continued)

ADOT SR 303L, US60 to Happy Valley Pkwy Design Build, Surprise, AZ: Design Oversight Manager. WSP provided ADOT with GEC services for this DB project consisting of 5 miles of a new six-lane freeway on SR 303L including: new drainage facilities, corridor signing and striping, new noise walls, lighting and ITS and coordination with two adjacent projects. Jessica was responsible for on-site design phase oversight reviews, document control, contract compliance, and construction administration support.

ADOT SR 101L, I-17 to Pima Road Design-Build, Phoenix Metro, AZ: Project Manager. WSP provided GEC services during design and construction on this design-build project that included 13 miles of urban freeway widening, 12 bridge widenings, reconstruction of service TI ramps and gores, and other corridor signing, lighting, and landscape improvements. Jessica was responsible for project scope development, contract development, design oversight, and construction management services. Her responsibilities included stakeholder coordination, alignment of project scope to available budget, preparation of requests for qualifications/requests for proposal documents, design phase oversight and plan reviews, project document control, and construction administration tasks including RFI response, resolving field issues, reviewing change orders, and assisting the ADOT RE and inspection staff.

ADOT SR 202L South Mountain Freeway Corridor Design-Build-Maintain P3, Phoenix, AZ (Connect 202 Partners – Fluor, Ames, and Granite Contractors): Roadway segment lead. This project completed SR 202L 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 new TIs and approximately 77 new bridges along the freeway corridor. Five multi-use crossings were constructed to connect the South Mountain Park to adjacent land. Jessica's responsibilities included discipline coordination, corridor roadway coordination, design task management, contract compliance, and oversight of plan production. Relevance to this assignment: Alternative delivery design experience, stakeholder coordination, and ATC development.

ADOT US 60 (Grand Avenue), Bell Road Traffic Interchange Design-Build, Surprise, AZ (Coffman Specialties, TYLIN International): Roadway design lead for the US 60 portion of the project. The project provided a grade-separated crossing of US 60 with Bell Road elevated over US 60 and the BNSF Railway, with new access ramps connecting US 60 with Bell

Road in the median area of US 60. Jessica's responsibilities included significant coordination with the prime designer and contractor throughout the project duration, work task staffing/scheduling, utility conflict identification and relocation plan coordination, final design plan preparation, RFI/NDC/FDC/shop drawing review, and QA/QC. Relevance to this assignment: Alternative delivery design experience, stakeholder coordination, and ATC development.

City of Surprise, Greenway Road Traffic Mitigation CMAR, Surprise, AZ: Project Engineer. This project provided improvements along Greenway Rd from Cotton Lane to Sarival Ave. WSP prepared a DCR and final construction documents developing alternatives to upgrade to a four-lane roadway with revised geometrics, landscaped medians, bikes lanes, detached sidewalk, and also coordinated private irrigation relocations and R/W acquisitions. Jessica's responsibilities included overseeing staff coordination with the CMAR contractor, work task staffing/scheduling, developing design alternatives, utility conflict identification and utility relocation plan coordination, final design plan preparation, and QA/QC. Relevance to this assignment: Alternative delivery design experience, stakeholder coordination, and specification development.



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

— Anthony Brozich, ADOT Project Senior Resident Engineer
(Currently ADOT Northwest District Administrator)



Patrice (Pat) Miller, SAVE CVS

Why Pat as the WSP team's SAVE Certified Value Specialist and Value Engineering Lead?

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 more than 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. Pat's 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.

PROJECT EXPERIENCE AS THE SAVE CERTIFIED VALUE SPECIALIST IN THE LAST FIVE YEARS

ADDITIONAL HIGHLIGHTS

- CVS Team Leader for 18 Value Engineering Studies
- Value Methodology Training Facilitator for 10 Workshops

Firm: RHA

Firm Role: Certified Value Specialist and Facilitator

Location: Glendale, AZ

Years of Experience (firm/total): 13/20+

Professional Registrations/

Certifications: SAVE Certified Value Specialist Certification #201410500

Education: MBA, Marketing and Managerial Accounting/Finance; W.P. Carey School of Business, Arizona State University

Professional Memberships:

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

- | | | | |
|---|---|--|---|
| ■ ADOT, I-17 Indian School Road Traffic Interchange, Maricopa County, AZ | ■ ADOT, SR 24, SR 202L – Ironwood Drive | ■ Washington DOT, I- 90 Snoqualmie Pass East Stampede Pass to Easton | ■ Valley Metro, Capitol Extension Project (CAPEX) |
| ■ ADOT, Oak Creek Drainage and Sediment Control & Pump House Wash Bridge Rehabilitation | ■ ADOT, I-10 Construct HOV, SR 85 to Citrus Road | ■ Nevada DOT, Henderson Interchange Feasibility | ■ Navajo Nation, Dziłth-No-O-Dith-Hle School Community School Replacement, Bloomfield, NM |
| ■ ADOT, I-10 SR85 to Verrado Way Traffic Interchange | ■ Kentucky Transportation Cabinet (KYTC), Mountain Parkway Corridor Construction Sequence 1 – CVS Team Leader | ■ Nevada DOT, I-15 South Phase 2 | ■ USACE Albuquerque District, UH-1 Replacement (Kirtland Air Force Base) |
| ■ ADOT, I-17 Anthem Way Traffic Interchange | ■ Kentucky Transportation Cabinet, US 150 Corridor Improvement | ■ Nevada DOT, I-515 Downtown Access Project | ■ USACE Los Angeles District, Creech Air Force Base Mission Support Facility |
| ■ ADOT, SR-303L, MC-85 to Van Buren Street | ■ Kentucky Transportation Cabinet, US 641 Reconstruction | ■ Oregon DOT, I-5: Kuebler Blvd to Delaney Rd Widening | ■ USACE Seattle District, Howard A Hanson Dam Fish Passage Facility |
| ■ ADOT, SR 303L, 51st Avenue and 43rd Avenue Traffic Interchanges | ■ Indiana DOT/Kentucky Transportation Cabinet, I-69 Ohio River Crossing | ■ Wyoming DOT, Gillette-Montana State Line (Garner Lake Road) | ■ USACE Los Angeles District, Murietta Creek Phase 2B Flood Risk Management |
| ■ ADOT, SR 303L, 51st Avenue to I-17 | ■ Kentucky Transportation Cabinet, I-71 Widening to Six Lanes from Downtown to I-265 Project (Item Nos. 5-48.10 and 5-557.00) | ■ Wyoming DOT, Cheyenne Streets US 30, Christensen – Archer (Laramie County) | ■ Sound Transit, Souder Maintenance Base Facility |
| ■ ADOT, SR 101L at I-10 | ■ Kentucky Transportation Cabinet, I-71 Widening to Six Lanes from Downtown to I-265 Project (Item Nos. 5-48.10 and 5-557.00) | ■ Las Vegas Paving, Reimagine Boulder Highway | ■ Sound Transit, South Renton Transit Center |
| ■ ADOT, US 60, Grand Avenue – 35th Avenue/Indian School Road Traffic Interchange | ■ Kentucky Transportation Cabinet, KY 15, Breathitt County Major Widening | ■ Mississippi DOT, Tippah SR2 Connector | ■ Sound Transit, South Renton Transit Center Constructability Review |
| ■ ADOT, US 93, Cane Springs Roadway Widening | ■ Washington State DOT, I-5/ Secret Creek – Fish Passage | ■ Flood Control District of Maricopa County, Rawhide Wash | |
| ■ ADOT, I-19 Irvington Traffic Interchange | | ■ Valley Metro, Northwest Extension Phase II Light Rail Extension, Phoenix, AZ | |



Sam Grombacher, PE

Why Sam as one of the WSP team's Value Analysis Workshop Leads?

Sam's career has been focused on the design, management, and construction of complex transportation projects, including design builds, CMARs, and P3s. He has also participated in or led several Value Analysis workshops. This experience, combined with his unmatched attention to detail, proven ability to work through complex design challenges, and his established ADOT and stakeholder relationships, makes him the perfect person to lead more of these workshops for ADOT.

PROJECT EXPERIENCE

ADDITIONAL HIGHLIGHTS

- History of implementing PBPD approach to deliver budget-friendly projects
- Design Build, P3, CMAR, and Value Analysis Workshop experience
- Career focused on design, management, and construction of complex ADOT projects
- Strong ADOT and stakeholder relationships founded on trust

Firm: Kimley-Horn and Associates

Firm Role: Associate

Location: Phoenix, AZ

Years of Experience (firm/total): 3/12

Professional Registrations/

Certifications: Professional Engineer, AZ #62487

Education: BS, Civil Engineering, Arizona State University

**Experience prior to joining Kimley Horn*

ADOT Alt D and Value Methodology On-Call, AZ: Value Analysis Workshop Lead and Roadway Lead. Sam served oversaw the VE team, providing roadway, drainage, structural, traffic, and cost estimating services to develop alternatives to minimize project cost, streamline constructability, and enhance safety of the SR 303L, 51st Avenue to I-17 and SR 24, SR 202L to Ironwood Drive projects. Sam also served as the VE roadway lead for the US 93, Big Jim Wash and US 93, Vista Royale projects.

ADOT, SR 202L South Mountain Freeway P3, Phoenix, AZ*: Roadway Lead. This project included a 22-mile extension of SR 202L, 4.5 miles of I-10 main-line widening, 15 TIs, and 41 bridges. Over the course of the project, Sam transitioned from roadway engineer to lead designer, ultimately managing the roadway design task for 9 miles of the corridor, including mainline improvements through rural and mountainous terrain, as well as tight diamond, diverging diamond, and roundabout traffic interchanges. Sam visited the project site many times to understand the existing terrain and worked closely with the contractor so that the roadway and bridges would be designed to optimize constructability and cost. He also reviewed design concepts with the local community at public meetings and collaborated with ADOT management and stakeholders to ensure all parties were heard and goals were achieved. This project provides Sam with relevant ADOT Alt D Experience, as well as experience working with WSP team members.

