

On-Call Alternative Project Delivery and Value Methodology Administration Consultant(s)

October 15, 2025

STATEWIDE LOCATIONS

CONTRACT NO: 2026-008

Dear Selection Panel Members:

AECOM Technical Services, Inc. (AECOM) is excited for this opportunity to continue our working relationship with you to efficiently and cost-effectively deliver your program. We have been providing services for this on-call contract for the past 13 years and, based on this experience, we assembled a team to meet the contract's anticipated needs.

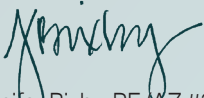
► **Our key team members have experience working on all sides of alternative delivery, including owner, contractor, designer, and value engineering (VE), giving us a unique perspective to the tasks under this contract.**

We were the prime designer on multiple design-build (DB) projects, including the SR 101L (Price Freeway) from Baseline Road to SR 202L. We provided independent cost estimating (ICE) teams on multiple ADOT projects, including the I-17, Flagstaff to Van Buren Street Construction Manager at Risk (CMAR) fiber installation project. Our General Engineering Consultant (GEC) experience includes both DB and CMAR; we are currently serving as GEC for the I-10/Kino Parkway to Country Club Road DB project.

AECOM is extremely interested in being selected for this contract. We confirm the commitment of key personnel identified in the submittal to meet ADOT's quality and schedule expectations.

AECOM is not a certified DBE. Although this is a race-neutral contract, we have included five DBE firms on our team with which we have successful working relationships. Our depth and breadth of resources and expertise is enhanced by our subconsultants, and we are confident our team will continue to meet your needs on alternative delivery projects.

Sincerely,

AECOM Technical Services, Inc.


Jennifer Bixby, PE (AZ #33782), PTOE
Project Principal, Vice President
480.363.0447 • jennifer.bixby@aecom.com
Authorized SOQ Signer



Kate Bondy, PE (AZ #45815), PTOE
Project (Contract) Manager
602.738.1651 • kate.bondy@aecom.com

OUR TEAM PROVIDES YOU:



Alternative Delivery Experience

AECOM is a leader in alternative delivery — locally, nationally, and globally. We have successfully delivered more than 100 alternative delivery projects in North America over the past 10 years with a total construction value of over \$50 billion. Our team members at all levels of the organization understand alternative delivery and working with owners and contractors to achieve project goals.



ADOT Experience

Our key team members have worked on numerous ADOT alternative delivery contracts. We understand your processes, statutes, standards, specifications, and requirements, allowing us to efficiently provide alternative delivery administration services. We selected our subconsultants based on their successful delivery of previous alternative delivery, GEC, VE, and ICE services for ADOT.



Team Capacity

Our team organization includes a depth of staff resources, both in-house and from subconsultants, which allows us to assemble a team quickly and efficiently with the experience and availability needed to deliver on your timeline. We have proven this repeatedly on task orders for VE and ICE where prompt team response and commitment are necessary for success.

PART C | Evaluation Criteria | 1 of 16

PREPARED FOR:

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



I-17 PIMA FREEWAY DB



SR 79 GILA RIVER BRIDGE CMAR



I-10 KINO PARKWAY DB GEC

Engineering Consultants Section SOQ Proposal Certifications Form

Contract #: 2026-008

Consultant Name: AECOM Technical Services, 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: Jennifer Bixby, PE, PTOE

Title: Vice President

Signature: 

Date: October 15, 2025

Revised 2/11/2022

**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.”

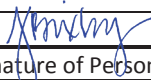
Under A.R.S. §35-393:

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.

| | | | | |
|--|-----------|--------------|--|-------------------------|
| AECOM Technical Services, Inc. | | |  | |
| Company Name | | | Signature of Person Authorized to Sign | |
| 7720 North 16th Street, Suite 100 | | | Jennifer Bixby, PE, PTOE | |
| Address | | | Printed Name | |
| Phoenix | AZ | 85020 | Vice President | October 15, 2025 |
| 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. |

AECOM Technical Services, Inc.
Company Name

7720 North 16th Street, Suite 100
Address

Phoenix **AZ** **85020**
City State Zip

Signature of Person Authorized to Sign

Jennifer Bixby, PE, PTOE
Printed Name

Vice President
Title

October 15, 2025

1. CONTRACT UNDERSTANDING & APPROACH

1a. Contract Understanding | Major Tasks | Special Issues

AECOM brings significant experience successfully executing projects for ADOT and other agencies using alternative delivery methods. This includes design-build (DB), progressive/integrated design-build (PDB/IDB), construction manager at risk (CMAR), job order contracting (JOC), and public-private partnerships (P3s).

▶ We have participated on both the agency side of these contracts as the General Engineering Consultant (GEC) and on the contractor side as the design lead, providing a comprehensive understanding of the various phases and aspects of alternative delivery.

Our contract manager, **Kate Bondy**, brings significant experience with the tasks under this contract. She has served as the task order manager for multiple value engineering (VE) studies under our current Alternative Project Delivery Administration (APDA) on-call, and she has participated on numerous DB and CMAR projects as the prime designer and DB GEC. **▶ Kate and our team bring more than 20 years of experience on ADOT alternative delivery projects. We know ADOT processes, standards, and design criteria.**

Through our meetings with ADOT Construction Group and Major Projects Group, we understand the **major tasks** and expectations for this on-call contract, including:

- GEC services, including procurement, design, and construction phases
- Contract administration
- Schedule reviews
- Risk assessments
- Independent cost estimates (ICE)
- Claims analysis and support
- Construction administration
- Value engineering (VE)
- Public involvement

Table 1 presents the technical and institutional elements associated with these major tasks.

TABLE 1 | Technical & Institutional Elements

| Technical Elements | Institutional Elements |
|--|--|
| <ul style="list-style-type: none"> • Support procurement and development of Request for Qualification (RFQ) and Proposal (RFP) documents • Preliminary engineering • Permitting support • Utility coordination and prior rights determinations • Design review and oversight • Construction administration • Assisting with selection of CMAR contractors, DB or P3 teams and negotiations • VE workshops and value analysis studies | <ul style="list-style-type: none"> • Stakeholder and agency coordination • Public involvement • Intergovernmental agreement (IGA) assistance • Environmental, utility and right-of-way (ROW) clearances • National Environmental Policy Act (NEPA) compliance • Document control • QA/QC • Responding to contractors |

Alternative project delivery methods can provide numerous benefits to ADOT, such as price and schedule certainty, minimized risk, cost savings, flexibility, innovation and collaboration, and streamlined project delivery. Arizona Revised Statutes (ARS) Title 28, Chapters 20 and 22, govern the DB and P3 delivery methods. Each method provides unique advantages based on project size, scope, funding, and goals. **Table 2** summarizes the alternative delivery methods used or considered by ADOT. JOC is also available to ADOT, but less commonly used.

AECOM served as ADOT’s GEC for four DB projects under past and current APDA and Project Development on-call contracts and two DB projects under separate contracts. Additionally, we provided final design services for numerous major ADOT DB projects in the Phoenix metropolitan area, including the SR 101L Pima and Price Freeway DBs.

▶ We fully understand the interests and perspectives of ADOT, the contractor, and the design team within the DB contracting environment.

TABLE 2 | Summary of Alternative Delivery Methods Used by ADOT

| Delivery Method | Typical Project Types | ADOT Selection Criteria | Pros | Cons |
|---|--|---|--|---|
| CMAR and JOC <i>ADOT CMAR Process Guide</i> | Recent ADOT Project: <ul style="list-style-type: none"> • SR 79 Gila River Bridge CMAR (AECOM Designer) <ul style="list-style-type: none"> • Complex scopes that can benefit from contractor input prior to construction • Budget constraints or schedule-sensitive • Guaranteed Maximum Price (GMP) and schedule is negotiated with the selected contractor | <ul style="list-style-type: none"> • Selection based on qualifications and technical approach • Design and contractor selections are separate | <ul style="list-style-type: none"> ✓ The CMAR is selected early in the design process and participates in design and VE studies ✓ Cost escalation risk is transferred to the contractor ✓ The design consultant works for ADOT | <ul style="list-style-type: none"> ✗ Potential for multiple GMPs ✗ Limits competitive bidding ✗ Separate design and construction contracts |
| DB <i>ADOT Design-Build Procurement and Administration Guide</i> | Recent ADOT Projects: <ul style="list-style-type: none"> • I-10/Kino Parkway DB (AECOM GEC) • SR 101L (Price) DB (AECOM Prime Designer) <ul style="list-style-type: none"> • Major Projects with well-defined conditions, scopes, outcomes, and operations | <ul style="list-style-type: none"> • Selection based on qualifications, technical approach, price, and potentially schedule | <ul style="list-style-type: none"> ✓ Streamlined process accelerates project delivery ✓ Innovation during design ✓ Single point of accountability ✓ Price established early ✓ Contractor input in design | <ul style="list-style-type: none"> ✗ Increased change orders and claims and increase in final cost ✗ Owner/designer relationship limits owner control of the design |
| P3 or DB using P3 Legislation <i>ADOT Public-Private Partnership (P3) Program Guideline</i> | Recent ADOT Projects: <ul style="list-style-type: none"> • I-10/Broadway Curve DB (Non-AECOM) • I-17 Flex Lanes DB (Non-AECOM) <ul style="list-style-type: none"> • Major Projects with well-defined conditions, scopes, outcomes, operations, and aesthetics • Major Projects with funding gaps and operations and maintenance (O&M) needs • Includes process for unsolicited proposals | <ul style="list-style-type: none"> • Selection based on qualifications, technical approach, price, and potentially schedule • Selection may include funding and O&M | <ul style="list-style-type: none"> ✓ Streamlined award process ✓ Flexibility in procurement, scope, and price negotiations after selection ✓ Wide range of authority under P3 statutes, including O&M and funding ✓ Streamlined process accelerates project delivery | <ul style="list-style-type: none"> ✗ Administrative costs ✗ Potential for higher costs ✗ Potential to increase risk |
| Integrated (Progressive) DB | Recent ADOT Project: <ul style="list-style-type: none"> • I-40 and I-17 Rest Area Truck Parking DB (Non-AECOM) <ul style="list-style-type: none"> • Complex projects with limited funding • Schedule is critical • Combines CMAR and DB delivery methods | <ul style="list-style-type: none"> • Selection based on qualifications, technical approach, and schedule | <ul style="list-style-type: none"> ✓ Design consultant works for the contractor, limiting ADOT risk of design/construction issues ✓ Single responsible partner ✓ Innovation during design ✓ Schedule and cost benefits | <ul style="list-style-type: none"> ✗ Construction price not set until later ✗ Potential for longer pre-construction phase |

AECOM PROVIDES YOU:

- ✓ **A project (contract) manager** with the right expertise and the availability to serve as a single point of contact
- ✓ **A proactive management team** who will quickly return phone calls, respond to emails, and be available to meet on short notice
- ✓ **Task order managers** to lead the day-to-day operations of each task
- ✓ **Project engineers** who are experienced in alternative project delivery methods
- ✓ **Subconsultants** for specialty tasks, to supplement AECOM staff and to support disadvantaged business enterprise (DBE) participation
- ✓ **Proactive collaboration**, including the ADOT Construction District and technical sections, to successfully complete each task
- ✓ Established **project management tools** to meet task order deadlines and budgets
- ✓ AECOM and subconsultant **performance monitoring** through proactive communication with ADOT's project team
- ✓ **Adherence** to CMAR, DB, and P3 statutes, guidelines, and processes

• SPECIAL ISSUES

Table 3 identifies special issues and potential mitigation. We have mitigated many of these issues on past projects.

