

November 15, 2023

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

**SUBJECT: Statement of Qualifications (SOQ) for Supplemental Services ADOT Partnering Office Facilitator
Contract Number 2024-008**

Dear Members of the Selection Committee:

Horrocks appreciates this opportunity to be selected as an extension of staff for the Supplemental Services ADOT Partnering Office Facilitator. Horrocks has a long history and reputation as one of the region's leading civil engineering firms committed to planning and designing communities that stand up to the demands of our rapidly growing state, as well as effectively engaging communities along the way. We are a full-service transportation engineering firm with the designers, engineers, technicians, and specialty resources, such as facilitators, communications, graphics, and outreach specialists, necessary for the services required on this contract. We appreciate the opportunity to work with the ADOT and are interested in being selected to provide Supplemental Services for the ADOT Partnering Office Facilitator.

Commitment: We fully commit the key personnel identified in this submittal to the extent necessary to meet ADOT's quality and schedule expectations. Erin Kline, PE (AZ PE #52633), will be our Contract (Project) Manager and will take responsibility for this contract.

Depth of Diverse Staff: Our team, which is comprised of seven facilitation and partnering professionals, all of whom are experienced in working with DOT agencies and come from diverse backgrounds, including construction inspection, social work, therapy, teaching and coaching, and leadership.

Qualifications: Horrocks will work alongside ADOT's Partnering Office to deliver project success and meet or beat the target project deadlines. ADOT can expect the highest level of client service, collaboration, innovation, and quality workmanship. Horrocks is highly qualified to develop and execute partnering sessions and facilitate meetings as an extension of ADOT staff. The following SOQ details our relevant experience and the following advantages we offer:

-  **ADOT & Multiple DOT Knowledge and Experience** – Our Phoenix team includes 43 local professionals supported by close to 900 Horrocks staff who have knowledge and familiarity with ADOT standards and funding mechanisms. Horrocks' facilitation team has more than 70 years of combined experience working on more than 150 DOT projects. Members of our team have conducted more than 30 partnering sessions for DOT projects. In addition, we have facilitated hundreds of meetings over the past 10 years.
-  **In-house Technical Support** – Computer programming, GIS support, graphic design, and print material production are all housed under one roof, which allows for seamless collaboration and refined deliverables.
-  **Best Practices** – We apply the six Core Facilitator Competencies, set rules of engagement, and develop a safe environment where both sides are encouraged to participate and can be heard. We drive the process toward clear, useful, and agreed-upon resolutions.
-  **New Technology** – Our team utilizes new technologies, such as web-based dashboards and anonymous survey software to engage teams, collect accurate and real-time experience data, and correct our course if the feedback we receive deems it necessary.
-  **Optimistic and Likeable Team** – In addition to our team being professional, talented in strategic planning, and experienced and knowledgeable in DOT policies, procedures, and values, they are kind, likeable, and fun. We believe in making others successful by being a positive influence, helping others lead, and enhancing our resources and methods by evaluating and applying lessons learned.
-  **Client Satisfaction** – We have provided facilitation and communication services to a variety of clients and are grateful for their praise and support.

Horrocks is not a certified DBE firm so we partner with as many qualified DBE firms as possible to share opportunities and help responsibly grow the industry. We will work in partnership with ADOT to provide personnel who have the appropriate training and experience to fulfill the requirements of this contract.

Sincerely,



Erin Kline, PE
Principal, Horrocks
erink@horrocks.com
Owner/Principal/Authorized SOQ Signer

Engineering Consultants Section SOQ Proposal Certifications Form – SUPPLEMENTAL SERVICE

Contract Number: 2024-008

Consultant Name: Horrocks

Please read the nine (9) statements below. The statements are to ensure Consultants are aware and in agreement with Federal, State and ECS guidelines related to the award of this contract. Consultants shall submit the specific Certification form attached to each SOQ advertised, as revisions to the form may occur from time to time. Failure to sign and submit the certification form specified in this SOQ with the SOQ proposal shall result in the SOQ proposal being rejected.

The signature below and submission of the SOQ by the Consultant certifies that to the best of its knowledge:

1.	The Consultant has not engaged in collusion with respect to the contract under consideration.
2.	The Consultant and/or its principals have not been suspended or debarred from doing business with any government entity.
3.	The Consultant and/or Supplemental Service individual proposed have the proper and current Arizona license(s) and registration(s) for services to be performed under this contract.
4.	The Consultant's signature on any SOQ proposal or contract constitutes an authorization to ADOT to ascertain the eligibility of the firm and its principals to enter into contract with the ADOT and with any other governmental agency.
5.	The Supplemental Service individual submitted is employed by the Consultant on the date of submittal.
6.	All information and statements written in the proposal are true and accurate and that ADOT reserves the right to investigate, as deemed appropriate, to verify information contained in proposals.
7.	The Supplemental Service individual submitted by the Consultant that is a former ADOT employee did not have or provide information that gives the Consultant a competitive advantage; and either (1) concluded their employment with ADOT at least 12 months before the SOQ due date or (2) have not made any material decisions about this project while employed by ADOT.
8.	No Federally appropriated funds have been paid or shall be paid, by or on behalf of the Consultant for the purpose of lobbying.
9.	If selected, the Consultant is committed to satisfactorily carry out the Consultant's commitments as detailed in the contract and its SOQ proposal.

I hereby certify that I have read and agree to adhere to the nine (9) statements above and/or that the statements are true to the best of my knowledge as a condition of award of this contract (must be signed by a Principal or Officer of the Consultant).

Print Name: Erin Kline, PE Title: Principal

Signature:  Date: 11/15/2023

Engineering Consultants Section

ADOT Project Involvement Disclosure Statement – SUPPLEMENTAL SERVICE

Supplemental Service personnel proposed in an SOQ must disclose on this form **ALL** work he/she is currently performing (or anticipate performing) under any contractual agreements (listed in a submitted SOQ, in negotiations and/or executed contracts) with ADOT. This disclosure includes contracts awarded and/or executed through the Engineering Consultants Section, Procurement Group, Multi-Modal Planning Division or other ADOT Groups or Divisions.