ADOT I-10 Broadway Curve P3 GEC Services, Maricopa County, AZ*: Schematic Design Lead. Guiding a multidiscipline, multi-firm team, Sam oversaw the schematic design development of two system TIs at I-10/SR 143 and I-10/US 60, as well as widening of I-10 to provide six General Purpose Lanes (GPLs) and two High-Occupancy Vehicle (HOV) lanes in each direction from 24th St to US 60, and four GPLs and one HOV lane from US 60 to Ray Road. The schematic design was valuable in establishing the project scope of work, environmental footprint, R/W needs, and project funding prior to procuring a developer. Sam and his design team took part in a CRA workshop led by the Maricopa Association of Governments (MAG) and collaborated with the Federal Highway Administration (FHWA) to gain approval of design exceptions and a COAR. Throughout this project, Sam met almost daily with ADOT and coordinated regularly with FHWA, MAG, City of Phoenix, and other project stakeholders.

ADOT, SR 202L (Red Mountain Freeway), SR 101L to Broadway Road Design Build, Mesa, AZ*: Roadway Design Lead. Sam was responsible for design of the widening of about 3.5 miles of urban freeway, including reconstruction and entrance and exit ramps at four TIs. This widening required thousands of feet of new retaining walls and sound walls that Sam developed the profiles for based on his roadway design and model. Additionally, Sam coordinated with the bridge design team to widen four overpasses and worked with the drainage lead to develop a grading

plan to compliment the new TI layouts. Sam also designed ADA facilities at one of the TI crossroads.

Town of Gilbert, Ocotillo Road, Greenfield Road to Higley Road CMAR, Gilbert, AZ: Project Engineer. This project, currently under construction, completes the only missing link along the 22-mile stretch of Ocotillo Road through the east valley. It includes bridge crossings of the Eastern Maricopa Floodway and Queen Creek, as well as an iconic structure over the Chandler Heights regional basin, the site of the future Gilbert Regional Park expansion. The project also requires overhead transmission lines to be relocated underground and carried through two bridge structures, something SRP has never done before. Sam was the primary point of contact for SRP and all utility companies, coordinating with the design team and contractor to ensure compliant design and seamless construction.

ADOT, US 60/Bell Road Interchange Design Build, Surprise, AZ*: Sam designed the US 60 mainline and ramp improvements for this \$41 million conversion from an at-grade intersection to grade-separated interchange. Collaborating with ADOT, the contractor, and multiple consulting firms, Sam and the team developed a design solution to improve constructability, reduce impact to the traveling public, saving ADOT tens of millions of dollars. In addition to the roadway geometrics, Sam developed retaining wall layouts and designed temporary detours and ADA facilities.



David Rutkowski, PE

Why David as the WSP team's Value Analysis Workshop Lead?

David has 25 years of experience in the transportation civil engineering field specializing in roadway design and major urban freeway systems. Most of David's recent projects have been complex transportation projects requiring the collaboration of multidiscipline teams to address structural, geotechnical, drainage, site improvement, and traffic components. David possesses extensive experience leading preliminary design efforts for Private/Public/Partnerships and Design-Builds on large-scale urban freeway projects.

PROJECT EXPERIENCE

ADDITIONAL HIGHLIGHTS

- 25 years in civil engineering with a focus on complex ADOT projects in Arizona
- Expertise in roadway design, including urban freeway systems and municipal street improvements
- Extensive experience managing multidiscipline teams and contributing to DCRs and NEPA planning documents

Firm: Kimley-Horn and Associates

Firm Role: Vice President/
Senior Associate

Location: Phoenix, AZ

Years of Experience (firm/total): 9/25

Professional Registrations/

Certifications:

Professional Engineer AZ #43314, NV,
and UT

Education:

BS, Civil Engineering,
Northern Arizona University

Professional Memberships:

ASHE Member

ADOT/SR 303L 51st Avenue and 43rd Avenue Interchanges, Phoenix, AZ: Subconsultant Project Manager. David managed Kimley-Horn's significant portion of this project. This project included the design and construction of two TIs to serve the Taiwan Semiconductor Manufacturing Company's (TSMC's) new plant in the North Valley. The 51st Ave TI was shifted 1,500 feet to the west of the original location planned when the interim SR 303L was constructed. Kimley-Horn provided crossroad design services for drainage, roadway, and traffic signals in addition to designing all roadway lighting, landscape, and aesthetics. David also managed the design of 5.5 miles of arterial street for the City of Phoenix that tied into these TIs to complete the roadway network adjacent to the plant. These projects required extensive coordination between ADOT, City of Phoenix, ASLD, Federal Emergency Management Agency (FEMA), and the TSMC to meet the aggressive schedule to open the roadways in anticipation of the opening of the plant. This project brings relevant experience from an urban freeway project moving at the speed of a design-build with a finite schedule.

ADOT, I-10, SR 85 to Verrado Way GPL, Buckeye, AZ: Project Engineer. This project provided additional GPL on the Papago Freeway/I-10 from SR 85 to Verrado Way. The purpose was to reduce congestion, enhance regional mobility, improve movement of goods and services, and improve access to residential and commercial developments. The project included reconstruction of two

existing TIs at Miller Road and Watson Road to a DDI configuration to increase capacity and improve traffic operations. The Kimley-Horn team completed the DCR and environmental documents. PI, including a public meeting and a VE study, was also completed.

Gilbert Lindsay Road SR 202L Traffic Interchange, Gilbert, AZ: Project Manager. Kimley-Horn designed a new full-access diamond TI at Lindsay Road and SR 202L. This project, as a partnership with ADOT, was completed to ADOT's standards and specifications within ADOT R/W. The improvements included constructing the entry/exit ramps, a west-bound frontage road, traffic signals and interconnect, future fourth general-purpose lane widening on SR 202L, reconstructing Lindsay Road between the ramp termini, relocating the Zanjero Park parking lot, and other minor improvements to the existing street network to accommodate the TI. Kimley-Horn completed an early utility relocation phase of this project to underground RWCD's canal within the project limits and construct an equipment underpass for maintenance crews to access the facility, which crosses a freeway ramp. This project brings relevant aspects within design efficiency and constructability, stakeholder coordination, cost and schedule optimization.

ADOT, SR 101L, I-17 to Pima Road Design-Build, Phoenix, AZ: Project Engineer. As a subconsultant, Kimley-Horn completed the preliminary design for Miller Road and the ultimate design for the SR 101L overpass

structure as part of the ADOT SR 101L, I-17 to Pima Design-Build project. The Miller Road alignment below SR 101L will be used once future development occurs on adjacent Arizona State Land Department (ASLD) parcels. Our issue identification on this project started by providing a construction alternatives analysis (CAA) to help the City prove to ADOT that this crossing could be constructed without closing the freeway with minimal impact to SR 101L during the construction of ADOT's GPL expansion project. Our team worked with the City and ASLD to revise the Miller Road alignment to a location that minimized impacts to existing utilities and modified the typical section to minimize the length of the SR 101L structure.

ADOT/City of Scottsdale, Miller Road/SR 101L CAA and Final Design, Scottsdale, AZ: Project Manager. David managed this project to provide an alternative analysis and preliminary design for a grade-separated crossing of SR 101L over Miller Rd. The team completed detailed construction cost estimating, phasing, structure type selection, and MOT designs to allow the City of Scottsdale to demonstrate to ADOT that building a new roadway under SR 101L could be done with minimal impact to the traveling public. At the completion of this project, David and the team provided final design services to ADOT for the Miller Road crossing as part of the SR 101L, I-17 to Pima Rd DB. The Miller Rd alignment below SR 101L will be used once future development occurs on adjacent ASLD parcels. This project is the recipient of the 2019 Arizona Transportation Partnering Excellence Award.



Alfred Erives, PE

Why Alfred as the WSP's team Constructability Lead?

As a former public employee with the City of Phoenix transportation department and with Maricopa County DOT, Alfred has overseen the construction of numerous projects from large scale bridge projects to smaller maintenance projects. Having worked in the public sector, Alfred understands the sensitive nature when dealing with the public and elected officials and high visibility projects and will add value to our Construction Administration & Inspection services.

PROJECT EXPERIENCE

ADDITIONAL HIGHLIGHTS

- Strong understanding of relevant design standards, construction methods, cost estimating, scheduling, and contracting to guide constructability reviews
- Team leader adept at providing mentorship and oversight

Firm: WSP

Firm Role: Vice President, Local Business Lead

Location: Tempe, AZ

Years of Experience (firm/total): 2/22

Professional Registrations/

Certifications: Professional Engineer, AZ #46607

Education:

BS, Construction Management, Arizona State University; MSA, Government and Policy, Grand Canyon University

Professional Memberships:

American Society of Civil Engineers (ASCE)

ADOT I-10 Broadway Curve P3 GEC Services, Maricopa County, AZ: CA Team Lead. Alfred provided support with staff resources and confirmed superior performance of inspection staff by meeting with project managers on a regular basis. He coordinated with the program manager, performed project reviews, identified audit items, and document findings along with recommended improvements. He planned and budgeted staff to coincide with project schedules and needs. WSP was the GEC providing project management, construction inspection, administration and testing verification services. We provided CM services for this federally funded project by inspecting construction activities, providing maintenance of traffic, coordinating materials testing, and performing the public notification while enforcing and documenting the federal contract requirements.

ADOT Temporary Technical Engineering On-Call, Statewide, AZ: Contract Manager. WSP has held ADOT's Temporary Technical Engineering On-call contract since 1996, supporting ADOT's various districts throughout the state with resident engineers, inspectors, materials engineers, technicians and field office staff. With more than 20 WSP construction administration staff and five subconsultants, we support ADOT with assignments throughout Arizona. Currently under this contract, WSP is assisting ADOT's Northwest District by providing one inspector for the construction of the Queen Creek and Waterfall Canyon Bridges between Superior and Globe, Arizona.

Additionally, WSP has provided many services, such as management, inspection, lab, and office for various project types across the state, including design-bid-build, design-build, and construction management at risk.

Salt River Pima Maricopa Indian Community (SRPMIC), Pima Road – Redevelopment and Expansion, SRPMIC and City of Scottsdale, AZ: WSP Principal. Alfred is overseeing WSP's Resident Engineer and progress on this federally funded road expansion and regional drainage project. He is also providing oversight on the project's performance, budget, while ensuring that federal compliance requirements are being followed. Project involves five funding partners and construction estimate is \$75M.