TABLE 3 | Special Issues & Potential Mitigation

Issue | Resolution

- ✗ **Fast-paced schedules for design oversight** | ✓ *Use efficient, experienced GEC and regional resources to meet review times.*
- ✗ **Identifying project risks and allocating them between ADOT and proposers** | ✓ *Develop detailed RFPs with GEC/ADOT management and technical leads.*
- ✗ **Obtaining consensus between ADOT groups and stakeholders** | ✓ *Coordinate early on wants/needs to accurately incorporate into the RFP and potential IGAs.*
- ✗ **RFI disputes during construction** | ✓ *Know the contract, design specifications, and construction standards to provide ADOT with accurate information to resolve issues at the appropriate level.*
- ✗ **Providing proposers with the appropriate level of data for accurate bidding** | ✓ *Develop utility designations, mapping, geotechnical information, and others for inclusion in the Reference Information Documents (RIDs) prior to the final RFP.*
- ✗ **Schedule delays due to ROW acquisition process** | ✓ *Begin ROW acquisitions prior to finalizing the RFP and work with the design-builder to optimize ROW needs as required.*
- ✗ **Contractor Noncompliance and Nonconforming Work** | ✓ *Contract understanding, tracking log, letter writing and cure times for noncompliance events and nonconforming work.*
- ✗ **Revisiting resolved issues because of change in CMAR contractor staff between design and construction phases** | ✓ *Require overlap of contractor manager/staff between Phase 1 and Phase 2 in the RFP.*
- ✗ **DB-requested changes, including change orders** | ✓ *Perform accurate change order review; know the contract and write appropriate letters for approval of contract document changes.*

➤ **Task orders under this contract require flexibility, expertise, and timely and accurate responses.** Our successful performance since 2012 under past and current Alternative Project Delivery contracts gives us a thorough understanding of the services anticipated under this contract and ADOT's expectations.

We have received more than 50 task orders to date and have assisted ADOT with delivery of five DB projects. As GEC, we are supporting ADOT in delivering the I-10/Kino Parkway to Country Club Road DB (I-10/Kino Parkway DB) in the Southcentral District, and we previously served as GEC for the SR 189, International Border to Grand Avenue and I-19, U.S. Border to I-10 DB projects. ➤ **Our team brings experience, leadership, lessons learned, and best practices to support ADOT as GEC and efficiently deliver your projects.**

1b. Project Approach

GEC SERVICES

This on-call contract will support projects with a projected construction cost estimate up to \$250M. As GEC, we will serve as an extension of ADOT staff, co-locating as needed, and supporting the development and procurement phases through construction administration.

Anticipated GEC Services

- ✓ *Assist ADOT with developing RFQ packages*
- ✓ *Participate in the shortlisting process*
- ✓ *Advance preliminary design to a level adequate for bidding*
- ✓ *Develop RFP packages*
- ✓ *Lead or support one-on-one informational meetings*
- ✓ *Lead RFP Question and Responses*
- ✓ *Lead or support Alternative Technical Concept (ATC) review and meetings*
- ✓ *Assist ADOT in evaluating technical proposals and interviews*
- ✓ *Provide oversight during final design and construction*
- ✓ *Provide contract administration and letter writing*
- ✓ *Provide construction administration*

RFQ Development | ADOT typically prepares the RFQ. We will assist in reviewing and finalizing the document, including the selection process schedule, project scope, and scoring criteria, and assemble the supporting documents.

RFP Development | Developing the RFP package begins with a kickoff meeting with the project team and major stakeholders to address the project scope, potential issues and mitigation plans, and the project schedule. The procurement package typically includes the contract agreement, Technical Provisions (TPs), RIDs, and Instructions to Proposers (ITP).

ATC Review and One-on-One Meetings | We will support ADOT in evaluating ATCs submitted by the design-builder and participating in meetings.

Questions and Answers | We will work with ADOT to evaluate design-builder questions and responses, and update the RFP as necessary.

Proposal Scoring and Technical Proposal Review | We will work with ADOT to determine the scoring criteria included in the ITP, evaluate the technical proposal scoring (which may include the schedule and other components) and make recommendations to ADOT on the best-value proposer. For P3 statutes, the contract price/technical proposal score has been 70/30 on recent DBs but can vary. For DB statutes, the scoring is 50/50. ➤ **Our proactive approach to identifying and mitigating risks during the procurement phase results in lower construction costs, shorter schedules, fewer claims during construction, and a satisfied public.**

Contract Administration | Our team is familiar with the ADOT DB template and understands the DB contract, TPs, and RIDs through developing procurement documents to maintain contract compliance. Our GEC PM and team members will write letters as needed for ADOT-initiated change requests, ADOT responses to design-builder requested changes, non-compliance, non-conforming work, build at risk, and other letters as required by the project. Our team, including **Andy Alderink**, our contract administrator and dedicated letter writer, is familiar with contract requirements, TP section references, and other elements used to develop letters for approval by the ADOT PM, resident engineer (RE), or construction manager (CM). ➤ **Our team has written more than 50 letters to date on the I-10/Kino Parkway DB.**

"The AECOM GEC team has been providing efficient and outstanding design oversight and contract compliance during the delivery and administration of the I-10, Kino DB project. AECOM is effectively working with ADOT to identify and mitigate design and construction issues."
— **Jeremy Moore, PE, ADOT CM**

DESIGN PHASE SERVICES

We will assign design phase task managers based on qualifications, experience, and availability. Services may include design coordination and review in support of CMAR projects, predesign development and procurement support for DB projects, and VE workshops, risk assessments, and feasibility assessments/reviews for P3 projects.

Design Reviews | Our technical leads have years of ADOT experience and are knowledgeable in ADOT policies and preferences, in addition to the requirements of the applicable design specifications, standards, and TPs. Our team members are familiar with the DB process and understand the need to work within the project schedule. **▶ We have a proven record of responding quickly to design review requests. We know ADOT's established comment resolution process and can either lead or participate in comment review meetings.**

Technical Support | Our team includes technical leads to support utility coordination, survey and mapping, geotechnical investigations, and ROW acquisition. Team members are skilled at utility coordination and have strong relationships with Arizona utility companies, specifically in the Phoenix and Tucson metro areas. These relationships are valuable in building partnerships and obtaining timely input.

Constructability Reviews | Alternative delivery projects place a substantial portion of the responsibility for design development on the DB or CMAR team. This typically requires a seasoned contractor who can identify risks, find opportunities, and suggest appropriate modifications to construction concepts during the design stage. Constructability reviews serve to verify the contractor's approach, minimize ADOT's risk, and lead to a successful construction contract. **Mark Heisler** of Infrastructure Mavens, LLC (IMavens) is our team's Independent Construction Expert and will be supported by **Dan Casmer**. **▶ Mark brings over 30 years of construction experience on major projects, providing the real-world knowledge to uncover various constructability issues and provide solutions.**

P3 PROJECT DEVELOPMENT SERVICES

AECOM offers exceptional capabilities in assisting ADOT with P3 project development. Our senior advisor for P3 delivery, **Tuna Tanriover**, brings comprehensive experience with P3 advisory services, including evaluating alternative financing arrangements and selecting a P3 delivery approach that meets the individual project needs.

Anticipated P3 Services

- ✓ Developing funding and financing plans
- ✓ Performing Alternative Financing & Procurement (AFP) studies
- ✓ Providing operations and maintenance forecasting
- ✓ Performing Value for Money (VfM) analyses
- ✓ Analyzing risk allocation and mitigation strategies
- ✓ Developing performance measures
- ✓ Developing P3 and AFP agreements
- ✓ Managing the procurement process

CONSTRUCTION PHASE SERVICES

Construction Administration (CA) | Our construction management team is led by **Dan Casmer**, who has 17 years of experience delivering major construction projects for ADOT. He brings a full-service team of field inspectors, supervisors, REs, and office administrators. Our team is proficient in administering ADOT construction projects; we are diligent in preparing detailed daily diaries, tracking quantities and contractor progress payments, and confirming the DB is compliant with labor and Build America, Buy America requirements.

OJT/DBE Compliance | Our team includes **Kuniklo** to track contractor compliance with federal regulations related to DBE and small business inclusion. Kuniklo staff have strong, established relationships with the Business Engagement and Compliance Office (BECO) and understand ADOT requirements. We will interview DBE subcontractors to confirm they are performing a commercial useful function and conduct employee interviews in the field to confirm LCPTTracker information is correct. We will perform quarterly audits to confirm compliance.

Document Control | Our document control team members are familiar with the typical DB document control platforms, including InEight and Construction Viz. These programs are essential in maintaining accurate document control records between ADOT and the design-builder.

Independent Cost Estimates | We will prepare a detailed ICE to verify contractor cost estimates based on labor, equipment, material, production rates, and efficiency percentages and factors. For CMAR contracts, we will assist ADOT in evaluating the CMAR GMP and conducting negotiations. **Andrew Flecky** of IMavens will lead the cost estimating effort with support from Mark and Dan.

Construction Schedule Reviews | Our team will prepare an independent pre-construction phase schedule and/or review the contractor's schedule to validate the logic and coordination of activities between the contractor and the design team. We will review the contractor's proposed schedules for compliance with the specifications, inclusion of the complete project scope, resource loading (if required), manpower assignments to activities by craft, and any seasonal or physical restrictions. **▶ On the I-10/Kino Parkway DB, we review the schedule monthly to verify that each draw request and payment is in line with schedule progress shown by the DB.**

Schedule reviews will be performed by **David Weber** of PMA Consultants, LLC, with support from IMavens and AECOM. **▶ Since 2003, David has provided more than 100 schedule reviews for ADOT. Our team is experienced in checking the level of detail and the activity durations for reasonableness and is fully proficient with Primavera (P3, P5, P6, and SureTrak) and Microsoft Project.**

Claims Analysis | Our team stands ready to support ADOT when the issue resolution processes and steps have been exhausted and an issue is in claims status. We provide services ranging from preliminary document review to expert witness testimony. This will be a collective effort by AECOM, IMavens, and David Weber of PMA.



AECOM is currently providing CA services on the I-10/Kino Parkway DB (pictured). We understand the coordination and collaboration requirements of the DB delivery model.

AECOM'S ALTERNATIVE DELIVERY SUCCESSES

- ✓ **I-10/Kino Parkway DB:** AECOM's detailed workshops and technical proposal reviews assist ADOT with technical proposal scoring; this is the first project to use the new ADOT DB contract template
- ✓ **SR 189 DB:** AECOM's responses to change order requests resulted in ADOT denying one claim and significantly reducing the value of another.
- ✓ **US 60/Bell Road TI DB:** We facilitated stakeholder consensus for a 6-month closure of Bell Road, which resulted in completing the project 6 months ahead of the original schedule.
- ✓ **US 60/Bell Road TI DB:** Prior to design-builder contract award, we proactively worked with ADOT and APS to relocate major overhead transmission lines, mitigating construction schedule risk and the associated potential cost.

1c. Schedule

Figures 1 and 2 show sample DB and CMAR critical path schedules representing large projects. The actual duration will vary depending on project size and complexity and our team will tailor the schedule to meet ADOT's schedule goals. We actively manage the progress and activities of our in-house staff and subconsultants to meet ADOT's schedule requirements.

Strategies for Managing Schedules

- ✓ Verify ROW needs early in design and obtain timely NEPA clearance to facilitate early ROW acquisition
- ✓ Identify utility conflicts early so they can be avoided or relocated
- ✓ Develop the geotechnical investigation plan immediately after Notice to Proceed (NTP) to allow time for the geotechnical environmental clearance
- ✓ Optimize GEC and ADOT technical group input during RFP development
- ✓ Communicate with ADOT immediately if an issue arises that may jeopardize the project schedule
- ✓ Build float into the preliminary schedule to account for unforeseen issues that may delay progress
- ✓ Initiate early proactive communication with ADOT and stakeholders to obtain scope consensus, including potential intergovernmental agreements, joint project agreements, and utility agreements
- ✓ Establish, maintain, and revisit the risk register

Strategies to Make Up Schedule Slippage

- ✓ Start future non-dependent tasks early and look for opportunities to accelerate the schedule
- ✓ Engage additional resources, if needed
- ✓ Use built-in schedule float for unforeseen issues
- ✓ Communicate proactively and hold recurring meetings for delayed tasks to advance progress

▶ Our team successfully employed this last strategy on the I-10/Kino DB GEC project when the ROW acquisition schedule began to slip due to appraisal delays. At our weekly ROW meetings, the team prioritized critical parcels so the acquisition process was completed without delays to construction.