THIS FORM MUST BE COMPLETED AND SIGNED FOR ALL SUPPLEMENTAL SERVICES CONTRACTS EVEN IF NO WORK IS CURRENTLY BEING PERFORMED, OR IS ANTICIPATED TO BE PERFORMED, BY THE PROPOSED SUPPLEMENTAL SERVICES PERSONELL ON OTHER ADOT CONTRACTS. This form **shall** be submitted or the SOQ shall be rejected.


Consultant Name: Horrocks **Contract Number:** 2024-008
Proposed Supplemental Service Personnel Name: Erin Kline, PE (Project (Contract) Manager)
% of time available to work on the proposed contract: 15%

No.	ADOT Section	Contract or Agreement Number	Detailed Description of Proposed Supplemental Service Personnel's Role in Project	Average Number of Hours per Week Working on Project	Anticipated Completion Date of Work
1.	IDO	2022-006.023	Contract Manager	4	2026
2.	IDO	2022-014.09	Contract Manager	12	2026
3.	IDO	2024-003	Contract Manager	2	2025
4.	IDO	2023-008	Horrocks Contract Manager	8	2025
5.					
6.					
7.					
8.					
9.					

(Add additional sheets, as needed)


I hereby certify the above to be true to the best of my knowledge (must be signed by Proposed Supplemental Services Personnel and a Principal or Officer of the firm).

Erin Kline, PE (Project (Contract) Manager)
 Proposed Supplemental Service Name


 Signature

11/15/2023
 Date

Erin Kline, PE
 Principal or Officer of Firm Name


 Signature

11/15/2023
 Date

**ARIZONA DEPARTMENT OF TRANSPORTATION
ENGINEERING CONSULTANTS SECTION
PARTICIPATION IN BOYCOTT OF ISRAEL - CONSULTANT CERTIFICATION FORM
ADOT ECS Contract No.: 2024-008**

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.

Horrocks	
Company Name	Signature of Person Authorized to Sign
2600 North Central Avenue, Suite 550	Erin Kline, PE
Address	Printed Name
Phoenix AZ 85004	Principal November 15, 2023
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:

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

Horrocks

Company Name
 2600 North Central Avenue, Suite 550

Address
 Phoenix AZ 85004

City State Zip



Signature of Person Authorized to Sign
 Erin Kline, PE

Printed Name
 Principal November 15, 2023

Title

1. RELEVANT EXPERIENCE

Firm Introduction

Horrocks has a team of partnering and communications specialists necessary to provide the support required by the Arizona Department of Transportation (ADOT) and this request for qualifications (RFQ). Founded in 1968, Horrocks provides partnering, public involvement, and communications services, as well as a full spectrum of civil engineering services, including transportation, traffic, structures, environmental, water resource, wastewater and sewer, SUE, ITS, and fiber optics design, drainage, survey, ROW, public involvement, construction administration and management, and site planning. We offer the strength of close to 900 employees throughout 21 offices across the West.

Recent Relevant Experience and Roles of the Consultant's Staff Proposed for this Contract

Horrocks has a talented team of professionals with experience working with state DOTs throughout the west, including ADOT, Utah Department of Transportation (UDOT), Washington Department of Transportation (WSDOT), Idaho Transportation Department (ITD), California Department of Transportation (Caltrans), New Mexico Department of Transportation (NMDOT), and Nevada Department of Transportation (NDOT) at all stages of a project, facilitating effective meetings, conducting partnering sessions that adhere to the partnering principles that our clients have set, and mediating sensitive issues on transportation projects.



ERIN KLINE, PE - PROJECT (CONTRACT) MANAGER

Education: BS, Civil Engineering, University of Arizona | **Professional Affiliations:** WTS

As the Arizona Area Manager, Erin is responsible for leading the Arizona Horrocks team of professionals to successfully deliver a wide range of projects. She is a motivated manager with a strong background in civil engineering and a proven track record of success in managing and delivering projects to exceed client expectations. She will be the Project (Contract) Manager and will be responsible for the overall requirements and administration aspects of this contract.



KAITLYN (KAITY) STEWART, CVS - PARTNERING FACILITATOR

Education: BS, Engineering Management, University of Portland

Professional Affiliations: International Partnering Institute | SAVE International | WTS | APWA

Kaity has more than four years of experience facilitating and co-facilitating partnering workshops. Additionally, Kaity has more than 10 years of experience in the construction industry, most of it specifically working with the transportation industry. Kaity has worked with a number of different agencies from the federal level to the municipal level. In her role as a partnering facilitator, Kaity has worked with construction teams, leading them through the initial, quarterly, and close-out workshops, which have resulted in the establishment of Partnering Charters, monitored monthly feedback surveys, assisted partnering champions in addressing unresolved issues, and improved long-term working relationships. Her diligence during the partnering process has resulted in many of Kaity's partnered construction project teams submitting applications for partnering awards and a number of which have received recognition. Recently, Kaity has led the partnering efforts on:

- Facilitator, SR 88 Apache Trail Project (Federal Highway Administration (FHWA) and Stormwater Plans, LLC)
- Facilitator, I-10: LA 415 to Essen Lane CMAR Project through Baton Rouge (Louisiana Department of Transportation & Development (LaDOTD) and Kiewit/Boh, AJV)
- Facilitator, US 97: Centerville Road to Ski Lodge Road (WSDOT and Central Washington Asphalt, Inc.)
- Facilitator, Deer Valley Road: El Mirage Road to 109th Avenue (MCDOT and Ames Construction)



KATIE KOURIANOS - PARTNERING FACILITATOR/COMMUNICATIONS

Education: BA, Mass Communications, University of Utah

Professional Affiliations: International Association of Public Participation | WTS

Katie is a skilled communication professional with 15 years of experience with an emphasis on strategic communications, and holds the IAP2 Foundations in Public Participation certificate. She has successfully planned and executed more than 50 DOT community engagement and outreach campaigns of all sizes, among many others for local agencies and municipalities. She excels at strategic planning and coordination and has worked on numerous projects with UDOT where large group facilitation between various government and private entities has been essential to project success. Katie has worked on nearly 100 roadway projects and knows how to work with a contractor and project team to identify issues and lead conversations to ultimately resolve concerns. She knows the importance of documenting, tracking, and accurately answering questions from stakeholders and the general public. She has worked on controversial projects with difficult stakeholders. Recently, Katie has led the partnering/public involvement efforts on:

- Public Involvement Manager, Bangerter Highway Corridor Environmental (UDOT)
- Public Involvement Manager, I-15: Lehi Main to SR 92 Technology Corridor (UDOT)
- Public Involvement Manager, I-15: SR 232 to I-84 Construction Public Involvement (UDOT)



BEAU HUNTER - PARTNERING FACILITATOR/COMMUNICATIONS

Education: MS, Experiential Education and BS, Natural Resources Recreation Management, University of Utah

Professional Affiliations: International Association for Public Participation

With 15 years of facilitation, mediation, partnering, and public and stakeholder communications experience, Beau has developed robust facilitation/mediation and communication strategies and has overseen partnering facilitation/mediation on approximately 15 projects in the last five years and outreach efforts on more than 200 transportation projects.