MCDOT Bell Road Corridor, Litchfield Rd to Loop 101, Maricopa County, AZ: Contract Manager. Under WSP's MCDOT On-Call Contract, Bell Road was a federally funded project that involved multiple public agencies. This project removed eight miles of existing fiber optic cabling and installed new 144-strand single mode fiber along the Bell Road corridor. WSP provided full CA&I services while adhering to all federal requirements. Responsibilities included responding to RFI, submittals, scheduling testing/ survey, performing inspections, daily diaries, project photos, validating in-place quantities, preparing monthly pay application and preparing and validating change orders.

MCDOT Vulture Mountain Recreation Area Phase I, II & III, Maricopa County, AZ: Contract Manager. WSP provided CA&I services to Maricopa County Department of Transportation (MCDOT) and Maricopa County Parks Department. Project elements consisted of construction of a single and a two-span bridge, road improvements and paving approximately 5.5 miles of future park roadways, curbing, and guardrails. Other elements included constructing a campground for 88-campsites for the Vulture Mountain Recreation Area.

MCDOT Northern Parkway, Improvements to Buckeye Road at 83rd Avenue, Riggs Road from Ellsworth to Crismon, El Mirage Road from Picerne to Bell Road, Miller Road from Salome to Van Buren Street and others, AZ: Construction Branch Manager for MCDOT's transportation improvement projects, Alfred oversaw county Resident Engineers and Inspection staff as well as contracted firms in the construction administration of the county's \$50 million annual tip budget (approx.). His experience included contract management for local and federally funded projects, cost accounting and budgeting; strategic planning; civil engineering principals; construction methods; scheduling and claim analysis; materials; value engineering; partnering strategies; and techniques used to design, construction, and maintenance projects. Alfred's experience working at the City of Phoenix, and County on various infrastructure projects, as well as partnering experience will benefit the team and project.



Scott Sayles, PE

Why Scott as WSP's Compliance Lead, potential GEC Project Manager, and Risk Assessment team member?

Scott's diverse engineering background includes a knack for project management and an affinity for contract compliance. He has a history of preparing project specifications that have held a contractor responsible to required criteria, ensuring an owner receives what was envisioned during design. This is supported by a foundational background in quality assurance and quality control, having been a QA/QC reviewer and manager on more than 10 projects. Scott knows when it's necessary to hold a hard line on the requirements as specified from project to project, as shown by his experience on ADOT's I-10 Broadway curve where he prepared 350+ technical/contractual letters for ADOT review and signature.

PROJECT EXPERIENCE

ADDITIONAL HIGHLIGHTS

- Supported efficiently processing 100+ change orders on ADOT I-10 Broadway Curve
- 50+ projects as Design Manager
- RFP Specification and Technical Writing for 35+ projects
- Experience on 18 alternative delivery projects

Firm: WSP

Firm Role: Vice President, Civil Engineering

Location: Tempe, AZ

Years of Experience (firm/total): 3/25

Professional Registrations/

Certifications: Professional Engineer
AZ #43038

Education: BS, Civil Engineering,
University of Arizona

Professional Memberships:

WTS; ACEC; ASHE; American Society of Civil Engineers (ASCE); NCEES Western Zone; NCARB Region 6

ADOT I-10 Broadway Curve P3 GEC Services, Maricopa County, AZ: Deputy Project Manager, Design/Construction Coordinator. WSP assisted ADOT with GEC services to deliver best-value, high quality I-10 corridor improvements between I-17 and SR 202L Santan/South Mountain Freeway via a Public-Private Partnership project. Considered a Major Project by FHWA due project costs exceeding \$500M, Scott was responsible for contractual and technical letter development in response to Developer requests and claims, and he was responsible to assist the Resident Engineers and inspectors in RFI, shop drawings, and other Developer reviews to ensure contract compliance.. This will be very similar to the role we expect him to play on this contract. His uncanny ability in the last three years to efficiently provide contract compliance review for change order requests has been an incredible asset as a GEC for the I-10 Broadway Curve project.

ADOT SR 89A Side Road Interchange; Prescott, AZ: Project Manager. This was a City of Prescott funded project on the ADOT highway system for a new Traffic Interchange. As project manager, Scott was responsible for overseeing/preparing the design, from the design concept report to the final design, for the construction of a new interchange.

Scott was responsible for overseeing/preparing the design, from the design

concept report to the final design, for the construction of a new interchange. Both the City of Prescott and ADOT supplied the criteria used for the final design that Scott worked up project specification and construction requirements. Under this contract as a GEC project manager, Scott will be responsible for similar coordination with Section 4(f) facilities, manage a finite design/construction budget, explain to cities the process, scope control, R/W acquisition and transfer of property into the ADOT system, and merging of ADOT/City specifications into construction documents.

MCDOT Northern Parkway Program On-Call Management Consultant Services, Maricopa County, AZ: Design Manager. This project involved a new regional transportation facility extending approximately 12 miles from SR 303L to US 60, replacing Northern Avenue and approximately doubling the capacity of the existing facility. Design was generally to ADOT details and specifications with MCDOT, MAG, City of Glendale, City of El Mirage, and City of Peoria details and specifications woven throughout. Scott's responsibilities included developing the unique project specifications, attending weekly meetings with the client and surrounding cities, directing design activities, preparing various technical memorandums, participating in value engineering studies and assisting the client's public relations representative with the project website and monthly flyers. After design completion, his

responsibilities included serving as the post-design engineer during construction on the first 5-mile project, handling field requests for information, and working with other disciplines to provide plan updates resulting from changes in field conditions.

HDOT Honoapiilani Highway Realignment Improvements Design-Build RFP, Maui, HI: RFP Technical Writer. The Hawaii Department of Transportation (HDOT) is proposing to realign Honoapiilani Highway from Milepost 11.1 to Milepost 16.72, on the island of Maui, including two travel lanes, bridges, culverts, lighting and traffic signal systems. Scott's responsibilities included adding ATC, one-on-ones, and stipend arrangements to the HDOT RFP template. During review the template was updated to help reduce risk to HDOT and provide clarification for various statements.

Scott's responsibilities as a RFP Technical Writer included adding ATC, one-on-one, and stipend arrangements to the HDOT RFP template. During review the template was updated to help reduce risk to HDOT and provide clarification for various statements. This experience with another state DOT will be helpful to this contract because he places the client's risk first and continuously looks for ways to improve contract language to better protect the client.



Siva Sivakumar, PE

Why Siva as one of the WSP team's GEC Project Managers?

Having worked on ADOT projects for the past 19 years and managed more than 75 projects for the agency, Siva understands ADOT's project requirements and processes and brings all the skills necessary to lead tasks under this on-call. Siva has worked at ADOT as a Supplemental Services Project Manager for 4 years, which has allowed him to become familiar with ADOT's systems and programs. Siva has established key working relationships with ADOT personnel and has coordinated successfully with various sections of ADOT to resolve issues and deliver projects. Siva thoroughly understands ADOT's processes and requirements and maintains excellent working relationships with ADOT personnel and other agency stakeholders. He successfully coordinates and delivers multidisciplinary projects for construction, as programmed.

PROJECT EXPERIENCE

ADDITIONAL HIGHLIGHTS

- 25+ years of roadway experience
- Managed 75+ projects for ADOT
- ADOT Supplemental Project Manager for 4 years

Firm: Kimley-Horn and Associates

Firm Role: Vice President/Associate

Location: Phoenix, AZ

Years of Experience (firm/total): 19/30

Professional Registrations/

Certifications: Registered Professional Engineer in Arizona (#45933), Nevada, Ohio, Pennsylvania, West Virginia, and Utah

Education:

Master of Civil Engineering, Civil Engineering, South Dakota School of Mines and Technology

Bachelor of Science, Civil Engineering, University of Madras, India

Professional Memberships:

ASHE; ASCE

ADOT, SR 101L, Princess Drive to Shea Boulevard DCR Update, Scottsdale, AZ:

Project Manager. This project, completed as a task order under the Project Development On-Call, is a DCR update for the segment on SR 101L from Princess Dr to Shea Blvd. The DCR update mainly evaluated the reconfiguration of the two TIs at Frank Lloyd Wright Blvd and Raintree Dr and capacity improvements on the Shea Blvd TI. The project also included evaluating and minimizing impacts to the retaining/noise walls, preparing AASHTO and ADA feasibility reports, preparing design exception requests for the various elements, and updating cost estimates. Extensive local agency involvement and service interchange alternative development was necessary to improve operations within this projects limits on some of the Valley's busiest arterial streets and to avoid impacting retaining/noise walls.

ADOT, I-10 from SR 85 to Verrado Way General Purpose Lanes (GPL), Buckeye, AZ:

Project Manager. The Kimley-Horn team successfully completed a DCR, environmental clearance, and final design of this \$100M project to provide additional GPL for eight miles on I-10 to reduce congestion, enhance mobility, and improve access. The I-10 roadway was widened in the median and two existing TIs at Miller Rd and Watson Rd were reconstructed to DDIs including new bridges. We coordinated with Central District and City of Buckeye to prepare comprehensive

construction phasing and MOT plans and specifications to minimize closures and detours and implemented incentives/disincentives and liquidated damages. They also prepared 3D visualizations, model displays, and PowerPoint presentations to present the project to the City Council, public, homeowner associations (HOAs), and businesses to obtain consensus on the recommended alternative.

ADOT, I-10, Ina Road TI to Ruthrauff Road TI Final Design (I-10 Gap), Tucson, AZ:

Project Manager. The I-10 Gap project is a four-mile-long reconstruction project along I-10 and provides four PCCP lanes in each direction, including auxiliary lanes and dual-lane entrance and exit ramps. The project will also reconstruct two existing TIs at Orange Grove Road and Sunset Road. Sunset Road will be reconstructed and "flipped" to go over I-10 for a structure to span the UPRR. The Sunset Road project by Pima County will be constructed with this project. New bridges will be reconstructed at the Cañada del Oro Wash and Rillito River bridges. This project also included improvements to drainage, lighting, FMS, and landscape architecture design.