FIGURE 1 | Typical Critical-Path Schedule for DB Oversight Task

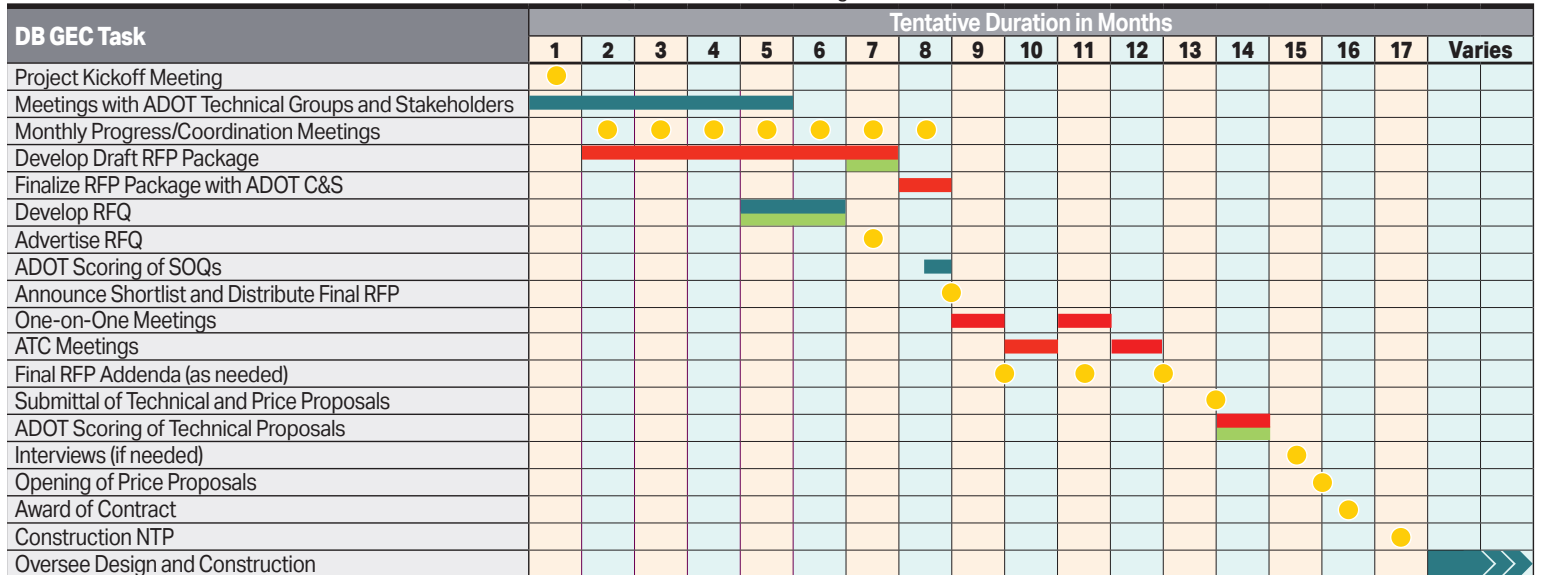
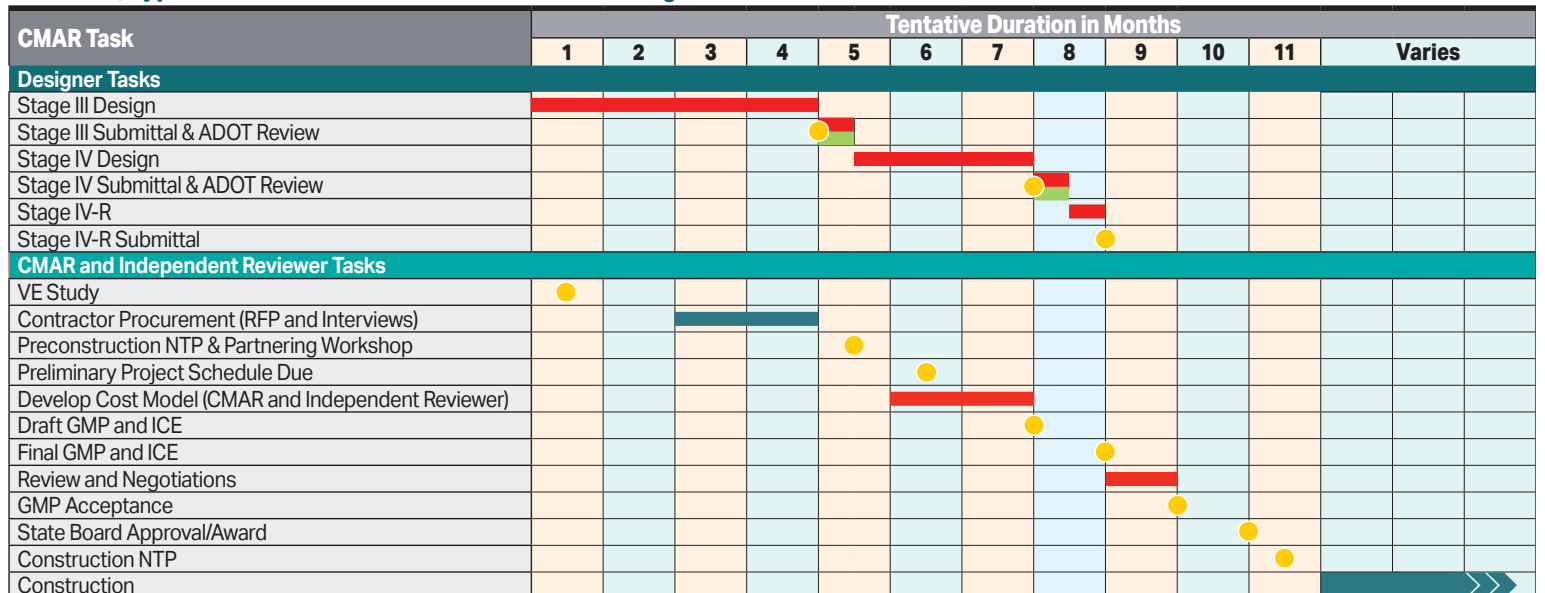


FIGURE 2 | Typical Critical-Path Schedule for CMAR Oversight Task



Assumptions: Eight-month design schedule starting with Stage III • CMAR contractor procured during Stage III design

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

Value Analysis/Value Engineering | VE benefits the design process by adding value to the project and enhancing quality, which may also result in reduced costs and/or construction time. A VE study is required for federally funded projects with a total project cost estimate of \$25M or more and is typically conducted during the Design Concept Report (DCR) or 30% design phase.

Our team includes **Patrice Miller, CVS**, (RHA, LLC), who has led our recent VE workshops with ADOT and will facilitate the VE workshops. She brings 25 years of experience, including more than 11 years providing VE facilitation services to federal, state, and local agencies. Our technical team members will be selected for each workshop based on their expertise with the project scope elements and their communication skills. We recognize the value in assembling a team with active participants who bring creative ideas and the ability to communicate those ideas, are not afraid to speak up, and foster a collaborative environment.

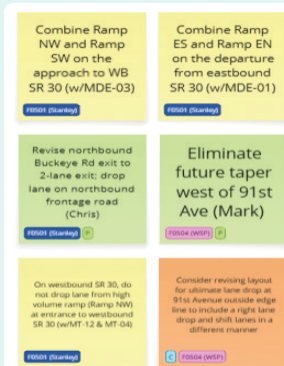
"I really appreciate the work both of you [Pat and Kate] put into this. The process moved well because of your efforts and herding us back to the target. I have done quite a few of these over my career but this one was the best. Well done! — John Casey, PE, ADOT Northwest District, VE Study F0552/F0649

Our methodology will follow the formal six-step SAVE International® process shown in **Table 4**. We have established processes to maximize team member participation, identify project risks and opportunities, incorporate performance-based practical design (PBPD), and deliver VE results in a timely manner to ADOT.

➤ **Our VE teams have successfully implemented three VE workshops (evaluating two projects in each workshop) over the past year. Our team has developed a system to simultaneously create project-specific proposals for each project while achieving significant efficiencies of evaluating them together.**

AECOM'S SUCCESSFUL VE STUDY PRACTICES

- ✓ Pre-workshop meetings with ADOT final design PMs establish workshop goals, project-specific needs, and participation protocols
- ✓ Workshop primers give the VE team time and materials to brainstorm ideas and be prepared to actively engage from the workshop onset
- ✓ Virtual workrooms are used as landing pages to access project and workshop documents, meeting links, and our collaborative workspaces
- ✓ Cost models relay the high-cost/impact items to the VE team prior to creativity
- ✓ Miro Boards (virtual notes) facilitate creative ideas in one location for all team members
- ✓ In-person attendance is encouraged to facilitate active participation and collaboration during the development phase
- ✓ VE assumptions and overall themed recommendations are summarized within the presentation phase to help relay key findings to the design teams and ADOT stakeholders



Example Miro Board to Move Traffic on SR 30

The VE requests are often on a tight time frame. Our contract manager, Kate Bondy, is diligent in responding to VE task orders and will promptly submit a scope and fee proposal to the ADOT PM for review and submittal to ADOT ECS. We have completed several recent VE tasks where NTP was received the day before the VE workshop, and we will continue to be responsive to ADOT's needs.

➤ **Kate and Pat recently completed a successful 6-day VE workshop for two SR 30 projects from SR 202L to 71st Avenue. The VE workshop concluded with 45 Value Proposals, 47 Design Comments, and 3 Design Suggestions between the two projects. The Value Proposals totaled more than \$100M in cost reduction.**

TABLE 4 | SAVE International® Value Methodology

| Steps | Description |
|---------------------|--|
| 1 Information | Project information and data are reviewed to achieve a common understanding of the goals and constraints |
| 2 Function Analysis | The primary and secondary functions of the project are established |
| 3 Creative | Alternative ideas for achieving the project functions are generated and discussed |
| 4 Evaluation | The alternative ideas are evaluated for fatal flaws and ranked based on performance measures |
| 5 Development | The selected alternatives are validated and refined, sketches and costs are provided and developed, and alternatives are reviewed by the team |
| 6 Presentation | The developed alternatives are presented to ADOT, the designer, and stakeholders with an assessment of the risks and rewards of each alternative |

Risk Assessments | The goal of the risk assessment process is to understand the factors and risks that drive the construction schedule and overall project costs and mitigate those risks. The formal process involves assigning severity and probability to each risk and assessing the effectiveness of associated mitigation measures. The result is an approach to project delivery that minimizes risks to the project schedule and costs and defines a level of confidence for the projected outcome.

➤ **Risk assessment occurs throughout the project development and delivery. As GEC, our task managers regularly evaluate project elements to identify and mitigate areas of risk, which are documented in a living risk register.**

As part of the RFQ/RFP development, our team may identify schedule or cost risks such as utility relocations, geotechnical conditions, long-lead-time materials, and environmental and ROW constraints. Informal VE analyses are conducted to evaluate the benefit of mitigating these risks by incurring costs such as early geotechnical, survey, or cultural investigations. These early efforts by ADOT and the GEC can reduce risk, and ultimately cost, by the design-build proposer.