He anticipates public concerns, develops tailored approaches to proactively address them, and works seamlessly with project teams and

clients to mitigate issues that may arise. Beau has planned and facilitated several construction partnering sessions, focus groups, and critical mediation meetings between stakeholders and project teams on DOT projects. He is a skilled communicator with a comprehensive understanding of the transportation industry, partnering principles, and the critical importance of relationships between DOTs, our communities, contractors, and consultant teams. Beau excels in leading outreach on projects with complex issues and impacts to residents, businesses, property owners, and other stakeholders. Beau is the past Intermountain Chapter President of the International Association for Public Participation (IAP2) and has the IAP2 Foundations in Public Participation certificate. Recently, Beau has led the partnering efforts on:

- Partnering, US 89 Partnering for the 500 West Upgrade Project (UDOT and City of Provo)
- Public Involvement Manager, Bangerter Four Interchange Program Management (UDOT)
- Project Principal/Public Involvement Manager, I-15: Lehi Main to SR 92 Technology Corridor (UDOT)
- Public Involvement Manager, I-25 Comanche and Montgomery Interchange (NMDOT)



APRIL GORDON - PARTNERING FACILITATOR/COMMUNICATIONS

Education: BS, Anthropology, University of Utah

Professional Affiliations: Underground Construction Technology Association

April has been an industry professional in facilitation and public involvement management for 12 years. Most of this time has been spent on DOT projects, which has enabled her to become familiar with DOT missions, goals, and values. She has worked on a variety of partnering facilitation projects in Utah, Colorado, and California. She has also been performing utility coordination services for the past two years. April possesses a high degree of professionalism and strong communication skills. This, coupled with her positive attitude and enthusiastic nature, are beneficial in breaking down barriers on project teams and opening the lines of communication. April has worked on controversial projects and with difficult stakeholders. Her mediation and facilitation abilities were proven on the successful Ogden Canyon Transportation Use Study for UDOT Region One. April's recent project experience includes:

- Public Involvement, I-15 NB: Bangerter Highway to I-215 Concept Development/Planning Phase (UDOT)
- Partnering Facilitator, Bangerter Highway at 6200 South (UDOT)
- Partnering Facilitator, SR 266: 700 East to I-215 (UDOT)

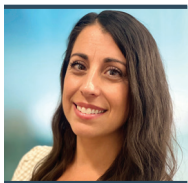


MACEY MORTIMER - PARTNERING FACILITATOR/COMMUNICATIONS

Education: BA, Communications, Brigham Young University

Macey has five years of experience in facilitating in-person, online, and hybrid meetings and crafting public-friendly content that communicates transportation initiatives to stakeholders on everything from mass media outreach to one-on-one meetings. She has supported numerous partnering and facilitation efforts during her career and has honed her skill set to accurately capture and document discussion items and encourage deeper conversation to develop solutions for project issues. Macey has successfully led and executed community engagement and outreach campaigns of varying sizes. She is experienced in conducting public communication and engaging stakeholders for transportation projects and understands the value of listening to and resolving questions and concerns for stakeholders. Macey pays careful attention to detail to ensure quality products for stakeholders and clients. Calling upon her experience helping people from a broad spectrum of perspectives and backgrounds deal with intense issues and circumstances, Macey will provide meaningful facilitation support to the team. She has the IAP2 Foundations in Public Participation certificate. Macey's recent project experience includes:

- Partnering, US 89 Partnering for the 500 West Upgrade Project (UDOT and City of Provo)
- Public Involvement, I-15: Lehi Main to SR 92 Technology Corridor (UDOT)
- Public Involvement, 4100 South Bangerter Highway to 5460 West Construction (UDOT)



SHAUNA TEFFT - COMMUNICATIONS SPECIALIST

Education: BS, Business Administration and Fine Arts, Seattle Pacific University

Shauna brings 21 years of communications, marketing, and construction management experience to the team. She specializes in government awareness campaigns and understands tactics, channels, and messaging that resonate with the public. Shauna has led strategic communication projects and created marketing campaigns for the ITD and the Office of Highway Safety (OHS), including messaging strategies, branding, video production, website design, and digital asset creation. She leads Horrocks' public engagement efforts in Idaho, conducting public and stakeholder meetings, directing graphic design efforts, and crafting communication plans. Shauna's work involves local, regional, and state entities and producing diplomatic solutions for tricky community problems. Shauna's recent project experience includes:

- Public Involvement, ID-55: Smith's Ferry to Round Valley (ITD)
- Public Involvement, I-90: WA Stateline to Sherman Avenue (ITD)
- Public Involvement, US-95: Moscow North and Alternate Route PEL (ITD)

ADDITIONAL SUPPORT STAFF

Team Member/Role	Relevant Experience
<p>Gemma Puddy, Public Involvement Specialist: Gemma has more than 10 years of industry experience and is a talented mediator and facilitator, who thrives at engaging stakeholders and the public with complex issues through intentional, collaborative, and visual approaches. She has experience working with private and public agencies to plan and execute engagement efforts throughout environmental, design and construction processes. Gemma attributes engagement success to communicating with all levels of stakeholders early and often, and she finds immense value in facilitating processes that bring various perspectives, needs, and goals together to reach a common solution.</p>	<ul style="list-style-type: none"> • Public Involvement Lead, I-90: WA Stateline to Sherman Avenue (ITD) • Public Involvement Lead, ID-55: Smith’s Ferry to Round Valley (ITD) • Public Involvement, US-95 Spalding and US-12 Arrow Bridges (ITD)
<p>Sarah Kaye, Public Involvement Specialist: Sarah is an experienced Public Involvement Specialist with a demonstrated history of working in the civil engineering industry. She is skilled in strategic outreach to key business and community stakeholders, content creation, and social media engagement. With a background in communications and public relations, Sarah provides support to a variety of projects.</p>	<ul style="list-style-type: none"> • ID-55: Smith’s Ferry to Round Valley (ITD) • Program Management for I-80 between 1300 E and 2300 E and I-215 between 3300 S and 4500 S (UDOT)
<p>Brittany Kidd, Public Involvement Specialist: Brittany has more than seven years of experience successfully developing and executing public outreach and communication strategies and deliverables for agencies and municipalities. She brings boots-on-the-ground experience that helps her to diffuse stakeholder concerns and utilize effective problem-solving to find resolutions.</p>	<ul style="list-style-type: none"> • I-15 NB: Bangerter Highway to I-215 Concept Development/Planning Phase (UDOT) • Bangerter Highway Corridor Environmental (UDOT)