ADOT SR 101L Price Design Build (GEC), US 60 to SR 202L (Santan), Tempe, AZ: — Project Manager. As Project Manager, Siva put together the RFQ and RFP, and worked with ADOT closely, to procure the Design Build team. During the RFQ and RFP process, Siva

coordinated with multiple ADOT disciplines daily. With support from various Kimley-Horn discipline leads, Siva prepared the 700-page RFP for the project. Siva provided oversight and management for the project during construction.

Led by ADOT, in cooperation with MAG and the FHWA, this project added GPLs in each direction on SR 101L mainline from north of Baseline Road to the SR 202L (Santan) to improve freeway capacity and help alleviate increased levels of traffic congestion in the future. Kimley-Horn is serving as the GEC for ADOT for the entire duration of the project from procurement process of a Design-Builder, environmental mitigation through the end of construction. The project is the recipient of the 2020 Arizona Transportation Partnering Excellence Award.

ADOT, Supplemental Services Temporary Part-Time Project Delivery Manager, AZ:

Project Manager. Siva served as a temporary part-time Project Delivery Manager at ADOT from 2016–2018. During this contract, he managed 20 projects which were in various stages of development. He initiated several new projects through Project Review Board (PRB) and also completed Joint Project Agreements (JPAs) for three local government projects. He delivered the projects on time and under budget.



Dallas Hammit, PE

Why Dallas as one of the WSP team's GEC Project Managers and Risk Assessment Team Members?

Dallas is a proven leader with more than 30 years of experience in the transportation/construction industry. He has extensive experience working with Federal agencies (FHWA, NRS, BLM), public officials (both staff and elected), contractors and consultants. Over the past 22 plus years was a leader at ADOT serving in multiple roles including Senior Resident Engineer, District Engineer, Deputy State Engineer and for over seven years served as Deputy Director for Transportation and State Engineer. As Deputy Director for Transportation/State Engineer was responsible for the planning, development, construction, maintenance, and operations of the 30,000 lane-miles in the State of Arizona highway system. He was responsible for three of the Department's divisions, Multi Modal Planning (MPD), Infrastructure Delivery & Operations (IDO) and Transportation System Management & Operations (TSM&O), as well as the Major Projects Group, Environmental Planning Group, Transportation LEAN Coach Team, Broadband Office, and Transportation Budget Office. Direct and indirect supervision of 1810 positions while overseeing the \$62 million operations budget, \$153 million maintenance operations budget and \$1.2 billion construction program.

PROJECT EXPERIENCE PRIOR TO JOINING TRISTAR

ADDITIONAL HIGHLIGHTS

- 22 years working for ADOT in leadership roles
- Management role on ADOT's two largest Alt Delivery projects
- Oversaw ADOT's \$62M operations budget, \$153M maintenance operations budget and \$1.2B construction program

Firm: Tristar Engineering & Management Inc.

Firm Role: Executive Vice President/ Project Manager

Location: Phoenix, AZ

Years of Experience (firm/total): <1/35

Professional Registrations/

Certifications: Professional Engineer
AZ #34853

Education: BS, Mechanical Engineering, University of Wyoming; Certified Public Manager, Arizona State University

Professional Memberships:
ASHE

ADOT I-10 Broadway Curve P3 GEC Services, Maricopa County, AZ: Project Manager. WSP is providing GEC services for the I-10 corridor improvements between I-17 and SR 202L Santan/South Mountain Freeway via a Public-Private Partnership project. Considered a Major Project by FHWA, the project team has been responsible for conducting a Cost Estimate Review workshop and preparing an Initial Financial Plan and Project Management Plan. As WSP's Project Manager, Dallas coordinated activities and personnel for the GEC team for project administration, design review services, and construction verification to support in the management of the project. This project provides Dallas with the understanding of the Major Projects (MP) Team's needs and the duties the GEC teams working with the MP team. It will also provide many lessons learned for procurement and contract compliance that will be brought forward into MP execution and future ADOT alternative delivery projects.

ADOT South Mountain Freeway P3, Phoenix, AZ: ADOT State Engineer. The largest project in ADOT's history, this project's design, build, maintain (DBM) delivery model which was an innovative approach used nationwide to efficiently reduce the cost to taxpayers without sacrificing quality. The \$1.8 billion

project included 22 miles of new free-way with 3 general purpose lanes, 1 high occupancy vehicle lane, 41 bridges, 15 interchanges including 2 half Diverging Diamond Interchanges, 12 miles of sound walls, and 6 miles of shared use path. Dallas supported this project while ADOT's State Engineer. He supported the MP team and participate in executive partnering and project escalations. From this project, Dallas understands the needs and responsibilities of the ADOT teams both at the project and agency levels.

ADOT SR 101L Expansion, Phoenix, AZ: ADOT State Engineer. This design-build project widened and improved the Loop 101 (Pima Freeway) from Interstate 17 in Phoenix east to Pima Road in Scottsdale. Infrastructures improvements included adding one general purpose lane in each direction between I-17 and Pima Road, adding an auxiliary lane in each direction between Seventh Street and Cave Creek Road, constructing a new overpass structure at the future Miller Road alignment, and modifying freeway ramps and frontage road connections at 11 interchanges. As the ADOT State Engineer, Dallas supported the Central District and IDO leadership in project escalations. This is critical for this Alt Delivery on-call contract because it provides the

experience required to understand the needs and responsibilities of the ADOT teams both at the project and agency levels.

Delivery of ADOT's Five Transportation Facilities Construction Program, Statewide, AZ: ADOT State Engineer. As ADOT's Deputy Director for Transportation/State Engineer, it was Dallas' responsibility to ensure the development of the program, as well as the delivery of design and construction projects programmed in ADOT's Five year Program. Dallas' understanding of the procurers and requirements to program funding for projects in the five-year construction program are directly relevant to how tasks and projects may materialize through this Alt D and Value Methodology On-call contract.

Operation of ADOT's Facilities Program (2009–2011 and 2014–2022, Statewide, AZ: ADOT State Engineer. Dallas' understanding from overseeing the maintenance and operation of ADOT's overall program gives him intimate knowledge of the challenges in maintaining State Highway across Arizona, as well as the individuals charged with operating the system. This will be key in being able to understand some of the foundation for projects under Prop 479 and the current state of the DOT.



Mark Polston

Why Mark as WSP's Contract Development Lead?

Mark advises clients in the procurement, financing, and implementation of complex infrastructure projects, with an emphasis on alternative delivery methods, including design-build, construction manager at risk (CMAR), construction manager/general contractor, and public-private partnerships (P3s), and progressive/predevelopment variations thereof. With a solutions-focused approach, Mark assists clients through the entirety of the procurement and implementation processes, including creating a procurement strategy, managing risk, setting up procurement programs, drafting evaluation criteria, selecting proposers, negotiating agreements, and administering such agreements. He regularly advises clients on innovative finance issues and opportunities and the intersection of projects/programs and federal policy.

As former deputy director of USDOT's Build America Bureau Credit Programs, Mark was involved with the underwriting, contract/load agreement negotiation, and oversight of nearly every P3 surface transportation project that achieved financial close in the prior to his joining WSP. His leadership and counsel on many of these projects strongly contributed to their achieving financial close and proceeding into implementation.

ADDITIONAL HIGHLIGHTS

- Experience on 50 alternative delivery projects
- Recommended procurement modifications to the KYTC that led to the total project construction cost for KYTC-421 being 10% lower than the budget the state had developed
- Helped agencies like the Illinois Tollway and KYTC with their first progressive design-build and CMGC projects

Firm: WSP

Firm Role: Senior Vice President, Management Consultancy

Location: Lexington, KY

Years of Experience (firm/total): 7/25

Professional Registrations/

Certifications: N/A

Education: JD, University of Minnesota Law School; BA, Political Science, College of Charleston

Professional Memberships:

Virginia State Bar

District of Columbia Bar

PROJECT EXPERIENCE

ADOT I-10 Broadway Curve P3 GEC Services, Maricopa County, AZ:

Procurement Support. WSP assisted ADOT with GEC services to deliver best-value, high quality I-10 corridor improvements between I-17 and SR 202L Santan/South Mountain Freeway via a P3 project. Mark led drafting the RFP for the project, provided strategic support on the proposer evaluation process, managed review of proposer financial capability, presented best-value selection options to MAG with ADOT project team. This direct experience with ADOT in executing a successful procurement of a major project using alternative delivery will allow him to bring lessons learned into any future GEC services tasks involving contract development.

Michigan DOT Alt D GEC, Statewide: Lead Risk Manager. Mark is advising MDOT across various alternative delivery projects. Mark assisted in updating and revising its Innovative Contracting Manual and guidance documents to incorporate industry best practices into its innovative contracting operation.

KYTC Alt D Consultant; Statewide: Project Manager. This is a multi-year, multi-project engagement providing procurement and technical support for KYTC on a range of alternative delivery projects, including I-65 Central Corridor in Louisville (18 bridge rehabilitation or replacement valued at more than \$600 million for the entire project), innovative Wrong Way Driving Prevention Technology, and several small rural improvement projects. These include Kentucky's first CMGC and Progressive Design-Build projects. WSP is assisting KYTC in refining its alternative delivery program, incorporating new delivery types, and managing risk. This is an example of managing and carrying out a comprehensive owner representative role for an alternative delivery program that includes multiple projects, from very large megaprojects down to small rural highway projects.

US 89 Farmington to I-84 Progressive Design-Build, Utah DOT (UDOT), Layton, UT:

Procurement Support. This contract includes Improvements along US 89 in a fast-growing part of metropolitan Salt Lake City to convert the facility to a limited access highway. Mark assisted UDOT in developing the contract and procurement for a highway construction project using the progressive design-build delivery model, the first of its kind in the state and one of the first major projects of its kind in the US. He advised UDOT in adjusting its procurement methodology for progressive design-build, including by developing an RFP template for use in future progressive design-build projects. Mark is a long-term expert in progressive design build, having supported the procurement and contract documentation for this contract, one of the earliest highway progressive design-build projects in the US.



Adam Krupa, PE, PTOE

Why Adam as WSP's Schematic Design Development/Post Design Oversight?