AECOM team member **Tuna Tanriover** will lead formal cost and schedule risk assessment workshops. ➤ **Tuna leads AECOM's Risk Consultancy Team, overseeing our risk assessment and risk management services and developing and implementing innovative risk tools. His team uses profound due diligence and modeling of uncertainties to quantify risk exposures, resulting in targeted and effective strategies for reducing and tolerating risk.**

AECOM recently completed the formal cost and schedule risk assessment (CSRA) workshop for the I-10, I-19 to Kolb Road and SR 210, Golf Links Road to I-10 DCR as part of the first phase of the I-10/Kino Parkway DB. The completed CSRA was the first step to eventual approval of the Initial Financial Management Plan and Project Management Plan. Future CSRAs are required as future project phases move into design.

2. CONTRACT TEAM

AECOM offers a team with specialty expertise and experience with alternative project delivery and CA. Our contract manager, Kate Bondy, will respond quickly to task order requests to meet ADOT’s schedule needs. Our task managers bring recent relevant experience working with ADOT on VE studies, ICE, GEC contracts, and full-service CA. Our team organization is shown in **Figure 3** (Page 11).

2a. Project Principal | Jennifer Bixby, PE, PTOE

AECOM Position & Authority: Vice President



BSCE • AZ PE #33782 • PTOE #1474 • 30 Years

Jennifer will work with our contract manager, Kate Bondy, to confirm adequate personnel and other resources are assigned to this contract. She will manage contractual matters and will be ultimately accountable for the quality and timeliness of AECOM’s performance. She oversees staffing assignments and team performance via bi-monthly client meetings.

> Jennifer is an AECOM vice president and serves as project principal on most of our Arizona transportation projects. She has held a leadership position for more than 10 years, and she knows the importance of prompt and effective communication. She will be your key point of contact for contractual matters and resource allocation.

Throughout her career, Jennifer has served as principal, PM, or design engineer on numerous ADOT contracts. She understands your project delivery goals, institutional requirements, processes and procedures, and contracting requirements. She consistently provides oversight and mentors staff on the above elements, including coordinating with clients and stakeholders to secure buy-in on project goals and deliverables. These actions result in on-time and on-budget project delivery.

As a project principal with more than 30 years of transportation planning and engineering expertise, she drives strategic initiatives and resource management across key contracts, including:

- ADOT Alternative Project Delivery Administration On-Call
- ADOT I-10/Kino Parkway to Country Club Road DB GEC
- ADOT SR 189 DB GEC, International Border to Grand Avenue
- ADOT Port of Entry Truck Screening DB GEC
- ADOT SR 79 Gila River Bridge CMAR

2b. Project (Contract) Manager | Kate Bondy, PE, PTOE

AECOM Position & Authority:

Traffic Division Deputy Manager, Greater West Region



BSCE • AZ PE #45815 • PTOE #3106 • 23 Years

Kate brings extensive experience as a project manager, VE task lead, and traffic engineering lead on ADOT DCR and final design projects, including projects using the DB, GEC, and CMAR delivery methods. She leads multidisciplinary teams to develop VE proposals, provide GEC design review, and deliver construction plans and documents. Kate will bring valuable lessons learned with her experience that will lead to efficiencies for this contract, allowing her to pay attention to the details that matter.

> Kate has extensive experience with this contract, having led or participated in nearly 10 VE studies. She has served as traffic engineering lead or senior traffic engineering advisor on nine ADOT alternative delivery projects involving roadway widening and bridge reconstruction.

Kate will actively manage this contract, working with Jenny to assign adequate personnel and resources for task orders. She will be responsive to special needs and concerns. **> She performed similar functions on the following ADOT projects.**

- **VE Task Lead, Traffic/MOT Lead, ADOT APDA On-Call (Multiple Contracts)** | Kate managed four VE workshops over the last 1.5 years for seven ADOT final design projects, creating an average of 20 proposals per workshop.
- **Traffic Reviewer, I-10/Kino Parkway to Country Club Road DB GEC** | Kate led the MOT, traffic analysis, and signing and marking sections for RFP development. She participated in evaluating proposals and technical concepts.
- **Traffic Reviewer, US 60 and Bell Road TI DB GEC** | Kate led the MOT and signing and marking review for the DB project.
- **Traffic/MOT Lead, SR 101L (Pima Freeway) DB, I-17 to Pima Road** | Kate successfully led the traffic team in delivering MOT and signing and marking plans for the project’s I-17 to SR 51 segment.
- **Traffic Lead, SR 101L (Price Freeway) DB, Baseline Road to SR 202L** | Kate successfully led the traffic team in delivering MOT and signing/marketing plans.

Kate’s Current Commitments | 50% Availability

- ADOT I-10/Kino Parkway to Country Club Road DB GEC, 20%
- ADOT North/South, US 60 to Arizona Farms Road, Tier 2 EIS, 10%
- ADOT North/South, Arizona Farms Road to I-10, Tier 2 EIS, 10%
- ADOT MPD, SR 69 ITS Improvements Study, 10%



"We (ADOT) have had nothing except good things to say about this project." — Emmanuel Camacho, ADOT Construction Lead Inspector

SR 79 Gila River Bridge CMAR

THE AECOM TEAM DELIVERS FOR BOTH ADOT AND CONTRACTORS



SR 101L (Price Freeway) DB

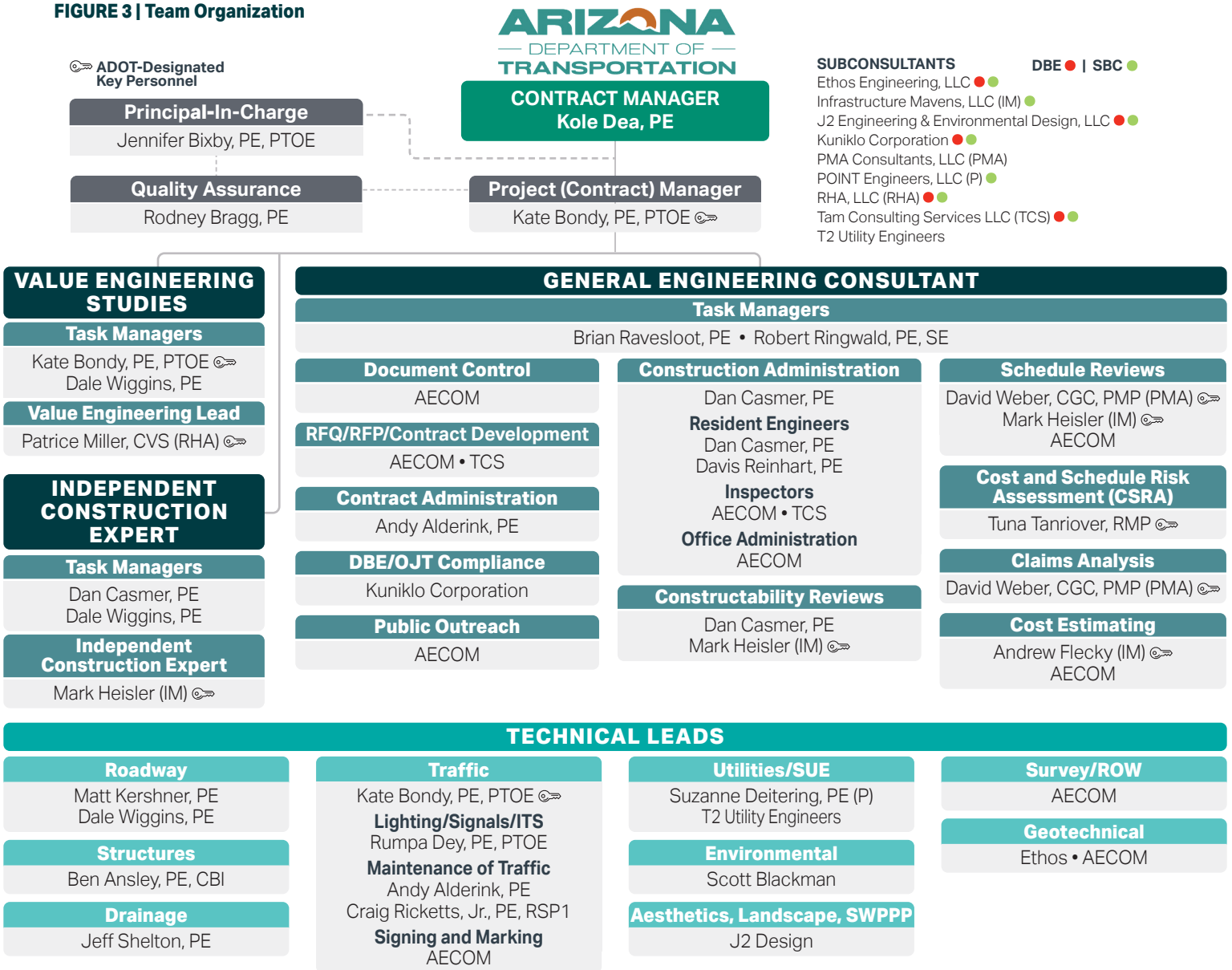
"AECOM, led by Rob Ringwald, worked closely with Pulice Construction to develop 31 ATCs on the ADOT SR 101L Price Freeway DB project. Their effort saved the project, and Pulice, both money and time during construction. AECOM knows how to harness the innovation the design-build method promotes. We would choose them again as our designer." — Robert Hughes, Pulice PM



"[The AECOM] team has been critical to the successful delivery of the SR 189 DB project, from preparing the RFP, design review process, and supporting during the construction phase." — Annette Riley, PE, ADOT PM

SR 189 DB GEC

FIGURE 3 | Team Organization



2c. Other Key Personnel



DALE WIGGINS, PE | TASK MANAGER (VE/ICE)

BSCÉ • AZ PE #26609 • 40 Years • Dale specializes in rural and urban highway design and preliminary engineering concept studies. He has extensive ADOT on-call experience working on roadway, statewide, and predesign on-call contracts since 1993, including task orders that involved ADOT Districts and local public agencies. His CMAR, DB, and GEC experience from both the oversight and design sides provides him with a complete understanding of ADOT's delivery processes.

Dale served as a technical reviewer on GEC teams and as a task lead and roadway engineer on VE studies.

- **Project Manager, ADOT SR 260 Lion Springs VE Study** | Dale and the team produced 19 VE proposals
- **Project Manager, ADOT US 93, Tegner Street to SR 89 VE Study** | Dale and the team produced 20 VE proposals
- **Roadway Lead, ADOT SR 101L Price Freeway DB, Baseline Road to SR 202L** | Dale led a team of roadway engineers to deliver the final design within an accelerated schedule.



DAN CASMER, PE | TASK MANAGER (ICE)

BSCÉ • AZ PE #54626 • 17 Years • Dan has an extensive understanding of ADOT construction practices and constructability reviews, having served as an RE for ADOT since 2013. He brings CMAR, DB, and GEC experience with ADOT and has administered the construction of more than 30 ADOT projects during his career. Dan understands ADOT's project development and delivery process, and he is familiar with different alternative delivery methodologies.

Dan has served as an RE and provided constructability review for ADOT DB and GEC projects.

- **RE and Constructability Review Lead, ADOT I-10/Kino Parkway to Country Club Road DB GEC** | Dan was involved during design-builder selection and reviewed proposals, schedules, estimates, and technical concepts.
- **Resident Engineer, ADOT I-10/Ina Road TI CMAR** | Dan served as the RE for this \$125M project, the largest CMAR project in southern Arizona.



BRIAN RAVESLOOT, PE | TASK MANAGER (GEC)

BSCE • AZ PE #51585 • 19 Years •

Brian is the transportation group lead in AECOM's Tucson office, where he manages roadway projects for the Southcentral District. He brings expertise in project management, roadway design, cost estimating, VE, and risk assessment, and has proven success gaining consensus amongst diverse stakeholders. He has experience with various delivery models, including DB, CMAR, and design-bid-build. He actively manages project schedules and budgets and proactively works with ADOT.

> Brian has led three ADOT GEC projects, including developing contract documents, contract compliance, and leading diverse, multi-disciplinary teams.