Record of Performance on Past Projects of Similar Type and Magnitude

Horrocks has a strong record of facilitating successful partnered projects and has worked with several state DOTs providing high quality partnering workshops to the project teams.

LADOTD, I-10: LA 415 TO ESSEN LANE PARTNERING

Key Staff: Kaity Stewart | Horrocks was the partnering facilitator for an executive partnering workshop for this CMAR project, which is the largest urban interstate reconstruction project in the history of the LaDOTD. The project is organized into two phases. The Phase 1 limits of construction are from the East Mississippi River Bridge approach to the I-10 and I-12 split in Baton Rouge, Louisiana. The Phase 2 limits of construction are from the West Mississippi Bridge approach to LA-415. The project’s total estimated construction cost is \$872 million. Kiewit/Boh, AJV is the CMAR for preconstruction services for Phase 1, which is broken into two segments (segments 1 and 2). Segment 1 is comprised of five Early Works Packages, with the design nearing completion for Early Works Package 3. Kiewit/Boh was awarded the construction services contract for Early Works Package 1. Construction services contracts will be awarded for the remaining four Early Works Packages in Segment 1, following design completion and LaDOTD approval. Segment 2 pre-construction services are expected to begin late 2024. Horrocks will be providing facilitation services on the executive team level and on the construction project team level throughout the life of the project.

UDOT, US 89 PARTNERING AT 500 WEST UPGRADE PROJECT

Key Staff: Beau Hunter, Macey Mortimer | Horrocks provided partnering facilitation services for Ralph L. Wadsworth, the selected contractor on Provo City’s and UDOT’s 500 West Upgrade project. The Horrocks team developed the partnering agenda and supporting materials and talked one-on-one with each participating team member ahead of the partnering session to understand individual project goals, priorities, and perceived risks. The information gleaned ahead of the session informed the discussion items and activities, and contributed to Beau and Macey’s ability to lead open, honest, and effective conversations amongst the project team. During the session, the team discussed the Six Principles of Partnering before helping the team develop a shared vision or success. Discussion topics included opportunities to improve communication by understanding what was working well and what could be improved. The group discussed tracking and resolving issues and developed a plan for ongoing formal partnering through the end of the project. In addition to traditional project-level partnering, Beau planned and provided an Executive Partnering session designed for contractor and owner leaders and decision-makers in order to develop trust and establish lines of communication between the highest levels of each organization—ultimately providing an example of true partnership from the top down.



UDOT, I-15: LEHI MAIN TO SR 92 TECHNOLOGY CORRIDOR

Key Staff: Beau Hunter, Katie Kourianos, Macey Mortimer | The Tech Corridor project widened I-15 to six lanes in each direction between SR-92 and Lehi Main Street in Lehi, Utah. The project scope included two full interchange redesigns at SR-92 and 2100 North, a one-way frontage road system between the two interchanges, 15 bridge replacements, a new Triumph Boulevard bridge over I-15, a new flyover ramp at 2100 North, and bike and pedestrian trails that provide key connections to local trail systems and transit services. Horrocks managed grassroots PI campaign focusing on building and maintaining trusted stakeholder relationships, effectively addressing stakeholder needs and concerns in a timely manner, and disseminating project information tailored to each audience through a variety of channels. Horrocks developed and implemented a strategic PI plan including website, mass and local media, social media, hotline/email, public open houses, and political events, business-specific meetings, interactive maps, driver education videos, graphic design, canvassing, and more.

UDOT, BANGERTE FOUR INTERCHANGE PROGRAM MANAGEMENT

Key Staff: Beau Hunter, Katie Kourianos, April Gordon | Horrocks provided communications and partnering services through the environmental, program management, and construction phases in collaboration with the cities of Taylorsville, West Jordan, and South Jordan. The project involved major improvements at four major intersections along Bangerter Highway; the team communicated heavily with each community in an effort to reduce travel times and congestion, and improve overall safety along the corridor. The communication services campaign was extensive and involved hundreds of residents, business owners, federal and state agencies, and political leaders. Outreach included public meetings, in-person coordination with specific stakeholders (business and residential), door-to-door canvassing efforts, and a hotline for stakeholders to contact. Horrocks worked closely with UDOT Region 2 and Central Communications to develop timely social media content, and to help pitch media stories throughout all project phases. Weekly email communications of project updates were also sent to interested parties and stakeholders, keeping them informed of all project changes and movements.

The following is a list of state and/or award-winning projects where our team members have provided facilitation services:

- Design-Bid-Build Partnering Workshop - I-5 NB/SB North Fork Lewis River Bridge, WSDOT, \$17.4M, Vancouver, WA
- Design-Bid-Build Partnering Workshop – I-5 and SR11 Padden Creek Fish Passage, WSDOT, \$31.3M, Bellingham, WA  **2023 IPI John L. Martin Partnering Awards – Honorable Mention**
- Design-Bid-Build Partnering Workshop – North Spokane Corridor Rail Realignment, WSDOT, \$80M, Spokane, WA
- Design-Bid-Build Partnering Workshop – I-5 Oso Parkway to Alicia Parkway, Caltrans, \$129.7M, Orange County, CA
- Design-Bid-Build Partnering Workshop – Route 710 Pavement Rehabilitation and Widening, Caltrans, \$87.8M, Orange County, CA  **2021 IPI John L. Martin Partnering Awards – Sapphire**

2. DEMONSTRATED KNOWLEDGE, SKILLS AND ABILITIES

Demonstrated Knowledge, Skills and Abilities and Necessary Technical Skill

The key characteristics to being an effective partnering facilitator comes down to the understanding and ability to be flexible, encouraging, and guiding. Horrocks partnering facilitators understand the need to hone in on what each unique team needs to make their project and working relationship a partnering success. Our team possesses the ability to manage different groups (executive level and project level) in meetings so everyone feels comfortable and has a voice. Our facilitators work with the team in identifying project complexities, potential problems and issues, an issue resolution process, and following through on the implementation.