Adam is a civil engineer who is passionate about good, sound design. He specializes in the design development and oversight of state highway, freeway, and interstate projects, working closely with ADOT in his eight years with WSP. He has overseen design for a variety of roadway infrastructure improvement projects, including lane widening, reconstruction, interchange construction, and accommodation of pedestrians, bicyclists and other non-vehicular traffic. Adam's goal is that the projects he contributes to maintain rigorous standards in quality control, by providing close oversight throughout the execution and development of projects. Most recently, Adam has been dedicated to helping review and confirm that the design on the I-10 Broadway Curve P3 complies with contract requirements, as well as with resolving issues as they come up and will this experience and the same skill sets to design development and post design review on any GEC task assigned to WSP under this contract.

PROJECT EXPERIENCE

ADDITIONAL HIGHLIGHTS

- 15 years designing complex highway infrastructure projects
- 10 years managing the design freeway systems
- 11 years of design-build experience on ADOT freeways

Firm: WSP

Firm Role: Vice President, Civil Engineering

Location: Tempe, AZ

Years of Experience (firm/total): 8/21

Professional Registrations/

Certifications: Professional Engineer AZ #52740; PTOE #5816

Education: BS, Civil Engineering, Purdue University

ADOT I-10 Broadway Curve P3 GEC

Services, Maricopa County, AZ: Design Oversight Manager. WSP is assisting ADOT with delivering best-value, high quality I-10 corridor improvements between I-17 and SR 202L Santan/South Mountain Freeway via a P3 project by serving as the general engineering consultant (GEC). The project includes reconstruction of the I-10/SR 143/US60 System TI and 11 miles of general-purpose/high-occupancy vehicle lane widening. Adam oversaw the development of schematic conceptual design to progress environmental, R/W and other early project activities.

Oversaw the development of schematic conceptual design to progress environmental, R/W and other early project activities. Adam drafted technical provisions, participated in one-on-one meetings, and responded to proposer questions as an owner (ADOT) representative during the procurement of the project, as well as led evaluation of three proposals for the project. During execution, he oversaw the review of design document and schedule for contract compliance and risk mitigation. Understanding the development of contract documents and ensuring contract requirements are met will be critical to this contract. When differences of interpretations occur, following an established resolution

process to continue progress was a lesson learned to bring to this Contract.

ADOT Loop 202 South Mountain Freeway

Design; Phoenix, AZ: Traffic & Maintenance of Traffic Lead. WSP is the lead designer for the Loop 202 South Mountain Freeway. Adam oversaw design teams for signing, pavement delineation, traffic handling, lighting, and signals for 22 miles of new freeway. Adam was integral in the phasing of I-10 mainline and ramps as well as crossroad and arterial traffic. The project also includes a rigorous quality control process to ensure compliance with the project's technical provisions. Adam's experience of coordinating with ADOT, City of Phoenix, Gila River Indian Community, as well as various reviewers, designers and contractors will be used to ensure projects and tasks under this contract are well executed between all groups and participants of each task.

ADOT SR 202L Red Mountain Design Build,

Phoenix, AZ: Roadway & Traffic Design; Post Design Lead. The project widened eastbound SR 202L for approximately 10 miles and 2 miles in the westbound direction. This included 22 bridges and other roadway features. Adam provided roadway design, signing design, striping design, and acted as CAD designer/file manager and as-built engineer. Adam

also helped facilitate the construction of the widening of Scottsdale Road that included temporarily converting the existing Single-Point Urban Interchange (SPUI) to a conventional Diamond including temporary signals, temporary pavement, and coordination with the City of Scottsdale to accommodate falsework towers. Using outside the box concepts helped this specific project be a success. That same skill set can be applied to this contract in both the Value Engineering and Contract Compliance tasks.

MAG I-10 Knox Bicycle & Pedestrian Bridge

Scoping Study, Phoenix, AZ: Project Manager and Utility Lead. WSP is preparing a scoping study for MAG evaluating the feasibility of installing a bicycle and pedestrian bridge crossing I-10 along the Knox Road alignment, halfway between Warner Road and Ray Road connecting the cities of Phoenix, Tempe, and Chandler. The study will evaluate purpose and need, identify the connection points for the bridge on either side of I-10, and outline the impacts, design considerations, and an implementation plan. Adam's heavy involvement in the I-10 Broadway Curve project allowed him to excel with this project. He understands all of the constraints and utilities on the corridor and holds solid working relationships with key stakeholders and utility companies.



Perry Powell, PE, PLS

Why Perry for Constructability?

Perry joined WSP after a distinguished 30-year career with ADOT where he had increasingly responsible positions in construction management. He has been instrumental in continually providing ADOT with support and expert construction services. Through WSP's ADOT Temporary Technical Engineering On-call, Perry has been a technical trainer for ADOT on minor concrete structures, box culverts, major concrete structures and Portland Cement Concrete Paving, as well as for the use of ADOT's Construction Manpower Management Program. His experience includes work in the planning, development, design and construction of transportation facilities, especially the management of large-scale and complex public transportation systems. His more than 40 years of experience and dedication to ADOT make him ideal key personnel for leading constructability and providing support for construction administration services.

PROJECT EXPERIENCE

ADDITIONAL HIGHLIGHTS

- 30 years employed with ADOT
- Experience on major ADOT alternative delivery projects, including SR 101 – I-17 to Princess Design-Build and SR303L US 60 to Happy Valley Parkway through different contracts
- Trainer for ADOT's Construction Manpower Management Program

Firm: WSP

Firm Role: Vice President, Construction Management

Location: Tempe

Years of Experience (firm/total): 11/42

Professional Qualifications:
Professional Engineer, AZ #15288;
Professional Land Surveyor,
AZ #17438

Education:
BS, Civil Engineering,
University of Arizona

Professional Memberships:
American Public Works Association (APWA); American Society of Highway Engineers (ASHE)

ADOT On-Call Temporary Technical Engineering Personnel, SR303L US 60 to Happy Valley Parkway, Design-Build, AZ: Senior resident engineer. Perry was responsible for administration of a \$30M contract for the reconstruction of 7 miles of existing freeway from a 4-lane rural roadway to 6 Lane urban freeway with full amenities. Responsibilities included confirming construction was done in accordance with contract documents and was performed in a safe manner, supervised inspection staff, and monitored contractor payments. He also determined the acceptability of materials and construction, kept ADOT informed of progress and potential issues, and suggested solutions.

ADOT Full Service Construction Management, Four Corners Highway (US160); JCT. SR 564 – Tsegi, Tuba City, AZ: Senior resident engineer. Perry was responsible for administering a \$4.5M contract for construction of 1-mile passing lanes. Responsibilities included keeping construction in accordance with contract documents and performed safely, supervising inspection staff, and monitoring contractor payments. He determined the acceptability of materials and construction, kept ADOT informed of progress and potential issues, and suggested solutions.

ADOT Full Service Construction Management Four Corners Highway (US160); County Line to Black Mesa, Tuba City, AZ: Senior resident engineer. Perry was responsible for administration of an \$8M contract for the

resurfacing of 16 miles of existing 2 lane highway. Responsibilities included keeping construction in accordance with contract documents and performed in a safe manner, supervised inspection staff, and monitored contractor payments. Perry determined the acceptability of materials and construction, kept ADOT informed of progress and provided project solutions.

ADOT On-Call Temporary Technical Engineering Personnel Four Corners Highway (US 160) Anido Wash, Tuba City, AZ: Senior resident engineer. Perry was responsible for administration of a \$0.5M contract for the re-construction of an existing box culvert to meet current roadside safety standards. Responsibilities included ensuring construction was done in accordance with contract documents and performed in a safe manner, supervised inspection staff, and monitored contractor payments. Also determined the acceptability of materials and construction, kept ADOT informed of progress and potential issues, as well as suggested solutions.

ADOT On-Call Temporary Technical Engineering Personnel, SR 303L Happy Valley Parkway to Lake Pleasant Parkway, AZ: Senior resident engineer. Perry was responsible for administration of a \$101M contract for the construction of 3.5 miles of new 4-lane freeway. Responsibilities included ensuring construction was done in accordance with contract documents and performed in a safe manner,

supervised inspection staff, and monitored contractor payments. Also determined the acceptability of materials and construction, kept ADOT informed of progress and potential issues, as well as suggested solutions.

ADOT On-Call Temporary Technical Engineering Personnel, SR 101L, I-10 to Tatum Boulevard HOV Lanes, Design-Build Project Delivery, AZ: Senior resident engineer. Perry was responsible for administration of a \$90M contract for the construction of 30 miles of new HOV lanes on existing freeway. Responsibilities included ensuring construction was done in accordance with contract documents and performed in a safe manner, supervised inspection staff, and monitored contractor payments. Also determined the acceptability of materials and construction, kept ADOT informed of progress and potential issues, as well as suggested solutions.

ADOT SR 101 – I-17 to Princess Design-Build Scottsdale, AZ: Resident Engineer. WSP was the GEC. Perry performed and participated in Technical Proposal development, schedules and technical provisions.

ADOT I-10 Chandler Blvd. to the I-17 Split Design-Build, Phoenix Metropolitan Area, AZ: Resident Engineer. WSP was the GEC. Perry performed and participated in Technical Proposal development, schedules and technical provisions.



Jason Carlaftes, PE, SE

Why Jason as WSP's Quality Control Manager?

Jason is a senior structural engineer with nearly two decades of structural engineering and quality management experience. His experience includes the structural design and quality control of rural bridge rehabilitation projects, complicated urban projects, emergency structural rehabilitation, and managing structure teams on fast-paced design-build projects throughout the mountain states. As a task lead, Jason has been responsible for developing scope, fee, and schedule; monitoring the task; integrating his design team (often located in multiple offices and states); developing structural concepts; initiating structural design and plan development; and monitoring cross disciplinary coordination and risk identification throughout the design process. His strong technical background and involvement on several large design-build projects provides valuable experience in constructability issues and his experience as a project manager provides knowledge of various clearance processes allowing him to integrate the structural design with the greater project goals. His commitment to quality also allows the design to meet both his standards and those of the client.