- **Project Manager, ADOT I-10/Kino Parkway DB GEC |** Brian has led the GEC team from inception and is maintaining a high level of communication and partnering with ADOT and the DB and leading the contract compliance team.
- **Project Manager, I-19 Broadband DB GEC |** Brian led the team with excellent response time during Phase II, with RFI reviews completed in less than 6 days.
- **Project Manager, ADOT SR 189 DB GEC |** Brian led the team successfully through the final project stages, including discipline reviews and maintaining scope, schedule, and budget.



ROBERT RINGWALD, PE, SE | TASK MANAGER (GEC)

BSCE • MSCE • AZ PE #33244 • AZ SE #31194 • 35 Years • In addition

to his 35 years of engineering experience, Rob has 5 years of construction experience and has held major roles on DB projects since 1995. He is experienced in managing large freeway and highway projects, bridge type studies, final design, inspection, repair and retrofit design, and cost estimating. He served as project manager or structures engineer on more than 60 final design projects, including nine DB and three CMAR projects.

> Rob has led and participated in more than a dozen VE studies and has served as the design manager on several DB and CMAR projects.

- **Project Manager, ADOT Virgin River Bridge #1 Risk/VE Study |** Rob managed the independent VE design team and subconsultant performing the ICE.
- **Design Manager, ADOT SR 101L (Price) DB, Baseline Road to SR 202L |** Rob led the design coordination for this project that received the Marvin M. Black Partnering Excellence Award.
- **Project Manager, ADOT SR 79 Gila River Bridge CMAR (Bridge Slide) |** Rob worked with the CMAR contractor to develop an access plan to construct the bridge in the riverbed.



PATRICE MILLER, CVS | VALUE ENGINEERING TEAM LEAD

MBA, Finance & Marketing • CVS #201410500 • 25 Years (11 Years

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

> Pat's experience in the architectural, civil engineering, and construction industry provides her with insight and understanding of the needs of public agencies, contractors, and designers and is valuable in guiding teams to build success.

- **VE Team Lead, ADOT I-40, McCarrell Road to Hawthorne |** Pat successfully facilitated a 4-day VE study on two I-40 pavement rehabilitation projects that resulted in more than 20 proposals.
- **VE Team Lead, ADOT SR 30, 71st Avenue to SR 202L |** Pat successfully facilitated a 6-day VE study with more than 10 full-day participants on two new freeway projects on SR 30 that resulted in more than 45 value proposals. These important projects are the first two projects for a new freeway system that includes a complex system traffic interchange.

Additional Qualifications for 2c. Other Key Personnel are shown on Pages 13–14.

2d. Key Construction Staff



ANDREW FLECKY (IMAVENS) | CONSTRUCTION COST ESTIMATOR

BS Business • 22 Years • Andrew has worked in the

Arizona contracting industry for 22 years, specializing in detailed cost estimating for construction projects on urban freeways, city streets, private developments, airports, bridges, grading, paving (AC and PCCP), storm drains, water/sewer, erosion control, roadway electrical, signing/stripping, landscaping, and FMS. Andrew is especially adept at recognizing current market conditions for the owner to anticipate construction costs. He has successfully completed projects for ADOT, Maricopa and Pima counties, and the cities of Avondale, Buckeye, Casa Grande, Coolidge, Chandler, Glendale, Gilbert, Mesa, Phoenix, Queen Creek, Scottsdale, and Tempe.

| Andrew's Relevant Experience | Role | Owner |
|--|---------------------------------|-------|
| I-10/Kino Parkway DB GEC | Cost Estimating | ADOT |
| I-17 and I-40 Rest Area Truck Parking DB GEC | Independent Construction Expert | ADOT |
| I-19 Irvington Road TI VE Study | Cost Estimating | ADOT |
| I-40, F0754 and F0755 VE Studies | Cost Estimating | ADOT |



DAVID WEBER, CGC, PMP (PMA) | CONSTRUCTION SCHEDULE REVIEWER

BS Construction • Certified General Contractor • Project Management Professional • 35 Years • David has led PMA's efforts

in providing schedule oversight, impact analysis, and claims consulting services to ADOT since 2003. He has extensive experience on heavy civil public works projects. His service experience includes construction management, general contracting, program management, and claims consulting. David specializes in analyzing construction schedules, providing schedule oversight and impact analysis, and assisting with contract management procedures, approaches, and techniques for successful project delivery.

| David's Relevant Experience | Role | Owner |
|--|----------------------|-------|
| I-10/Kino Parkway DB GEC | Schedule Reviewer | ADOT |
| I-10/Ina Road to Ruthrauff Road & Santa Cruz River to River Road | Schedule Reviewer | ADOT |
| SR 101L (Price) DB, Baseline Road to SR 202L | Scheduling Oversight | ADOT |
| I-10, I-17 (Split) to SR 202L (Santan) | Scheduling/Claims | ADOT |

2d. Key Construction Staff (continued)



MARK HEISLER (IMAVENS) | INDEPENDENT CONSTRUCTION EXPERT, CONSTRUCTABILITY REVIEW

BS Construction Engineering • 47 Years • Mark has worked in the Arizona contracting industry for more than 46 years with a focus on constructability reviews. He brings extensive experience managing construction projects on urban freeways, major highways and streets, flood control, and other projects in the public sector. Mark handles both concepts and details from project start to project finish and recognizes opportunities for the owner to save time and money. He has successfully completed projects for ADOT, the Flood Control District of Maricopa County, and the cities of Chandler, Glendale, Gilbert, Mesa, Phoenix, Scottsdale, and Tempe.

| Mark's Relevant Experience | Role | Owner |
|--|----------------------------|-------|
| I-10/Kino Parkway DB GEC | Constructability Reviews | ADOT |
| SR 101L (Price) DB, Baseline Road to SR 202L | Contractor Project Manager | ADOT |
| SR 202L, Val Vista to SR 101L VE Study | Constructability Reviews | ADOT |
| SR 303L, 51st Avenue and 43rd Avenue TI VE Study | Constructability Reviews | ADOT |

2e. Risk Assessment Team Leader | Tuna Tanriover, RMP











Engineering & Management • BSCE • RMP #3264974 • 15 Years

As AECOM's Risk Consultancy Team Lead, Tuna oversees the development and execution of rigorous risk management standards on high-profile projects. He has led detailed quantitative risk assessments, developing and applying integrated cost and schedule models and tailoring risk management strategies to effectively mitigate project risks. Tuna has been responsible for risk management functions across various delivery frameworks, including those involving P3, design-build, and CMAR delivery methods. He has supported the evaluation of design-builder proposals and provided critical risk allocation insights that confirmed adherence to federal and industry standards throughout the project lifecycle.

| Tuna's Relevant Experience | Role | Owner |
|---------------------------------------|--------------|----------------------------|
| I-10/Kino Parkway DB GEC | Risk Review | ADOT |
| Governor Mario M. Cuomo Bridge | Risk Manager | NY State Thruway Authority |
| Fredrick Douglass Tunnel | Risk Manager | Amtrak |
| Transportation Investment Act Program | Risk Manager | Georgia DOT |

2b. Other Key Personnel | 2f. Team Member Qualifications Matrix

| Key Team Member (Role • Credentials • Location) | % Time | Current Primary Commitments (Project, Owner, % Commitment) | Similar Projects (Role, Project, Contract Value, Owner) | Qualifications & Experience |
|--|--------|--|--|---|
|  Jennifer Bixby, PE, PTOE Principal-in-Charge BSCE • PE AZ #33782 • PTOE #1474 • Phoenix | 5% | <ul style="list-style-type: none"> ADOT Project Oversight, 5% Other Project Oversight, 5% Corporate Responsibility, 50% | <ul style="list-style-type: none"> Principal-in-Charge, APDA Consultant On-Call (Multiple Contracts), \$4.7M, ADOT Principal-in-Charge, I-10/Kino Parkway to Country Club Road DB GEC, \$13.2M, ADOT | <ul style="list-style-type: none"> Serves as principal for similar ADOT contracts Has authority to assign resources and address contractual matters |
|  Kate Bondy, PE, PTOE Project (Contract) Manager, Task Manager: VE, ICE, Traffic Lead BSCE • PE AZ #45815 • PTOE #3160 • Phoenix | 50% | <ul style="list-style-type: none"> I-10/Kino Parkway DB GEC, ADOT, 20% (through 2025) North/South, US 60 to Arizona Farms Road, ADOT, 10% North/South, Arizona Farms Road to I-10, ADOT, 10% SR 69 ITS Improvements, ADOT MPD, 10% | <ul style="list-style-type: none"> Contract Manager/VE Study Lead, APDA Consultant On-Call (Multiple Contracts), \$4.7M, ADOT Traffic Reviewer, I-10/Kino Parkway to Country Club Road DB GEC, \$13.2M, ADOT | <ul style="list-style-type: none"> Traffic lead on nine ADOT alternative delivery projects involving roadway widening and bridge reconstruction Led or participated in eight VE studies for more than 10 projects |
|  Dale Wiggins, PE Task Manager: VE, ICE Roadway BSCE • AZ PE #26609 • Phoenix | 40% | <ul style="list-style-type: none"> US 93 Vista Royale, ADOT, 3% US 93 Cane Springs PDS, ADOT, 3% Rancho Santa Fe Parkway TI, ADOT/ Kingman, 3% | <ul style="list-style-type: none"> VE Task Order Manager/Roadway Engineer (APDA On-Call), US 93, Tegner Street to SR 89 VE Study, \$42K, Roadway Lead, SR 101L DB, Baseline Road to SR 202L, \$4.1M, ADOT | <ul style="list-style-type: none"> CMAR, DB, and GEC experience, including GEC design reviewer on several DB projects Successfully managed 54 ADOT task orders over seven ADOT on-call contracts since 2006 |
|  Dan Casmer, PE Task Manager: ICE CA Lead, Constructability BSCE • PE AZ #54626 • Tucson | 10% | <ul style="list-style-type: none"> I-10/Kino Parkway DB, ADOT, 80% (through June 2028) | <ul style="list-style-type: none"> Contract Manager, I-10 CA Services, Ina Road to Ruthrauff Road, \$13.1M, ADOT Project Manager, Temporary Technical Engineering Personnel, \$9M, ADOT | <ul style="list-style-type: none"> ADOT CMAR, DB, and GEC experience and familiarity with processes Delivered more than 30 highly successful projects as an ADOT resident engineer |
|  Brian Ravesloot, PE Task Manager: GEC BSCE • PE AZ #51585 • Tucson | 40% | <ul style="list-style-type: none"> I-10/Kino Parkway DB GEC, ADOT, 90% (through 2025) | <ul style="list-style-type: none"> Project Manager, I-10/Kino Parkway to Country Club Road DB GEC, \$13.2M, ADOT Project Manager, SR 189 DB GEC, International Border to Grand Avenue, \$3.2M, ADOT | <ul style="list-style-type: none"> Served as GEC project manager for three ADOT DB projects Manages diverse multi-disciplinary teams and multiple subconsultants |
|  Robert Ringwald, PE, SE Task Manager: GEC BSCE • MSSE • AZ PE #33244 • AZ SE #31194 • Phoenix | 80% | <ul style="list-style-type: none"> I-40, Window Rock/Lupton TIs, ADOT, 20% | <ul style="list-style-type: none"> Design Manager, SR 101L DB, Baseline Road to SR 202L, \$4.1M, ADOT Structures Lead, SR 260, Lion Springs VE Study, \$54.3k, ADOT | <ul style="list-style-type: none"> Project management and structures design experience, including DB and CMAR projects Experienced with implementation of 10+ FHWA EDC initiatives |
|  Patrice Miller, CVS (RHA) VE Team Lead CVS #20140500 • Glendale | 70% | <ul style="list-style-type: none"> VE Team Lead, On-call contract(s), USACE, 10% VE Team Lead, On-call contract, MWD, 10% VE Team Lead, Other Clients, 10% | <ul style="list-style-type: none"> VE Team Lead, F0754 I-40, McCarrell Road to Querino (MP 330–MP 341), \$15,651, ADOT VE Team Lead, F0755 I-40, Querino to Hawthorne (MP341–MP353), \$15,651, ADOT | <ul style="list-style-type: none"> Facilitates value studies for DOTs across the U.S., including Arizona, Oregon, California, Nevada, Washington, Kentucky, Wyoming, Montana, Mississippi, Indiana Performed 150+ VE studies using the SAVE International Value Methodology |
|  Andrew Flecky (IMavens) Construction Cost Estimator • Phoenix | 40% | <ul style="list-style-type: none"> I-10/Kino Parkway DB, ADOT, 10% Various Projects, ADOT and others, 50% | <ul style="list-style-type: none"> ICE, I-10/Kino Parkway to Country Club Road DB GEC, \$89k, ADOT ICE, I-19 Irvington Road TI VE Study, \$6k, ADOT | <ul style="list-style-type: none"> More than 22 years of construction experience, including monitoring market conditions to develop accurate cost estimates |