The responsibility of the facilitator is to foster the spirit of the partnering relationship throughout the life of the project. This may include quarterly partnering meetings among key team members and periodic progress assessments performed by the team. These tools give insight to the facilitator and the project team on where to improve their partnering efforts and where their partnering efforts are successful. It is also the responsibility of the facilitator to document the results of the workshop. This is critical in maintaining a healthy partnering relationship among the team members, onboarding new personnel, and reviewing the growth from the beginning of the project to the end.

Through industry standards, the goals of partnering workshop are implemented to establish, enhance, and clarify the working relationship between the project team members. Horrocks believes that effective and successful partnering programs do the following:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Build strong and trusting relationships • Promote teamwork • Identify opportunities for new and innovative ideas • Outline expectations, potential issues, and resolutions | <ul style="list-style-type: none"> • Provide a neutral environment for unbiased perspective of the project • Encouragement of team strengths • Deliver a high-quality project |
|---|--|

Horrocks has the staff with the knowledge and skill to work with a project team, guiding them to a better understanding of the team’s purpose, needs, responsibilities, capabilities, and goals. To achieve the above points, our team understands the need to have the right people at the table and engaged in the workshop. The way to accomplish this is through various partnering workshops. Depending on the length and complexity of a project, the recommended partnering workshops can be any selection of the following types of workshops.

Recommended Workshop	Workshop Description	Deliverables
Initial Workshops	Workshops will focus on the project team, team building, and project at hand, including issues, goals, problem solving, and effective conflict management.	Partnering Report and Partnering Charter
Quarterly Maintenance Workshops (Executive Team)	Short workshops help to keep the executive level team members up-to-date on the project, allowing the team to discuss both the positives and negative aspects of the project, addressing any pertinent issues, and focusing on maintaining a dedicated executive-level team.	Meeting Minutes
Quarterly Maintenance Workshops (Construction Team)	Short workshops help to keep teams and projects on track by allowing teams to discuss both the positives and negative aspects of the project, onboarding new team members to the partnering mindset, involving key subcontractors to proactively address potential issues, and focusing on maintaining a dedicated construction team.	Meeting Minutes
Turn-around Workshops	Workshop to be performed when the project teams need to refocus their efforts on a healthy partnering relationship, effective issue resolution, conflict management and improving communication.	Meeting Minutes

Web Surveys	Surveys to be performed monthly or quarterly to anonymously gather feedback from all team members on various aspects of the project and partnering relationship; a summary is presented to the partnering champions as a tool to address issues, maintain a healthy working relationship, and to keep the project moving forward.	Survey Report with cumulative scores to track progress of each aspect of the project and relationship
Facilitated Issue Resolution	Very specific facilitated sessions focusing on project issues, coming to resolution, and outlining action items.	Meeting Minutes
Closeout Workshops	Workshops to finalize the end of the project, discuss construction and design challenges, highlight lessons learned, and suggestions to improve future projects.	Partnering Report with updated Partnering Charter and copies for all maintenance workshops

Innovative Techniques the Proposed Individual has Displayed in Previous Work

The partnering industry is constantly improving, changing, and growing, and therefore the tools that are available are reflective of the industry’s advancements. Through observation, experience, and feedback, Horrocks has developed techniques that help fit the partnering workshop to the team and project. As a previous construction inspector and office technician for ADOT, Kaity Stewart has a qualified understanding of the distinct roles involved in a project, leading her to a better understanding of the challenges that each member of the team may face.

To reach that understanding, the Horrocks team has integrated a few techniques and tools that tie experience to the understanding of the ever-changing partnering industry. These techniques and tools consist of:

- | | |
|--|---|
| <ul style="list-style-type: none"> • In-person site visits • Risk-based issue identification • Web-based dashboards | <ul style="list-style-type: none"> • Anonymous survey software • One-on-one conversations with the partnering champions |
|--|---|

Ability to Meet the Requirements of the Position, Including Additional Skills or Complex Assignments Completed

Horrocks’ team of professionals come from a wide variety of backgrounds, each includes facilitation and mediation education and application. This variety gives the team a diversity of tactics and strategies that are applied to workshops and project teams as they move through the life of a project.

Our local partnering facilitator, Kaity Stewart, has more than 10 years of experience in the construction industry, most within the transportation sector. She has worked as a field inspector for the City of Tucson and ADOT, and as an office technician for ADOT. Kaity received her Certified Value Specialist (CVS) certification in 2022 and has been a part of the facilitation team for more than 20 value engineering studies in her career. Kaity recently completed an interactive presentation and subsequent report at the 2023 International Partnering Institute Conference. She developed and co-led a presentation that guided partnering professionals (contractors, owners, designers, and facilitators) through a reflective exercise of how to improve the effectiveness of partnering workshops and relationships. She developed a report that summarized the findings of the exercise, highlighting that regardless of the role in the partnering relationship, education of the team members, clear communication and expectations, trust, and a project-first mentality elevates and furthers the partnering philosophy.

3. KNOWLEDGE OF INDUSTRY STANDARDS

Knowledge, Familiarity, and Experience with Applicable Federal and State Standards and Guidelines

Horrocks has been active in the partnering industry for more than a decade and the facilitator team members are active in various professional societies across the West. The facilitators consist of a member of the International Partnering Institute and a co-chair of their Awards Committee. Based on their involvement in professional societies, including International Partnering Institute, SAVE International, International Association for Public Participation, WTS, and APWA, Horrocks facilitators have knowledge and familiarity with the partnering industry and many transportation industry organizations and are active participants in its continual improvement and development.