PROJECT EXPERIENCE

ADDITIONAL HIGHLIGHTS

- Detailed Quality Control Manager experienced with ISO 9001 quality management standards
- Independent reviewer that communicates issues in a timely and clear manner with actionable solutions

Firm: WSP

Firm Role: Senior Vice President

Location: Tucson, AZ

Years of Experience (firm/total): 8/23

Professional Qualifications:
Professional Engineer, AZ PE #50678 (Structural); AZ PE #45151 (Civil)

Education:
MS, Civil Engineering, University of Arizona; BS, Civil Engineering, University of Arizona

Professional Memberships:
ASCE
Engineers Without Borders

ADOT On-Call Alternative Project Delivery Administration, AZ:

Lead structural reviewer. Jason was part of the GEC Team on the SR 101L General Purpose Lane Design-Build project. WSP provided ADOT with construction management and various on-call design support services for the development of alternative delivery projects

ADOT On-Call Project Development Services, AZ:

Project manager. Jason served as project manager for multiple task orders, including the Coyote Wash Multi-Use Path, SR 89A Spur OP, and the SR 260 Little Colorado River Bridge. He also served as senior structural engineer for several other task orders as needed. WSP provided on-call design and project development services to ADOT for various highway projects throughout the state.

ADOT SR 30, 97th Ave to 71st Ave (Tres Rios), Maricopa County, AZ: Structures Lead. Jason is responsible for oversight of 8 bridges including a complicated long span (2500') bridge over the Vulcan Pit. Throughout the project, he has worked to support interdisciplinary coordination and managed communications with the District, ADOT, and Bridge Group to identify the appropriate approach to the proposed bridges.

ADOT I-10 Broadway Curve P3 GEC Services, Maricopa County, AZ:

GEC Structural Lead. This project will modify a stretch of I-10 from the I-17 split to the SR 202L. Proposed improvements include adding general purpose and HOV lanes to improve traffic flow, adding a collector-distributor road system to reduce the number of lane changes on the mainline and improve traffic flow, modifying connections between I-10 and the SR 143 and Broadway Road to improve HOV lane connections and traffic flow at the interchanges, and more. Jason worked directly with the Contractor and ADOT Management and Bridge Group to confirm contract compliance and oversight.

ADOT, Loop 202 South Mountain Freeway Design, Phoenix AZ:

Structural engineer. Jason provided oversight and guidance related to structural issues that arose during construction, supporting the design services during construction group. WSP is the lead designer for the Loop 202 South Mountain Freeway. The 22-mile, four-lane freeway includes 13 interchanges; two half-diverging diamond interchanges; one double-roundabout interchange; 40 bridges; a 6-mile, 20-foot-wide adjacent shared-use path for pedestrians, bicyclists, and other non-vehicular traffic; five multi-use underpass crossings; and 4.5 miles of widening improvements for Interstate 10. The

project also includes a rigorous quality control process to ensure compliance with the project's technical provisions.

City of Flagstaff As-Needed Engineering Services, Flagstaff, AZ:

Contract manager for the as-needed engineering services contract for the City of Flagstaff. Jason was responsible for monitoring all task contracts identified under this master services agreement. WSP provided as-needed engineering services for the City of Flagstaff to assist the City in the reviews and support of projects being developed by other engineering firms. WSP was selected to provide technical expertise and support for specialized needs not available to the City elsewhere.

City of Flagstaff Milton Road Overpass Feasibility, Flagstaff AZ:

Project manager. Jason oversaw the project management duties on this project, including coordination with the City of Flagstaff (owner) and major stakeholders, including Arizona Department of Transportation, BNSF, Amtrak, and Metrolink. He also served as the senior structural engineer for this project. WSP conducted a feasibility study for the replacement of the Milton Road BNSF overpass. Tasks included evaluating rail and roadway profiles, project area, utilities, and developing a feasibility report.



Andrew Flecky

Why Andrew as the WSP team's Construction Cost Estimator?

Andrew has worked in the Arizona contracting industry for 22 years, including on projects for ADOT and numerous municipalities in the state. Andrew's expertise and primary focus is on Detailed Cost Estimating. He has a BS in Business and experience in estimating construction on urban freeway, city streets, private developments, airports, bridges, grading, paving (AC and PCCP), storm drains, water/sewer, erosion control, roadway electrical, signing/stripping, landscaping, and FMS.

For the Value Methodology component of this contract, Andrew and IM will serve as Cost Estimating and Constructability SMEs as part of the VE team. They are familiar with seeing the challenge of limited design information as part of the workshop and know how to work with the other workshop SMEs to find innovative solutions. In support of alternative delivery projects as part of a GEC team, Andrew is readily available to provide constructability review of the DCR, evaluate potential costs of alternatives, and evaluate proposals for conformance with project documents. He brings extensive experience from doing this on ADOT's first design-build, the I-40 and I-17 Rest Area Truck Parking project.

ADDITIONAL HIGHLIGHTS

- 7 ADOT value analyses workshops in the last 3 years
- 22 Years of ADOT Experience
- Recent Value Engineering and GEC Team experience
- Ability to use estimating software to produce detailed cost estimates (much like the contractors)

Firm: Infrastructure Mavens

Firm Role: Manager/Independent Construction Expert

Location: Phoenix, AZ

Years of Experience (firm/total): 3/22

Education:
BS, Business, Arizona State University

PROJECT EXPERIENCE

ADOT I-40 and I-17 Rest Area Truck Parking, AZ: Independent Cost Estimator. Andrew was part of the GEC team for this innovative Design-Build project for I-40 and I-17 Rest Area Truck Parking. He attended weekly project meetings, participated in potential innovation discussions/review, and assisted ADOT with GMP negotiations.

ADOT I-10 Kino TI to Country Club TI, AZ: Independent Cost Expert. Design-Build of I-10 Kino TI to Country Club TI Phase 1. Andrew provided cost estimating and constructability services as a GEC team member. During the DCR Phase, Andrew and IM provided constructability review of DCR, assisted in developing the Engineer's Estimate and RFP document, developed design alternates, and reviewed design team proposals. Then, as part of the GEC team, he supported change order analysis, various cost comparisons, design task force meetings, and reviewed and commented on design submittals.

ADOT SR30 Tres Rios, AZ: Constructability Review and Cost Estimate Review. Design of SR30 from 97th Avenue to 71st Avenue. Andrew provided cost estimating and constructability services as a team member to WSP.

ADOT SR 24 SR202L - Ironwood Rd - Value Engineering Study, Mesa, AZ: Cost Estimating and Constructability SME. The project is located at the State Route (SR) 24 from SR 202L to Ironwood Drive. The project limits are within the city of Mesa, AZ, the town of Queen Creek City, and Maricopa and Pinal counties. The purpose of the project is to widen SR 24 to accommodate two additional general-purpose lanes between Ellsworth Road and Ironwood Drive resulting in 3 new structures over existing crossroads and widening the existing structure over Mountain Road. New ramp connector roads are proposed west of the Ellsworth Road interchange as well as re-stripping the existing SR 24/SR 202L system TI ramps to provide 2-lanes. Roadway and bridge widening is proposed along SR 202L to provide lane continuity and traffic capacity to and from the SR 24/SR 202L system TI.

ADOT I-10 Widening, SR85 to Citrus - Value Engineering Study, Maricopa County, AZ: Cost Estimating and Constructability Subject Matter Expert. The proposed I-10 project is located in Maricopa County within the cities of Buckeye and Goodyear from SR 85 to Citrus Rd between Milepost 113 and Milepost 124. The work consists of widening the existing freeway to add general purpose lanes. The work includes removing existing pavement, asphalt

friction course, and roadway edge treatments, required to construct new roadway widening. Roadway widening work includes excavation, embankment, concrete and asphaltic concrete paving, concrete bridge widening, storm drain, catch basins, a reinforced concrete box culvert extension, landscaping, erosion control, pavement markings, signing, lighting, FMS, and other related work.

ADOT SR 303 VE Study (I-10 to SR 30) – Value Engineering Study, Maricopa County, AZ: Cost Estimating and Constructability Subject Matter Expert. Proposed southerly extension of State Route Loop 303 (SR303L) from Interstate 10 (I-10) to the future SR30 freeway in the vicinity of Maricopa County Route 85 (MC85). Project begins at the future SR30 system traffic interchange (TI) and proceeds approximately four miles north to Van Buren Street. The project involves the ultimate construction of a 10-lane divided, access-controlled urban freeway that provides four general purpose lanes and a High Occupancy Vehicle (HOV) lane (4+1) in each direction between I-10 and the proposed SR30 freeway near MC85 and for SR30. The project includes a freeway-to-freeway system interchange between SR303L and the future SR30 north of the Gila River.



David Weber, CGC, PMP

Why David as the WSP team's lead for Construction Schedule Review?

David has extensive project management experience on heavy civil public works projects, large-scale private developments, and residential construction. His expertise includes general contracting, construction management, program management, and claims consulting. He is a leading project manager for construction contract administration, specializing in contract management procedures, approaches, and techniques for successful project delivery. He has also evaluated complex change orders and claims, project scheduling, delay analysis, claims mitigation and resolution, and the implementation of CPM scheduling techniques and overall management procedures to achieve successful project completion.

PROJECT EXPERIENCE

ADDITIONAL HIGHLIGHTS

- Schedule reviewer for I-10 Broadway Curve and I-10 Kino Parkway to Country Club Road

Firm: PMA Consultants

Firm Role: Director, Operations

Location: Scottsdale, AZ

Years of Experience (firm/total):
25/35

Professional Qualifications:
Certified General Contractor, AZ;
Project Management Professional,
Project Management Institute

Education:
BS, Construction, Arizona State
University

Professional Memberships:
CMAA; ASU Alliance for Construction
Excellence

ADOT I-10 Broadway Curve P3 GEC Services, Maricopa County, AZ: Schedule Oversight. This \$700 million ADOT project, in partnership with the Federal Highway Administration and the Maricopa Association of Governments, involves developing improvements to the Interstate 10 Broadway Curve between Interstate 17 (Split) and SR Loop 202 (Santan/South Mountain Freeway). This 11-mile stretch of roadway is a key commerce corridor and has been experiencing increasing levels of traffic over the past several years, especially during the weekday morning and evening peak hours. David is providing schedule oversight services. Responsibilities include providing monthly schedule reviews to maintain the schedule and reviewing and resolving time impact and delay issues.