| Key Team Member (Role • Credentials • Location) | % Time | Current Primary Commitments (Project, Owner, % Commitment) | Similar Projects (Role, Project, Contract Value, Owner) | Value to ADOT |
|--|--------|---|---|---|
|  David Weber, CGC (PMA) Construction Schedule Reviewer • Claims Analysis BS Construction • PMP #1864018 • AZ ROC # 359275 • Phoenix | 45% | <ul style="list-style-type: none"> I-10/Kino Parkway DB GEC, ADOT, 5% I-10/Ina Road to Ruthrauff Road, 10% C-470 Tolled Express Lanes Segment 1 DB, CDOT, 20% | <ul style="list-style-type: none"> Schedule Oversight, I-10/Kino Parkway to Country Club Road DB, \$487,363, ADOT Schedule Oversight, I-10, I-17 (Split) to SR 202L (Santan), \$244,912, ADOT | <ul style="list-style-type: none"> ADOT's go-to scheduling and claims consultant of choice Since 2003, provides ADOT with senior scheduling; schedule oversight, analysis, and control; and expert claims consulting services |
|  Mark Heisler (IMavens) Independent Construction Expert • Constructability BSCE • Phoenix | 30% | <ul style="list-style-type: none"> I-10/Kino Parkway DB, ADOT, 10% Various Projects, ADOT, 40% | <ul style="list-style-type: none"> Constructability Review, I-10/Kino Parkway to Country Club Road DB GEC, \$89k, ADOT Constructability Review, SR 202L, Val Vista Drive to SR 101L VE Study, \$6k, ADOT | <ul style="list-style-type: none"> Nearly 50 years of highway construction experience, including extensive constructability review, cost estimating, and project scheduling |
|  Tuna Tanriover, RMP Risk Assessment MS CEM • BSCE, RMP #3264974 • Florida | 10% | <ul style="list-style-type: none"> Fredrick Doulgass Tunnel, Amtrak, 35% Austin Light Rail Phase 1 Project, Austin Transit Partnership, 10% | <ul style="list-style-type: none"> Risk Manager, Reconnecting Communities PDB Validation Phase, \$2.5M, MDOT Risk Manager, Greater Hartford Mobility, \$10M, CTDOT | <ul style="list-style-type: none"> Leads AECOM's Risk Consultancy Team Develops targeted, effective strategies to reduce risk through due diligence and modeling of uncertainties to quantify risk exposures |
|  Davis Reinhart, PE Resident Engineer MS Construction Management • PE AZ #71930 • Tucson | 40% | <ul style="list-style-type: none"> Tonto Hills Utility Relocations, MCDOT, 50% (through 12/2025) | <ul style="list-style-type: none"> Resident Engineer, I-10 CA Services, Ina Road to Ruthrauff Road, \$13.1M, ADOT Resident Engineer, Temporary Technical Engineering Personnel, \$9M, ADOT | <ul style="list-style-type: none"> 40 years of experience in construction oversight Former ADOT senior RE; oversaw construction of nearly 30 projects totaling more than \$175M |
|  Andy Alderink, PE Contract Administration, Maintenance of Traffic BSCE • PE AZ #55162 • Tucson | 45% | <ul style="list-style-type: none"> I-10/Kino Parkway to Country Club Road DB GEC, ADOT, 90% (through 2025) | <ul style="list-style-type: none"> Deputy Project Manager, I-10/Kino Parkway to Country Club Road DB GEC, \$13.2M, ADOT MOT/Roadway Reviewer, SR 189 DB GEC, International Border to Grand Avenue, \$3.2M, ADOT | <ul style="list-style-type: none"> ADOT CMAR, DB and GEC experience; familiar with current DB contract template Experienced in composing official letters between ADOT and the design-builder as required in contract administration |
|  Matt Kershner, PE Roadway PE AZ #40990 • Tucson | 15% | <ul style="list-style-type: none"> I-10/Kino Parkway DB GEC, ADOT, 45% (through 2025) 22nd Street/Kino to Tucson PDS, City of Tucson, 30% West Side Bike Boulevards, City of Tucson, 10% | <ul style="list-style-type: none"> Roadway Reviewer, I-10/Kino Parkway to Country Club Road DB GEC, \$13.2M, ADOT Roadway Lead, I-19 Irvington VE Study (APDA On-Call), \$74k, ADOT | <ul style="list-style-type: none"> GEC roadway lead reviewer on multiple ADOT DB projects Extensive roadway design and review experience, serving as lead roadway engineer for ADOT final design projects Well-versed with ADOT design standards |
|  Rumpa Dey, PE, PTOE Lighting, Signals, ITS MS • PE AZ #61202 • PTOE #4006 • Phoenix | 30% | <ul style="list-style-type: none"> SR 520 I-5 to Montlake IC and Bridge Replacement, WSDOT, 70% | <ul style="list-style-type: none"> Signals, Lighting, ITS, SR 189 DB GEC, Int'l Border to Grand Avenue, \$3.2M, ADOT Lighting/ITS Lead, I-35 NEX South DB, \$42M, TxDOT | <ul style="list-style-type: none"> Extensive traffic design experience, including serving as traffic lead for final design projects Experience leading signal, lighting, and ITS projects/tasks for ADOT |
|  Craig Ricketts, Jr., PE Maintenance of Traffic BSCE • PE AZ #64542 • RSP1 #1079 • Phoenix | 50% | <ul style="list-style-type: none"> I-10/Kino Parkway DB GEC, ADOT, 20% (through 2025) SR 93, Vista Royal, ADOT, 20% SR 347/I-10 to Maricopa, ADOT, 10% | <ul style="list-style-type: none"> Traffic Lead, SR 101L DB, Baseline Road to SR 202L, \$4.1M, ADOT Traffic/MOT Reviewer, I-10/Kino Parkway to Country Club Road DB GEC, \$13.2M, ADOT | <ul style="list-style-type: none"> Extensive experience with all types ADOT traffic engineering design plans and traffic control plans Responsive communicator and proactive problem-solver |
|  Ben Ansley, PE, CBI Structures BSCE • PE AZ #53092 • Phoenix | 50% | <ul style="list-style-type: none"> I-40 Lupton/Window Rock, ADOT, 40% ADOT Bridge Inspections, ADOT, 10% | <ul style="list-style-type: none"> Deputy PM/Structures Lead, SR 79 Gila River Bridge Replacement CMAR, \$22M, ADOT Structures Engineer, SR 101L DB, Baseline Road to SR 202L, \$4.1M, ADOT | <ul style="list-style-type: none"> Structures engineer and certified bridge inspector with experience on projects using CMAR and DB delivery methods Successfully manages all stages of bridge design and leads teams to develop innovative solutions |
|  Suzanne Deitering, PE (POINT) Utility Coordination BSCE • PE AZ #43837 • Phoenix | 30% | <ul style="list-style-type: none"> US 93 Big Jim Wash, ADOT, 20% SR 30, 71st to SR 202L, ADOT, 20% I-10 GRIC DB, ADOT, 10% Warner Road, Town of Gilbert, 20% | <ul style="list-style-type: none"> GEC Utility Coordinator, SR 101L DB, Baseline Road to SR 202L, \$299k, ADOT GEC Utility Coordinator, I-10, I-17 to SR 202L, \$1.5M, ADOT | <ul style="list-style-type: none"> Extensive DB experience as a GEC coordinator preparing utility technical provisions, and prior right determinations |
|  Jeff Shelton, PE Drainage BSCE • PE AZ #43846 • Phoenix | 30% | <ul style="list-style-type: none"> I-10/Kino Parkway DB GEC, ADOT, 20% (through 2025) SR 347/I-10 to Maricopa, ADOT, 50% | <ul style="list-style-type: none"> Drainage Lead, APDA Consultant On-Call (Multiple Contracts), \$4.7M, ADOT Drainage Reviewer, I-10/Kino Parkway to Country Club Road DB GEC, \$13.2M, ADOT | <ul style="list-style-type: none"> Experienced drainage engineer providing drainage analysis, planning, and design for ADOT projects Participated in VE studies under this contract for AECOM and other consultants |
|  Scott Blackman Environmental BS Wildlife Biology • Phoenix | 15% | <ul style="list-style-type: none"> I-10/Kino Parkway DB GEC, ADOT, 20% (through 2025) North-South Corridor Tier 2 EIS, ADOT, 50% I-11 Tier 1 EIS Re-evaluation, ADOT, 25% | <ul style="list-style-type: none"> Environmental Scientist, I-10/Kino Parkway to Country Club Road DB GEC, \$13.2M, ADOT Environmental Scientist, North-South Corridor Tier 2 EIS, \$6M, ADOT | <ul style="list-style-type: none"> Coordinates large, multidisciplinary environmental teams and projects Knows current ADOT environmental compliance requirements and procedures |
|  Rodney Bragg Quality Manager BSCE • PE AZ #32831 • Phoenix | 10% | <ul style="list-style-type: none"> US 60, 35th Avenue TI, ADOT, 40% North-South Tier 2 EIS, US 60 to Arizona Farms Road, ADOT, 30% | <ul style="list-style-type: none"> Quality Manager, APDA Consultant On-Call (Multiple Contracts), \$4.7M, ADOT Quality Manager, I-10/Kino Parkway to Country Club Road DB GEC, \$13.2M, ADOT | <ul style="list-style-type: none"> Phoenix office's Quality Manager for 14 years 31 years of experience on ADOT planning and design projects |

3. FIRM CAPABILITY

AECOM has more than 55,000 employees worldwide and nearly 6,000 transportation engineering staff in the U.S. **▶ We are ranked by Engineering News-Record**



magazine as the No. 1 Top 500 Design Firm (2025) and have been ranked No. 1 in Transportation since 2001. We offer a full range of services, including program management, planning, design engineering, construction, construction management, and CA services. We have more than 200 employees in our Phoenix and Tucson offices and can draw on national resources at the speed of a phone call if additional support is needed. Our team has extensive alternative delivery experience and familiarity with ADOT standards and procedures.