To highlight one of Horrocks’ facilitators, Kaity Stewart has participated in and has helped lead partnering training workshops for FHWA and multiple DOT agencies, including CALTRANS, WSDOT, and MCDOT. Kaity was also a part of a multi-state Partnering Program Peer Review. The peer review was an FHWA-funded study to share successful state partnering programs with states that did not have robust partnering programs. The peer review study consisted of representatives from five different states presenting their partnering programs, giving and receiving feedback from the other representatives, and then implementing impactful suggestions to improve their partnering programs.

Horrocks facilitators have been on the facilitation team for FHWA and GSA projects, for multiple state DOT projects, and for county/city transportation projects. The facilitators understand the different agency partnering programs, partnering standards, and their ability to adhere to each agency’s standards and requirements.

4. AVAILABILITY

Time Available to Commit to Contract

As Horrocks’ Contract (Project) Manager, Erin Kline has the firm’s authority to balance the team workload as necessary and commits to making facilitators available for tasks that this contract may require.

We maintain a full-time pool of nearly 25 communications professionals that are readily available on short notice. Our depth of resources allows us to propose multiple qualified resumes for potential assignments. Once an individual commits to an assignment, he/she will serve for the duration of the project unless extenuating circumstances precludes him/her from completing it.



ERIN KLINE, PE

Contract (Project) Manager

EDUCATION

BS, Civil Engineering,
University of Arizona

REGISTRATION

AZ PE No. 52633

PROFESSIONAL AFFILIATIONS

Women's Transportation
Seminar (WTS)

YEARS OF EXPERIENCE

Total Years Experience: 18
Years with Horrocks: 7

For 18 years, Erin has distinguished herself in the field of engineering. Erin began her career as a field engineer with a local contractor in southern Arizona and later earned her Professional Engineering license. While in the private sector, she developed her passion for engineering and construction as she worked on and completed a variety of projects, including multiple improvement projects along Interstate 10 between Tucson and Phoenix. After nine years of working in a variety of engineering and managerial roles in the private sector, Erin chose to diversify her experience and began working for ADOT as a Resident Engineer and, subsequently, was promoted to Senior Resident Engineer. There, she managed and completed the \$40 million Interstate 19 and Ajo Way Traffic Interchange project. Erin joined Horrocks in 2017 as a Resident Engineer and, soon after became the Arizona Construction Management Group Manager. While at Horrocks, she has worked on multiple projects, including the \$36 million Interstate 10 improvement project from Interstate 8 to Early Road for ADOT and the \$1.2 billion Border Wall for U.S. Army Corps of Engineers. Currently, she manages a group of 20 construction consultants and multiple Construction Administration and Inspection contracts in Arizona. Earlier this year, Erin was named Horrocks' Arizona Area Manager and has set herself apart in the engineering field, navigating leadership and management roles in the workforce with both strength and grace.

Additionally, Erin has a proven track record of success in managing and delivering projects to exceed client expectations. She possesses extensive expertise in overseeing the construction and development of infrastructure projects and is skilled in leading multidisciplinary teams and ensuring the successful completion of client projects within budget and on schedule. Erin also has a keen eye for detail, a dedication to quality, and consistently drives excellence in her team. Her quality control experience is supported by her previous role as an ADOT Resident Engineer and Senior Resident Engineer on numerous projects. She is familiar with ADOT's quality and testing parameters, standards, and specifications, as well as workmanship requirements.

PROJECT EXPERIENCE:

NDOT, State Route 147, Lake Mead Boulevard Value Engineering Study, Reno, NV | Co-Facilitator. State Route 147/Lake Mead Boulevard is proposed to be improved between Pecos Road and MP CL 9.67, in North Las Vegas, Nevada. The ADA improvements consist of approximately seven miles while the pavement improvements consist of 4.5 miles along with pedestrian facility upgrades. These improvements run along the urban arterial segment, at hundreds of non-compliant curb ramps and driveways and along restricted sidewalks, to meet current Public Right-of-Way Accessibility Guidelines (PROWAG) standards adopted by the NDOT. Horrocks facilitated a value engineering study as part of this project.

ADOT, SR-189: International Border to Grand Avenue Design-Build, Nogales, AZ | Quality Control Manager. Erin was responsible for quality control oversight for this \$84 Million roadway improvement project. The goal of this project was to improve safety, capacity, operations, and business access from the Nogales Port of Entry (POE) to Interstate 19 and Business Route 19. Design elements included two new flyover ramp bridges, one bridge widening, three bridge rehabilitations, reconstruction of 3.75 miles of SR-189, new roundabout construction, roadway safety improvements, retaining wall installations, drainage and traffic improvements, utility coordination, MOT, environmental, and aesthetics.

ADOT Project Development On-Call, Chase Creek Replacement, Clifton, AZ | Quality Control/Principal. Horrocks was selected to design the replacement of the existing two-lane, single-span bridge at Frisco Avenue over Chase Creek. The new bridge is a single span consisting of adjacent prestressed voided slab girders supported by stub abutments on drilled shafts with rock sockets offset from the existing bridge. The bridge layout and structure type were selected to minimize the impacts to the existing, historic bridge and retaining walls. Erin supported the quality control review efforts for this project.

ADOT, Project Development On-Call, Statewide, AZ | Principal/Contract Manager. As the Arizona Area Manager, Erin is responsible and accountable for all activities within a project of this contract. These activities include but are not limited to contract proposal, initial cost estimate negotiation, project control, subcontract services, project related correspondence, quality control, and timely delivery.

ADOT, Temporary Technical Engineering Personnel Services, Statewide, AZ | Principal/Contract Manager. As the Arizona Construction Group Manager, Erin was responsible for Construction Management, Administration, and Inspection services around the State of Arizona. She oversaw Horrocks staff assigned to the ADOT Temp Tech assignments. Projects included conventional design-bid-build, design-build, construction manager at risk, and job-order-contracting delivery methods. She assigns, develops, markets, trains, mentors, and maintains oversight to meet ADOT requirements.

Maricopa County DOT, On-Call Construction Inspection Services, Maricopa County, AZ | Contract Manager/Project Principal. As a subconsultant on multiple teams, Erin is managing the Horrocks contract to provide Construction Inspection services to the Maricopa County DOT. She is responsible for oversight of staff assignments, and management to meet requirement of contract.