ADOT I-10 Kino Pky to Country Club Road, Pima County, AZ: Scheduling Services. ADOT has approved \$817 million for this ambitious Southern Arizona project that involves comprehensive reconstruction and improvement of the I-10 corridor interchanges, including \$185 million for the I-10-Kino traffic interchange and \$156 million for the Country Club Road interchange. The scope of work involves reconstructing I-10 to add three general-purpose lanes in each direction, improving and reconstructing Kino Parkway, replacing overpasses, upgrading the Kino Parkway structure over I-10, and addressing traffic issues by adding two new eastbound ramps. Other scope for this project includes replacing an outdated interchange with a

modern diamond traffic interchange, adding new westbound entrance ramps, replacing road structures to ensure durability, and enhancing a local access by widening a main road to five lanes. In collaboration with Pima County, ADOT is also enhancing the Kino Sports Complex and coordinating an avenue under the crossing of I-10. As the project lead, David provides scheduling services, encompassing 160 hours dedicated to crafting a comprehensive construction schedule. This includes potential review and comment on schedule-related specifications, along with developing a construction schedule to aid in determining the construction phase contract time. Additionally, 28 hours are allocated for various project meetings, assuming five meetings in the Phoenix area at 4 hours each. This includes pre-meeting preparation, drive time, and an additional 8 hours for one meeting in Tucson. Once the design-builder is selected, David will further contribute by reviewing and reporting on the preliminary schedule. Furthermore, he will assess and provide reports on baseline schedule submittals and monitor and report on monthly schedule updates. This comprehensive approach ensures that scheduling is managed with precision and diligence throughout the project's life cycle.

ADOT Casa Grande Tucson Hwy I-10 Ina Road to Ruthrauff Road and Santa Cruz River to River Road Pima County, Phoenix, AZ: Schedule Oversight. ADOT has approved \$571 million in projects to widen highways and

improve interchanges across the state over the next five years. ADOT, in collaboration with the FHWA, is actively engaged in enhancing safety and optimizing traffic flow along a stretch of I-10 in Tucson. Concurrently, Pima County is extending Sunset Road between I-10 and River Road. The construction includes four miles of road widening from three lanes to four lanes on each side of I-10 and on and off ramp improvements. Other aspects of this program involve a lane addition near Ina Road, reconstruction of Orange Grove Road, and new bridges over the Cañada del Oro Wash and the Rillito River, as well as bridges over existing train tracks. ADOT is also making a path to connect Sunset Road to the Chuck Huckleberry Loop and is enhancing water drains and lighting improvements. As project lead, David provides schedule oversight, including review and approval of the preliminary schedules, baseline schedules, progress updates. He also provides schedule delay analysis on any delay issues as they arise.

ADOT Highway/Roadway Temporary Technical 2022, Phoenix, AZ: Schedule Oversight. ADOT required on-demand technical and engineering staff support services to serve as an extension staff, primarily during peak workloads, in streamlining the administration of highway construction throughout the state. David's responsibilities include thoroughly examining baseline schedule submittals and monthly schedule updates. David also reviews and resolves time impact and schedule delay issues to provide optimal project management.



John Halvarson, PE

Why John as the WSP team's Independent Construction Expert?

During his professional career, John has obtained a vast range of civil engineering experience in both construction and design. John has worked with Pulice Construction (heavy civil contractor) as a Project Engineer, ADOT and multiple consultants as a Resident Engineer, the US Navy Reserve as a Civil Engineer Corps Officer, and Amec Foster Wheeler as a Transportation Engineer. Through these various roles and experiences, John has been able to obtain technical knowledge in both construction and design as well as develop his leadership and conflict resolution skills.

PROJECT EXPERIENCE

ADDITIONAL HIGHLIGHTS

- ITS/FMS, AC, PCCP, Bridge Construction Experience
- Highway Design Experience
- Proficient at Project Scheduling
- Partnering & Issue Resolution Experience

Firm: Civil Solutions Engineering & Management (CSEM)

Firm Role: Senior Resident Engineer

Location: Phoenix

Years of Experience (firm/total): 6/16

Professional Qualifications:

Professional Engineering, AZ #54638; ATSSA Supervisor (Expires 09/2028); AGC ECC (Expires 04/2027)

Education:

BS, Civil Engineering, Arizona State University

Professional Memberships:

Chi Epsilon – Civil Engineering Honor Society; Arizona Society of Highway Engineers (ASHE); American Council of Engineering Companies – Arizona

ADOT, F007201C – I-10/Broadway Curve P3, Phoenix, AZ: Resident Engineer. One of three REs who administered a \$615 million federal-aid P3 (Public Private Partnerships) contract under the GEC. Started the project administering Segment 3 (I-10 from Alameda to Ray Rd), but was switched to Segment 2 (I-10 from 44th St to Alameda & SR143). This project constructed a new system interchange at I-10 and SR-143, modified the existing system interchange at I-10 and US-60, widened five (5) existing bridges, constructed sixteen (16) new bridges, widened I-10, constructed new collector-distributor (CD) roads, modified drainage, new traffic interchange ramps, diamond grinding, AR-ACFC, and new landscaping.

ADOT, F012101C – L101, I-17 to Pima Rd (Design-Build), AZ: Resident Engineer. Administered \$184 million federal-aid, full-oversight contract. This project widened 13 miles of the Loop 101 freeway which included the removal and reinstallation of widened bridges, sound walls, retaining wall, concrete barriers, freeway ramps, drainage, traffic interchanges at cross streets, curb & gutter, ADA ramps, sidewalk, fiber optics, sign structures, DMS butterfly structures, PCCP, AC base, AR-ACFC, and relocation of existing utilities. Coordinated construction efforts with Design-Builder, internal ADOT Groups, City of Scottsdale, City of Phoenix, Central Arizona Project (CAP), and FHWA.

ADOT, L303 and US60 TI (CMAR), AZ: Resident Engineer. Administered \$46 million federally-aided contract as a Resident Engineer. - Constructed four span box girder bridge, six sound walls, two retaining walls, and fifteen (15) future lanemiles of PCCP with ARAC-FC. Coordinated construction with BNSF (railroad), Maricopa Water District, City of Surprise, and various other local stakeholders.

ADOT, L303 – Peoria Ave to Bell Rd (CMAR), AZ: Project Supervisor and Resident Engineer. Administered \$128 million federally-aided contract as a Project Supervisor and Resident Engineer. Constructed three new concrete box girder bridges, sixty (60) future lane-miles of PCCP with ARAC-FC, four (4) miles of sound wall, and two (2) miles of retaining walls. Coordinated construction with Maricopa Water District, City of Surprise, and various other local stakeholders.

ADOT, F002801C – I-10, Island Wash Scour Pad Retrofits, AZ: Resident Engineer. Administered this \$375k federally-aided contract. Scour retrofits were performed on the Island Wash Bridge Structures (#210 & #658).

ADOT, F007701C – US 191Y (Bowie Spur), AC Mill and Repave, AZ: Resident Engineer. Administered \$1.9 million federally-aided contract for this two-lane highway (3.15 miles) mill and repave, turnout paving, large crack repairs, sign replacements, and shoulder build-up.

ADOT, H854901C – SR 80, Scour Retrofit and Bridge Deck Repair, AZ: Resident Engineer. Administered \$1.9 million federally-aided contract. Scour retrofit was performed on the White Water Draw Bridge Structure (#1626), rail bank protection, shotcrete, bridge deck repair, bridge rail replacement, guardrail, and seeding.

ADOT, H878901C – US 70, 8th Street to US 191, Mill and Repave, AZ: Resident Engineer. Administered \$8 million federally-aided contract for a two-lane highway (10 miles) mill and repave, AR-ACFC, driveway paving, box culvert extensions, signing, striping, and shoulder build-up.

ADOT, Durango Curve, Drainage and Erosion Improvement, Phoenix, AZ: Project Supervisor & Resident Engineer. Administered \$1.2 million federally-aided contract which constructed wire-tied riprap, drainage improvements, excavated drainage basin, installed landscaping, irrigation system, and decomposed granite.

ADOT, 67th Ave & I-10 and SR51 & L101, AZ: Resident Engineer. Administered \$800k federally-aided contract which constructed two sound walls (one masonry and one cast-in-place), coordinated construction with adjacent freeway construction project.

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

Sent: Tuesday, October 7, 2025 12:05 PM

To: Dietzel, Michelle <Michelle.Dietzel@wsp.com>

Cc: contractorcompliance@azdot.gov

Subject: Bidders List for WSP USA Inc.

WSP USA Inc., AZUTRACS Number: [16571](#) has submitted a Bidder/Proposer list for **2026-008** on 10/07/2025 at 12:04 PM 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
Civil Solutions Engineering & Management	8220a Randall Ave Joseph City, AZ 86032	Other	F	8-10 years	Less than \$500,000	DBE	541330
CLJ Construction Consulting, LLC	PO Box 11092 Scottsdale, AZ 85271	Caucasian	F	10+ years	\$500,000 to \$1 million	DBE	541611
Consultant Engineering, Inc.	10625 N. 25th Avenue, Suite. 200 Phoenix, AZ 85029	Hispanic American	M	10+ years	\$10 million to \$50 million	Non-DBE	541330, 237310, 237990, 531390, 541350, 541370, 541380, 541611, 541990
Cooper Aerial	11402 N Cave Creek Road Phoenix, AZ 85020	Caucasian	M	10+ years	\$2 million to \$5 million	Non-DBE	541360, 541370
Corral Design Group, Inc.	4632 S. 36th St Phoenix, AZ 85040	Hispanic American	M	10+ years	\$500,000 to \$1 million	DBE	541320
Infrastructure Mavens, LLC	21001 N. Tatum Blvd., Suite 1630-603 Phoenix, AZ 85050	Caucasian	M	10+ years	Less than \$500,000	Non-DBE	813920
JE Fuller/Hydrology & Geomorphology	8400 S. Kyrene Road, Suite 201 Tempe, AZ 85284	Caucasian	M	10+ years	\$5 million to \$10 million	Non-DBE	541620
Kimley-Horn & Associates, Inc.	1661 East Camelback Road Phoenix, AZ 85016	Caucasian	M	10+ years	More than \$100 million	Non-DBE	541330
kt consulting management llc	1026 n. 3rd st cottonwood, AZ 86326	Caucasian	M	10+ years	Less than \$500,000	Non-DBE	237310
PMA Consultants, LLC	3800 N. Central Avenue Phoenix, AZ 85012	Hispanic American	M	10+ years	\$10 million to \$50 million	Non-DBE	541330
RHA, LLC	6677 W. Thunderbird Road, Suite K183 Glendale, AZ 85306	Caucasian	F	10+ years	\$1 million to \$2 million	DBE	541330, 541611, 541614, 611430
T2 UES, Inc.	19621 N 23rd Dr Phoenix, AZ 85027	Other	M	4-7 years	More than \$100 million	Non-DBE	541330, 541370, 561990
Tam Consulting Services LLC	4520 Jenkins Drive Plano, TX 75024	Asian-Pacific American	M	8-10 years	\$1 million to \$2 million	DBE	541340, 541330, 561920, 541618, 541614, 541380
Tristar Engineering and Management, Inc.	10625 N. 25th Avenue, Suite 103 Phoenix, AZ 85029	Hispanic American	M	10+ years	\$5 million to \$10 million	Non-DBE	541330



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-xxx%20000-PR%20Format%20%28CPFFTO%29%209%2025%20.xlsx>

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

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

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

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

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

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



Jennifer Workman
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.