3a. Recent Relevant Projects

| Project Details | | | | Team Involvement | | | | | | | | | | | | | | | | | | | | | | | |
|---|----------------|-------|------------------|------------------|------------|--------------|------------|-----------------|--------------|----------------|---------------|---------------|-----------|----------------|------------|--------------|----------------|--------------|-------|---------|-----------|---------|-----|-------|-----|------|-----|
| Relevant Projects | AECOM Contract | Owner | AECOM Role | Jennifer Bixby | Kate Bondy | Dale Wiggins | Dan Casmer | Brian Ravesloot | Rob Ringwald | Davis Reinhart | Andy Alderink | Matt Kershner | Rumpa Dey | Craig Ricketts | Ben Anslay | Jeff Shelton | Scott Blackman | Rodney Bragg | Ethos | IMavens | J2 Design | Kunikio | PMA | POINT | RHA | T2ue | TCS |
| Alternative Project Delivery Administration Consultant (Multiple Contracts) | \$4.7M | ADOT | Prime Consultant | ✓ | ✓ | ✓ | ✓ | ✓ | | | | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | | ✓ |
| I-10/Kino Parkway to Country Club Road DB | \$13.2M | ADOT | GEC Manager | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ |
| SR 189 DB GEC, Int'l Border to Grand Avenue | \$3.1M | ADOT | GEC Manager | ✓ | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | | | | ✓ | | ✓ | | ✓ | | | | ✓ | |
| I-19 DB GEC, U.S. Border to I-10 | \$225k | ADOT | GEC Manager | ✓ | ✓ | | | ✓ | ✓ | ✓ | | ✓ | | | | | | ✓ | | ✓ | | | | | | | |
| SR 79 Gila River Bridge CMAR | \$2.5M | ADOT | Prime Designer | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ | ✓ | | | ✓ | ✓ | | ✓ | | | | | | |
| SR 101L (Price) DB, Baseline Road to SR 202L | \$4.1M | ADOT | Prime Designer | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ | | | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | ✓ | | | |
| SR 30 VE Study, 97th Avenue to SR 202L | \$122k | ADOT | VE Study Lead | ✓ | ✓ | | | | | | | | | | | | | ✓ | ✓ | | | | | | ✓ | | |

Separate Contracts: ✓ ADOT Staff | ✓ GEC Team | ✓ DB Team

Alternative Project Delivery Administration Consultant (#2012-004.03 | #2017-028.01 | 2021-011.01)



AECOM has provided a variety of specialized services to assist ADOT in administering its Alternative Project Delivery Program, including projects procured under both DB and CMAR delivery methods. We have received more than 50 task orders under the current and previous contracts, with services including preliminary design and developing RFP packages for DB projects; overseeing DB project delivery; participating in risk assessment and VE workshops; providing claims, scheduling, and cost estimating support; constructability analyses; and assisting ADOT with construction administration.

I-10/Kino Parkway to Country Club Road DB GEC



ADOT is reconstructing I-10 from west of Kino Parkway to Alvernon Way, including TIs at Kino Parkway, Country Club Road, and Palo Verde Road. AECOM's GEC role includes providing environmental studies, developing utility design files, conducting stakeholder engagement and coordination, performing design and construction reviews and oversight, developing construction cost estimates, and assisting with procuring the best-value design-builder.

SR 189 DB GEC, International Border to Grand Avenue



This DB project widened SR 189 to accommodate a new raised median, constructed a new roundabout intersection, and new flyover ramps between SR 189 and I-19 with the goal of improving access control and moving commercial trucks and vehicles more efficiently within the corridor. As the GEC, AECOM was responsible for preparing the RFQ and RFP, assisting ADOT with procuring the DB team, and providing design/construction oversight.

I-19 DB GEC, U.S. Border to I-10



This DB project installed new multi-duct conduit and fiber optic cable along 63 miles of I-19 between Nogales and Tucson with the goal of providing internet service to the rural communities within the corridor. As the GEC, AECOM prepared the RFQ and RFP, assisted ADOT with procuring the DB team, and provided design/construction oversight.

SR 79 Gila River Bridge CMAR



This CMAR project assessed the condition of the superstructure and recommended replacing the existing 1,507-foot-long, 30-span bridge built in 1957. AECOM designed a multi-span bridge replacement with wider shoulders and a sidewalk using the bridge slide method of construction. Temporary construction easements and new ROW were needed and costs were included in estimated costs.

SR 101L (Price Freeway) DB, Baseline Road to SR 202L



This DB project improved 6.4 miles of the SR 101L (Price Freeway) from just north of Baseline Road (MP 55) to the SR 202L (MP 61). The project included widening the SR 101L to add one general-purpose lane in each direction. The project included outside widening, bridge widenings, and modifications to ramps at nine service interchanges. AECOM provided a DCR and environmental document, and served as the lead designer on the DB project.

SR 30 VE Study, 97th Avenue to SR 202L



This project will implement a new east/west six-lane freeway with three new TIs and one new system interchange with the existing SR 202L. AECOM's VE study team evaluated the proposed design to contribute creative, practical ideas that could refine the project's quality. The 6-day VE workshop resulted in 45 Value Proposals, 47 Design Comments, and three Design Suggestions.

3b. Subconsultant Expertise

The AECOM team includes nine specialty subconsultant firms, including five ADOT-certified DBE firms with whom we have existing teaming relationships. Their services include geotechnical investigations and engineering, landscape architecture, utility coordination, VE services, constructability reviews, ICE, construction scheduling, and claims analysis. Our subconsultants provide specialty expertise and increase our pool of available resources.

ETHOS ENGINEERING, LLC **GEOTECHNICAL • Ethos staff have provided pavement design and geotechnical investigations for 120+ ADOT on-call task orders.** • Ethos teams often with AECOM and has significant experience with DB and CMAR projects, including the ADOT I-10/Kino Parkway DB, the SR 79 Gila River Bridge CMAR, and SR 101L (Price) DB projects, with AECOM. **DBE**

IMAVENS **COST ESTIMATING • ICE • CONSTRUCTABILITY • IMavens staff each bring 45+ years of heavy civil ADOT construction experience.** • IMavens has teamed with AECOM on APDA task orders, the ADOT I-10/Kino Parkway DB GEC, SR 189 DB GEC, and the SR 101L (Pima) DB. Its staff provide reviews focused on constructability, VE, risk analysis, and ICE.

J2 Design **LANDSCAPE/AESTHETICS • J2 has worked extensively on ADOT projects, providing landform graphic design, aesthetics, and erosion control plans.** • The firm's alternative delivery experience includes teaming with AECOM on the ADOT SR 101L (Pima) DB, SR 101L (Price) DB, and the SR 79 Gila River Bridge CMAR projects. **DBE**

KUNIKLO **DBE COMPLIANCE • Kuniklo has provided expert consulting to ADOT's Business Engagement and Compliance Office and major projects since 2015.** • The firm brings expertise in changing federal regulations and alternative delivery initiatives on the ADOT I-10/Kino Parkway, I-10 Broadway Curve, I-17 Flex Lanes, and South Mountain Freeway DB projects. **DBE**

PMA CONSULTANTS **SCHEDULE REVIEW • CLAIMS ANALYSIS • PMA Consultants is one of the nation's foremost planning and scheduling firms.** • The firm provides scheduling innovations and expert advice for disputed changes and claims on construction projects, including APDA task orders and the ADOT I-10/Kino Parkway DB GEC and SR 101L (Pima) DB, with AECOM.

POINT Design **UTILITIES • POINT has served in both administrative and design roles on several ADOT alternative delivery projects.** • The firm brings extensive experience on GEC teams, including the ADOT SR 101L (Price) DB GEC and I-10 Broadway Curve DB GEC. Its staff brings well-rounded understanding and expertise in alternative project delivery methods.

RHA **VE STUDIES • RHA provides ADOT with specialized facilitation and VE/analysis services for all project phases, including planning, design, and construction** • Its team members lead ADOT VE workshops and are certified value specialists in the SAVE International methodology. RHA has led VE workshops with AECOM on 10+ alternative delivery task orders. **DBE**

T2ue utility engineers **SUE • T2ue has supported ADOT with SUE, utility coordination, and surveying services for more than two decades.** • The firm retains a vast array of geophysical and designating equipment and one of the largest fleets of SUE vehicles within the west. T2ue provided SUE for AECOM on the ADOT I-10/Kino Parkway DB GEC, SR 189 DB GEC, and SR 101L (Pima) DB projects.

TCS **RFP/RFQ/CONTRACT DEVELOPMENT • INSPECTION** • TCS has supported ADOT on nearly every major alternative delivery project and teamed with AECOM on the last two APDA contracts. • The firm assists with DB RFP, RFQ, and contract development, including with AECOM on the I-10/Kino Parkway DB GEC project. **DBE**

3c. Resource Capacity / Impact on Workload

AECOM and our legacy firms have provided transportation design and construction services to ADOT and other Arizona clients for nearly 75 years. We employ more than 2,300 transportation staff in our U.S. West Region, including architects, engineers, designers, planners, scientists, and management and construction services professionals. We are a publicly owned, Fortune 500 firm with \$16.1 billion per year in revenue (FY 2024 professional services) and the resources and capability to address anything that may be required under this contract.

Most of our AECOM key team members are located in our Phoenix and Tucson offices. With more than 200 Arizona employees, AECOM does not need to staff up for this contract. Our current workload is low and we have immediate availability to take on a major task order. The ongoing assignments and commitments of key staff to other projects are listed in **Section 2f, Team Member Qualifications Matrix** (Pages 13–14).

We strategically selected our subconsultants to complement our capacity in terms of unique skill sets and depth of staff. Our subconsultants will, in some cases, provide redundancy if our internal team members do not have availability for a task. Some of our subconsultants also provide duplicate roles, knowing that a subconsultant may choose to pursue the design of a project rather than serving on our alternative delivery team.

3d. Internal Quality Control Procedures

Rodney Bragg, PE, is responsible for quality management within AECOM's Phoenix office and will serve as the quality assurance manager for this contract. Our Quality Management System (QMS), certified to the ISO 9001:2015 standard, requires multi-level and multi-discipline reviews of all deliverables. We apply risk-based thinking in all of our actions, from managing documentation to planning and executing the technical work. This way of thinking and acting empowers our team members to consider the larger project goals and not focus solely on their specific disciplines.



We develop a risk matrix as part of our QMS for every project, particularly for GEC roles. This helps identify potential risks early, allowing for risk mitigation or accounting for the risk in the project budget and schedule.

▶ These guiding principles, combined with our formal quality review process, add value to this project by maintaining a consistent focus on scope, schedule, and budget through effective collaboration and coordination.

We identify qualified discipline and inter-discipline reviewers with the background, experience, and expertise to perform the technical backchecks and reviews. Documents that are incomplete or contain errors have the potential for schedule delays and cost implications. We use our QMS on all AECOM projects to provide quality deliverables for all task orders.

Our contract manager, **Kate Bondy**, is ultimately responsible for an additional final review of all deliverables from AECOM and our subconsultants prior to submitting to ADOT. Our quality manager, **Rodney Bragg**, confirms our review process was followed by all team members, including our subconsultants.



JENNIFER BIXBY, PE, PTOE Project Principal

Education:

- BS, Civil Engineering, Iowa State University

Registrations:

- Professional Engineer, AZ #33782
- Professional Engineer, NV #13728
- Professional Traffic Operations Engineer #1474

Years of Experience: 30

Company Title: Vice President,

responsible for business development and oversight of operations within the Arizona transportation business line

VALUE TO ADOT

- ✓ Has served as principal-in-charge, project manager, and lead engineer on a variety of projects for ADOT
- ✓ Has held a leadership position for more than 10 years and knows the importance of prompt and effective communication
- ✓ Has the authority to address contractual matters and commit resources to this contract as needed to meet ADOT's schedule and quality expectations
- ✓ Design experience includes developing final PS&E for projects of varying size and scope, including local streets, arterial roadways, highway/freeways, and system interchanges

Project Experience

▶ As project principal on the following ADOT projects, Jenny oversaw contractual matters and coordinated with AECOM's PM to confirm staffing commitments to meet ADOT's schedule and quality expectations.