City of Tucson, On-Call Construction Surveillance Services for Transportation Projects, Tucson, AZ | Principal/Contract Manager. Erin is responsible for Construction Surveillance and Inspection services for the City of Tucson. She oversees Horrocks staff assigned to on-call tasks for transportation projects. Projects include conventional design-bid-build and job-order-contracting delivery methods. She manages, assigns, develops, markets, trains, mentors, and maintains oversight to meet requirements of the City. Some tasks under this contract include Broadway Boulevard: Euclid to Country Club, Houghton Road: Valencia to Mary Ann Cleveland, and Grand Road Phase 2: Stone to Park.

Pima County DOT, On-Call Construction Surveillance Services, Pima County, AZ | Contract Manager/Project Principal. Erin is managing the contract for Construction Management and Inspection services for the Pima County DOT. She is responsible for oversight of staff assignments and management to meet requirement of contract.

City of Surprise, On-Call Construction Inspection Services, Surprise, AZ | Contract Manager/Project Principal. Erin is managing the contract for Construction Inspection services for the City of Surprise. She is responsible for oversight of staff assignments, and management to meet requirements of the contract.

Town of Queen Creek, On-Call Construction Management Services, Queen Creek, AZ | Construction/Contract Manager. Erin was responsible for Construction Management and Inspection services for the Town of Queen Creek. She oversaw the Horrocks staff assigned to on-call tasks for transportation projects. Projects included conventional design-bid-build and job-order-contracting delivery methods. She managed, assigned, and maintained oversight to meet the Town's requirements. Some tasks under this contract include Chandler Heights Road: Recker to Via Del Arroyo and Power Road: East Brooks Farm to Chandler Heights.

ADOT, I-10: Earley Road to I-8, Pinal County, AZ | Resident Engineer. This \$38 Million Bid Build (A+B Construction) is located in Pinal County on Interstate 10 between Milepost 186.65 and Milepost 208.83, through the City of Casa Grande. The proposed work encompassed widening Interstate 10 between Milepost 196.42 and Milepost 199.34 from four lanes to six lanes including two new bridges over Jimmie Kerr Boulevard and the Union Pacific Railroad. A fiber optic trunkline was installed between Milepost 186.65 to Milepost 208.83, including armored single-mode fiber optic cable and two node buildings. Other work consists of constructing widened roadway, mill and replace asphaltic concrete pavement, concrete barrier, pipe lining, guardrail, signing, pavement marking, directional drilling, and other miscellaneous work. Erin's responsibilities included administration and ensuring that the project was built according to plans and specifications. She coordinate construction activities with federal, state, local and private entities to assure conflicts are minimized and the public was well served.

ADOT, SR 86: Valencia Road to Kinney Road, Pima County, AZ | Resident Engineer. This \$40 million Bid-Build project consisted of adding two lanes to create four travel lanes from Valencia Rd to Sheridan Road and six travel lanes from Sheridan Road to Kinney Road. The work also consists of improvements to local streets connecting to SR 86. The work consists of grading, paving, extending existing box culverts, construction new box culverts, constructing new closed frame continuous concrete slab bridges, improving local streets connecting to SR 86, installing guardrail end terminals, placing pavement markings, installing traffic signals, signing, seeding, relocating water and sewer facilities and other miscellaneous work. Erin's responsibilities included administration and ensuring that the project was built according to plans and specifications. She coordinate construction activities with federal, state, local and private entities to assure conflicts are minimized and the public was well served.

ADOT, I-19 at Ajo Way (SR-86) Traffic Interchange, Pima County, AZ | Resident Engineer. This \$40 million Bid-Build project consisted of reconstructing the I-19/Ajo Way TI along with work on Ajo Way. The work includes roadway excavation, constructing embankment, grading, furnishing and placing Portland cement concrete pavement and asphaltic concrete, two bridge structures, retaining and sound walls, four RCB culverts, concrete barrier, drainage, pavement marking, signing, lighting, signals, and other related work. Erin's responsibilities included providing engineering and technical direction for the administration the project to assure work was performed in a manner that provides a functional, durable project that meets design intent and conformance with prevailing construction plans and specifications. She was responsible for assuring that all work performed complied with ethical and sound engineering practices.

From: ADOT Business Engagement and Compliance Office <AZUTRACS-Support@azdot.gov>
Sent: Friday, November 10, 2023 11:11 AM
To: AZ_Bus_Dev
Cc: ContractorCompliance@azdot.gov
Subject: Bidders List for Horrocks Engineers

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

Horrocks Engineers, AZUTRACS Number: [19200](#) has submitted a Bidder/Proposer list for **2024-008** on 11/10/2023 at 11:10 AM MST (UTC - 07:00).

Horrocks Engineers submitted a blank bidders/proposers list. This means that they did not list any firms that they reached out to or were contacted by during the preparation of this bid/proposal. NOTE: Subbing out work is encouraged, where applicable. Under some circumstances, no subbing opportunities are available.

Engineering Consultants Section

Katie Hobbs, Governor

Jennifer Toth, Director

Greg Byres, Deputy Director for Transportation/State Engineer

Steve Boschen, Division Director

Korina Lopez, Group Manager

Date: October 25, 2023
TO: ALL INTERESTED PARTIES
SUBJECT: AMENDMENT NUMBER 01
REFERENCE: REQUEST FOR QUALIFICATIONS (RFQ)
CONTRACT NUMBER 2024-008
ADOT PARTNERING OFFICE FACILITATOR

The following revisions are made to the referenced RFQ:

1. All references in the RFQ, ECS Consultant Contract Manual, ECS Information Bulletins and the ECS website related to submitting Statement of Qualifications (SOQ) through eCMS are hereby stricken. SOQ submittals will ONLY be accepted via email to the following address: ECSSOQ@azdot.gov. SOQs emailed to any other address will NOT be accepted.
2. Section 4.20, Number 4. Professional Liability (Errors and Omissions Liability), subsection 4 b of the contract boilerplate, referenced in Section XVII of the RFQ, is changed:

From:

- b. In the event that the professional liability insurance required by this Contract is written on a claims-made basis, the Consultant warrants that any retroactive date under the policy shall precede the effective date of this Contract; and that either continuous coverage will be maintained or an extended discovery period will be exercised for a period of **three (3) years** beginning at the time work under this Contract is completed.