WSP USA, Inc.

CONSULTANT NAME

SIGNATURE

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

CONSULTANT INFORMATION PAGES (CIP)

CONTRACT NO.: 2026-008

CONTACT PERSON: Joy Melita, PE

E-MAIL ADDRESS: Joy.Melita@wsp.com

TITLE: Senior Vice President, Arizona Transportation Lead

CONSULTANT FIRM: WSP USA Inc.

ADDRESS: 1230 W Washington St, Suite 405

CITY, STATE, ZIP: Tempe, AZ 85288

TELEPHONE: 480-966-8295

FAX NUMBER: 480-966-9234

UNIQUE ENTITY ID# (FROM SAM WEBSITE): LLWLXEU6T563

ADOT CERTIFIED DBE FIRM? (YES ☒ NO ☐)

SUBCONSULTANT(S):	TYPE OF WORK	ADOT CERTIFIED DBE FIRM (YES/NO)
Consultant Engineers, Inc. (CEI)	ROW, Construction Inspection, Permit Coordination	No - SBC
Civil Solutions Engineering & Management (CSEM)	Construction Administration	Yes
CLJ Construction Consulting, LLC (CLJ)	Field Office Admin/Compliance, DBE OJT	Yes
Cooper Aerial	Survey & Mapping	No - SBC
Corral Design Group, Inc. (CDG)	Landscape/SWPPP	Yes
Infrastructure Mavens, LLC (IM)	Independent Cost Expert	No - SBC
JE Fuller/Hydrology & Geomorphology (JE Fuller)	Drainage	No - SBC
Kimley-Horn & Associates, Inc. (KHA)	GEC Project Management, Value Analyses, Roadway, Traffic/MOT, Landscape	No
KT Consulting (KT)	Geotechnical; Materials Management	No - SBC
PMA Consultants (PMA)	Scheduling and Claims Analysis	No
RHA, LLC (RHA)	Value Analysis	Yes
T2 UES, Inc. (T2ue)	Utility Locating, Potholing, Blue Stake	No
TAM Consulting Services LLC (TAM)	OVTIP (owner verification); Construction Admin	Yes
Tristar Engineering & Management, Inc.	Construction Inspection	No

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

SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	Civil Solutions Engineering & Management (CSEM)
CONTACT PERSON:	Timothy Fish
E-MAIL ADDRESS:	tcfish@csem-az.com
TITLE:	Managing Member
ADDRESS:	8747 S Priest Dr
	Suite 101
CITY, STATE ZIP:	Tempe, AZ 85284
TELEPHONE:	480-390-5841
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	V1LKY4AEL2L6

SUBCONSULTANT FIRM NAME:	Consultant Engineers, Inc. (CEI)
CONTACT PERSON:	Joseph Heller, PE, DBIA
E-MAIL ADDRESS:	jheller@cei-az.com
TITLE:	Project Manager
ADDRESS:	10625 N 25th Ave
	Suite 200
CITY, STATE ZIP:	Phoenix, AZ 85029
TELEPHONE:	602-866-5090
FAX NUMBER:	602-866-5085
UNIQUE ENTITY ID #:	TIN/FEIN: 86-0821774

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

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

SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	CLJ Construction Consulting, LLC (CLJ)
CONTACT PERSON:	Cassandra Johnson
E-MAIL ADDRESS:	cassandra@cljaz.com
TITLE:	Manager
ADDRESS:	P.O. Box 11092
CITY, STATE ZIP:	Scottsdale, AZ 85271
TELEPHONE:	602-694-3309
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	ZU3ZFCM43R33

SUBCONSULTANT FIRM NAME:	Cooper Aerial
CONTACT PERSON:	Philip Gershkovich
E-MAIL ADDRESS:	Phil@cooperaerial.com
TITLE:	President
ADDRESS:	11402 N. Cave Creek Rd
CITY, STATE ZIP:	Phoenix, AZ 85020
TELEPHONE:	602-678-5111 ext 289
FAX NUMBER:	602-678-5228
UNIQUE ENTITY ID #:	ZKNMTNFPGM57

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.

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SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	Corral Design Group, Inc. (CDG)
CONTACT PERSON:	Ed Corral, PLA
E-MAIL ADDRESS:	ecorral@corraldesigngroup.com
TITLE:	President
ADDRESS:	4632 S. 36th St.
CITY, STATE ZIP:	Phoenix, AZ 85040
TELEPHONE:	602-222-9822
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	D2PBVZ6LJMJ9

SUBCONSULTANT FIRM NAME:	Infrastructure Mavens, LLC (IM)
CONTACT PERSON:	Andrew Flecky
E-MAIL ADDRESS:	aflecky@infrastructuremavens.com
TITLE:	Manager/Independent Construction Expert
ADDRESS:	21001 N. Tatum Blvd
	Suite 1630-603
CITY, STATE ZIP:	Phoenix, AZ 85050
TELEPHONE:	602-721-3853
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	X3DADKL2A8G6

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SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	JE Fuller/Hydrology & Geomorphology (JE Fuller)
CONTACT PERSON:	John Ahern, PE
E-MAIL ADDRESS:	jon.ahern@jefuller.com
TITLE:	Project Engineer/Manager
ADDRESS:	8400 S. Kyrene Rd
	Suite 201
CITY, STATE ZIP:	Tempe, AZ 85284
TELEPHONE:	480-222-5708
FAX NUMBER:	480-839-2193
UNIQUE ENTITY ID #:	UZWAC5DQAUG3

SUBCONSULTANT FIRM NAME:	Kimley-Horn & Associates, Inc. (KHA)
CONTACT PERSON:	David Rutkowski, PE
E-MAIL ADDRESS:	David.Rutkowski@kimley-horn.com
TITLE:	Project Manager
ADDRESS:	1661 E. Camelback Rd
	Suite 400
CITY, STATE ZIP:	Phoenix, AZ 85016
TELEPHONE:	602-216-1271
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	V8PKGG6NLKV6

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SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	KT Consulting (KT)
CONTACT PERSON:	Kevin Turner
E-MAIL ADDRESS:	kturner@ktmlc.com
TITLE:	CEO KT Consulting Management
ADDRESS:	1026 N. 3rd St
CITY, STATE ZIP:	Cottonwood, AZ 86326
TELEPHONE:	602-679-0256
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	XD12LM9W5287

SUBCONSULTANT FIRM NAME:	PMA Consultants (PMA)
CONTACT PERSON:	David Weber
E-MAIL ADDRESS:	dweber@pmaconsultants.com
TITLE:	Director, Operations
ADDRESS:	15169 N. Scottsdale Rd
	Suite 205
CITY, STATE ZIP:	Scottsdale, AZ 85254
TELEPHONE:	480-719-1361
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	M384LF954HL9

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SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	RHA, LLC (RHA)
CONTACT PERSON:	Ryan Elliott, EdD, PE, CVS
E-MAIL ADDRESS:	Ryan@TeamRHA.com
TITLE:	Managing Partner
ADDRESS:	6677 W. Thunderbird Rd
	Suite K-183
CITY, STATE ZIP:	Glendale, AZ 85306
TELEPHONE:	602-493-1947
FAX NUMBER:	602-275-2972
UNIQUE ENTITY ID #:	H2LLL9NL6RC1

SUBCONSULTANT FIRM NAME:	T2 UES, Inc. (T2UE)
CONTACT PERSON:	James Mueller, PE
E-MAIL ADDRESS:	james.mueller@t2ue.com
TITLE:	SUE Professional Engineer, Project Manager
ADDRESS:	19621 N. 23rd Dr
	Suite 150
CITY, STATE ZIP:	Phoenix, AZ 85027
TELEPHONE:	602-977-8076
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	VXR7DY7K6DJ7

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SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	TAM Consulting Services LLC (TAM)
CONTACT PERSON:	Craig Regulski, PE
E-MAIL ADDRESS:	craigregulski@tcsengineering.com
TITLE:	Arizona Operations Leader / Senior Project Manager
ADDRESS:	1725 E. Pinchot Ave
CITY, STATE ZIP:	Phoenix, AZ 85016
TELEPHONE:	480-758-0361
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	RVWSKPJ5KZJ9

SUBCONSULTANT FIRM NAME:	TRISTAR Engineering & Management, Inc.
CONTACT PERSON:	Dallas Hammit
E-MAIL ADDRESS:	dhammit@tristar-az.com
TITLE:	Executive Vice President
ADDRESS:	10625 N. 25th Ave
	Suite 103
CITY, STATE ZIP:	Phoenix, AZ 85029
TELEPHONE:	602-288-5594
FAX NUMBER:	602-288-5592
UNIQUE ENTITY ID #:	LXG2BHNTAHL5

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DBE GOAL ASSURANCE/DECLARATION

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

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

Signature

10/15/2025

Date

Joy Melita, PE

Printed Name

Senior Vice President, Arizona Transportation Lead

Title

SOQ SUBMITTAL CHECKLIST

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

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

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