TO:

- b. In the event that the professional liability insurance required by this Contract is written on a claims-made basis, the Consultant warrants that any retroactive date under the policy shall precede the effective date of this Contract; and that either continuous coverage will be maintained or an extended discovery period will be exercised for a period of **eight (8) years** beginning at the time work under this Contract is completed.



Jessica McCall
Contract Specialist
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.

Horrocks

Consultant Name



Signature

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

Date: October 30, 2023
TO: ALL INTERESTED PARTIES
SUBJECT: AMENDMENT NUMBER 02
REFERENCE: REQUEST FOR QUALIFICATIONS
CONTRACT NUMBER 2024-008
Supplemental Services ADOT Partnering Office Facilitator

The following questions have been asked in reference to the above Request for Qualifications package:

Question 1:
Should the Supplemental Services Consultant-Facilitator also be listed under Key Personnel on Page 4 of the RFQ?

Answer 1:
No, Proposed Facilitators can be identified in the Statement of Qualifications but will not be considered Key Personnel on this contract.

Question 2:
If so, should resumes for both the Project (Contract) Manager and Supplemental Services Consultant-Facilitator be included as attachments to the SOQ?

Answer 2:
No, only the Contract Manager’s resume shall be attached.

Question 3:
How many pages are allowed for each resume? Page 4 under Key Personnel references three pages, and Page 11 references two pages under the Format Content section.

Answer 3:
Two pages.


Jessica McCall
Contract Specialist
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.

Horrocks
CONSULTANT NAME



SIGNATURE

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

Date: November 8, 2023

TO: ALL INTERESTED PARTIES

SUBJECT: AMENDMENT NUMBER 03

REFERENCE: REQUEST FOR QUALIFICATIONS
CONTRACT NUMBER 2024-008
Supplemental Services ADOT Partnering Office Facilitator

The following questions have been asked in reference to the above Request for Qualifications package:

Question 1:

Since Facilitator Candidates are not considered key, are we permitted to submit qualifications for more than one facilitator candidate per SOQ? (Page 9, Number 1).

Answer 1:

Yes.

Question 2:

If we are permitted to include multiple facilitator candidates in our SOQ, do we submit multiple ADOT Project Involvement Disclosure Statement forms? The ADOT Project Involvement Disclosure Statement is listed as page 3 of the SOQ. If we are permitted to include multiple facilitator candidates per SOQ would we be allowed an increase in page count to accommodate the extra forms?

Answer 2:

No, only submit an ADOT Project Involvement Disclosure Statement form for the Project (Contract) Manager identified in the Statement of Qualifications. Additional ADOT Project Involvement Disclosure Statement forms will be required when the contract is modified to add Facilitators.

Question 3:

Are you looking for facilitators to be available on an as-needed/on-call basis or be an extension of staff in your office? Will there be a minimum number of hours needed each week or only as needed?

Answer 3:

The Department is looking for facilitators on an on-call/as-needed basis. There are not a minimum number of hours needed each week. The time for each project/task will be determined by the needs of the specific work.

Question 4:

Will partnering meeting facilitation for construction also be needed in addition to the scope of work in section XXIII?

Answer 4:

No, the work will be for partnerings/meetings outside of construction.

Question 5:

Our firm is not currently prequalified with ECS and we were not aware of the November 6, 2:00 p.m. deadline to begin the registration process until it had passed. While we did request login credentials to register on that day, we may not be able to fully register for prequalification before the SOQ submittal date depending on how responsive the ECS system is to our application. We request that the RFQ be amended to require prequalification with ECS upon contract award instead of by the SOQ due date (in line with insurance requirements, which are not required until contract award).

Answer 5:

As indicated in RFQ sections II, page 4, second paragraph, Consultants who intend to submit an SOQ for this proposed contract shall successfully submit a prequalification application to ECS no later than **November 6, 2023 at 2:00 P.M. Arizona (Phoenix) Time**. The Department will not waive the requirement to submit a prequalification application before the submittal of a firm's SOQ. The Department can extend the deadline to submit the application.

The prequalification application deadline has been extended to November 14, 2023.



Jessica McCall
Contract Specialist
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.

Horrocks

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.: 2024-008

CONTACT PERSON: Erin Kline, PE

E-MAIL ADDRESS: ErinK@Horrocks.com

TITLE: Principal

CONSULTANT FIRM: Horrocks

ADDRESS: 2600 North Central Avenue, Suite 550

CITY, STATE ZIP: Phoenix, AZ 85004

TELEPHONE: 602.454.1800

FAX NUMBER: 801.763.5101

DUNS #: 073111676

ADOT CERTIFIED DBE FIRM? (YES/NO)

No

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

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:	Horrocks will not have subconsultants for this contract.
CONTACT PERSON:	
E-MAIL ADDRESS:	
TITLE:	
ADDRESS:	
CITY, STATE ZIP:	
TELEPHONE:	
FAX NUMBER:	
DUNS #:	


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

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

DBE GOAL ASSURANCE/DECLARATION

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

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



Signature

November 15, 2023

Date

Erin Kline, PE

Printed Name

Principal

Title

SOQ SUBMITTAL CHECKLIST

Place a check mark on the left side of the table indicating compliance with the following:

<input checked="" type="checkbox"/>	Required Page Limit Met
<input checked="" type="checkbox"/>	One PDF Document no larger than 15 MB
<input checked="" type="checkbox"/>	All Amendments Included
<input checked="" type="checkbox"/>	Introduction Letter (Including all required elements/statements)
<input checked="" type="checkbox"/>	SOQ Proposal Formatted According to Requirements Listed in Part C and any applicable amendments
<input checked="" type="checkbox"/>	Correct SOQ Certification List Signed and Dated by a Principal or Officer of the Firm
<input checked="" type="checkbox"/>	Completed Consultant Information Page (Including listing DBE firms, if applicable)
<input checked="" type="checkbox"/>	Supplemental Services Disclosure Form (REQUIRED for Supplemental Services Contract)
<input checked="" type="checkbox"/>	All Subconsultants & Proposed Work Type (Including listing DBE firms, if applicable)
<input checked="" type="checkbox"/>	Any Additional Required Documents (Specific Requirements in RFQ such as Resumes, etc.)
<input checked="" type="checkbox"/>	Commenting or User Rights Feature Enabled in SOQ PDF Document
<input checked="" type="checkbox"/>	DBE Goal Assurance/Goal Declaration completed

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