Alternative Project Delivery Administration Consultant Contract, Arizona, ADOT. Traffic Lead. AECOM has received more than 50 task orders under the current and previous contracts, with services including preliminary design and developing RFP packages for DB projects; overseeing DB project delivery; participating in risk assessment and VE workshops; providing claims, scheduling, and cost estimating support; constructability analyses; and assisting ADOT with construction administration. Jenny participated in the following representative task orders performed under our current and previous on-call contracts:

- GEC for Statewide POE Truck Screening
- I-15 Virgin River Bridge VE Study
- I-17 Fiber Independent Cost Estimate
- SR 260 VE Study
- I-19 Irvington Road TI VE Study
- US 93, Sanctuary Road to I-10 VE Study
- SR 30 VE Study

I-10/Kino Parkway to Country Club Road DB GEC, Pima County, AZ, ADOT. Project Principal. ADOT is reconstructing I-10 from west of Kino Parkway to Alvernon Way, including traffic interchanges at Kino Parkway, Country Club Road, and Palo Verde Road. AECOM's GEC role includes providing environmental studies, developing utility design files, conducting stakeholder engagement and coordination, performing design and construction reviews and oversight, developing construction cost estimates, and developing procurement documents to shortlist qualified teams to construct the project.

SR 79, Gila River Bridge Replacement (CMAR), Florence, AZ, ADOT. Project Principal. This bridge replacement project used CMAR delivery to replace the existing 1,507-foot long, 30-span bridge over Gila River, which was originally constructed in 1957. AECOM assessed the condition of the existing structure, evaluated alternatives, and recommended a full replacement. The recommended alternative is 14 spans, 1,417 feet long, and includes wider shoulders and sidewalk. It was constructed using the bridge slide method of construction.

SR 189 DB GEC, International Border to Grand Avenue, ADOT. Project Principal. Jenny served as the project principal overseeing contractual items and confirming team performance on this contract. For this project, AECOM provided technical support on behalf of ADOT for the procurement of the design-builder team and for technical reviews during construction. SR 189 begins at the Mariposa Port of Entry on the border with Mexico, the fourth busiest land port of entry in the U.S. The project widened SR 189 to accommodate a new raised median, construct a new roundabout, and construct new flyover ramps between SR 189 and I-19 with the goal of improving access control and safety along the corridor, moving commercial trucks and vehicles more efficiently, and providing long-term economic benefits.

Temporary Technical Engineering Personnel for Various Construction Administration Projects, Statewide, AZ, ADOT. Project Principal. AECOM provides as-needed construction management staff, including inspectors, resident engineers, and office administrators for statewide construction projects. Jenny works with our contract manager, Dan Casmer, to confirm adequate personnel and resources are available to the contract.

I-10, Ina Road to Ruthrauff Road, Full Service Construction Administration, Tucson, AZ, ADOT. Project Principal. This \$173M project consists of reconstructing and widening I-10 between Milepost (MP) 248 to MP 252 to provide four general-purpose lanes in each direction, reconstructing the Orange Grove and Sunset Road TIs, and constructing new bridges over the Rillito Creek and Cañada del Oro Wash. Other work includes Portland cement concrete pavement (PCCP), asphaltic concrete (AC) paving, drainage facilities, mechanically stabilized earth walls, pavement markings, signing, and lighting. Jenny works with our contract manager, Dan Casmer, to confirm adequate personnel and resources are available to the contract.



KATE BONDY, PE, PTOE Project (Contract) Manager

Education:

- BS, Civil Engineering, Arizona State University

Registrations:

- Professional Engineer, AZ #45815
- Professional Traffic Operations Engineer #3160

Years of Experience: 23

Company Title: Greater West Traffic and Technology Deputy Division Manager, responsible for strategic growth for the Traffic Team in the Greater West

VALUE TO ADOT

- ✓ Traffic engineering lead on more than five ADOT alternative delivery projects involving roadway widening and bridge reconstruction
- ✓ Served as traffic and MOT engineering lead on nine VE tasks (four as project manager); she knows the VE processes and how to leverage her traffic design experience to actively contribute to the VE recommendations
- ✓ Designs work zones that meet MUTCD guidelines
- ✓ Knows ADOT traffic design standards
- ✓ Extensive experience preparing construction plans and documents, traffic impact studies, transportation modeling, traffic signal design, traffic signing, and marking and traffic control design
- ✓ MOT experience on 10+ ADOT final design projects

Project Experience

Alternative Project Delivery Administration Consultant Contract, Statewide, AZ, ADOT.

Project Manager, Traffic/MOT Lead. AECOM has received more than 50 task orders under the current and previous contracts, with services including preliminary design and developing RFP packages for DB projects; overseeing DB project delivery; participating in risk assessment and VE workshops; providing claims, scheduling, and cost estimating support; constructability analyses; and assisting ADOT with construction administration. Kate served as project manager and/or traffic lead for the following VE studies, which evaluated improvements for elements such as new system interchanges, new freeways, new local traffic interchanges, roadway widenings, pavement preservation, interchange improvements, and new or rehabilitated bridge construction.

- **SR 30, 71st Avenue to SR 202L VE Studies (F0501 & F0504), Phoenix, ADOT.** *Project Manager, Traffic and MOT Lead*
- **I-40, MP 330-353 VE Studies (F0754 & F0755), Coconino County, ADOT.** *Project Manager, Traffic and MOT Lead*
- **US 93, Sanctuary to I-40 & Oldeup Hillside to N of Nothing (F0552 & F0649), Coconino County, ADOT.** *Project Manager, Traffic and MOT Lead*
- **I-19 Irvington Road VE Study, Tucson, AZ, ADOT.** *Project Manager, Traffic and MOT Lead*
- **SR 303L, 51st Avenue and 43rd Avenue Traffic Interchanges, Phoenix, AZ, ADOT.** *Traffic and MOT Lead*
- **SR 202L, Val Vista Drive to SR 101/Price, Maricopa County, AZ, ADOT.** *Traffic and MOT Lead*
- **SR 260, Lion Springs VE Study, Arizona, ADOT.** *Traffic Lead*
- **SR 89A Oak Creek Drainage and Sediment Control & Pumphouse Wash Bridge Rehabilitation VE Study, Arizona, ADOT.** *Traffic Lead*
- **US 93, Tegner Street to SR 89A VE Study, Arizona, ADOT.** *Traffic and MOT Lead*

➤ **Kate uses her 20+ years of experience to successfully contribute to VE proposals, concentrating on creative MOT concepts and all aspects of lane balance and operational improvements.**

I-10/Kino Parkway to Country Club Road DB GEC, Pima County, AZ, ADOT.

Traffic/MOT Reviewer, Change of Access Report. ADOT is reconstructing I-10 from west of Kino Parkway to Alvernon Way, including traffic interchanges at Kino Parkway, Country Club Road, and Palo Verde Road. AECOM's GEC role includes providing environmental studies, developing utility design files, conducting stakeholder engagement and coordination, performing design and construction reviews and oversight, developing construction cost estimates, and developing procurement documents to shortlist qualified teams to construct the project. ➤ **Kate is a traffic senior reviewer and an overall senior advisor. She serves as a point of review for all aspects of lane balance and operational review for final and MOT lane assignments.**

SR 101L GPL Widening DB, I-17 to Pima Road, Phoenix, AZ, ADOT.

Segment Traffic/MOT Lead. This project added one GPL to both directions of this 13-mile segment of SR 101L. As a major subconsultant, AECOM provided final design for the western segment from I-17 to SR 51. AECOM's scope included roadway design, widening seven bridge structures, roadway lighting upgrades, traffic control plans, signing and pavement marking plans, and design of over 300,000 square feet of retaining and noise walls. The project had several challenges, including limited allowable lane closures that were tailored to avoid many annual special events in the area. ➤ **Kate was responsible for MOT and signing and marking plans for Segment 1 between I-17 and SR 51. The MOT included mainline lane shifts, ramp closures, and crossroad lane restrictions.**

Statewide Port of Entry Truck Screening GEC, Arizona, ADOT.

Traffic Lead. This project involved installing new truck screening and monitoring equipment at five ports of entry throughout Arizona for use in data collection and enforcement screening. AECOM served as the GEC, responsible for developing the RFQ and RFP documents for procurement of the design-build team.

KATE BONDY, PE, PTOE

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SR 189 DB GEC, International Border to Grand Avenue, Arizona, ADOT. *Traffic Lead.*

This DB project widened SR 189 to accommodate a new raised median, constructed a new roundabout intersection, and constructed new flyover ramps between SR 189 and I-19 with the goal of improving access control and moving commercial trucks and vehicles more efficiently within the corridor. As GEC, AECOM was responsible for preparing the RFQ and RFP, assisting ADOT with procuring the DB team, and providing design/construction oversight.

SR 101L (Price Freeway) DB, Baseline Road to SR 202L, Chandler, AZ, ADOT. *Traffic Lead.*

This 6-mile project added one additional outside GPL in each direction along SR 101L between Baseline Road and Frye Road, and upgraded features to current ADA standards at all intersections and along the existing frontage roads. The project included bridge widenings, drainage modifications, and environmental analyses. Kate and her team were responsible for MOT and signing and marking plans between US 60 and SR 202L. The MOT included mainline lane shifts, ramp closures, and crossroad lane restrictions. **▶ Kate successfully managed the traffic task force meetings and met the aggressive DB schedule for deliverables.**

SR 79, Gila River Bridge Replacement CMAR, AZ, ADOT. *Traffic Lead.*

This CMAR project included assessment of superstructure and full bridge replacement of the existing 1,507-foot-long, 30-span bridge built in 1957. An evaluation of the FHWA ABC method was included. The recommended alternative is a multi-span bridge slide. The replacement structure includes wider shoulders and a sidewalk. Kate was responsible for the design of construction plans and cost estimate for the traffic control, and signing and marking along SR 79.

US 60 (Grand Avenue)/Bell Road TI DB GEC, Surprise, AZ, ADOT. *Lead Traffic Reviewer.*

This project included grade-separating Bell Road over Grand Avenue and the BNSF Railroad, and new entrance/exit ramps connecting the median of Grand Avenue to Bell Road. AECOM served as the GEC, responsible for developing the RFQ and RFP documents for procurement of the design-build team. **▶ Kate was responsible for the design review of MOT and traffic signing and pavement marking plans.**

I-25 DB, Comanche Road to Montgomery Boulevard, Albuquerque, NM, NMDOT. *Traffic and MOT Lead.*

AECOM served as the primary designer and engineer of record for this \$300M DB project along I-25 from south of Comanche Road to north of Montgomery Boulevard. This heavily congested stretch of I-25 through downtown Albuquerque carries more than 400,000 vehicles per day at interstate speeds. The project required maintaining a minimum of three open lanes throughout construction. Major elements included replacing two interchanges with new bridges, constructing braided ramp bridges to support collector-distributor frontage roads, and reducing merge conflict points to improve traffic flow. The scope also included bridge widening over the Albuquerque Metropolitan Arroyo Flood Control District (AMAFCA) Drainage Channel and construction of a joint multi-use trail along Comanche Road and Montgomery Boulevard. **▶ Kate successfully led the approved ATC proposal to close a mainline lane on I-25, which was instrumental in realistic construction of the bridge replacement at Comanche Road.**

Oak Hill Parkway DB, Austin, TX, TxDOT. *Traffic Signing/Marking Lead.*

This DB project is constructing a 7.2-mile new freeway in the urban Austin area. The project consists of multi-level complex roadway and ramp geometry for this upgraded, state-of-the-art roadway with two to three non-stop main lanes and two to three frontage road lanes each way.

I-405/Brickyard to SR 527 DB, Bothell, WA, WSDOT. *Traffic Signing and Marking Lead.*

This project is expanding and reconstructing 4.5 miles of the I-405 corridor in that extends the dual express toll lane system from south of the I-405/SR 522 interchange to the I-405/SR 527 interchange. Additional improvements include new lanes, direct access ramps, interchange improvements, infrastructure in support of Sound Transit's Stride Bus Rapid Transit program, and new fish passage culverts within the project vicinity. Once complete, the communities throughout the entire I-405 corridor will benefit from these major improvements of added express toll lane capacity, improved traffic flow, and direct access to state highways and improved multimodal connections to regional transit service.



DALE WIGGINS, PE
Task Manager: VE, ICE

Education:

- BS, Civil Engineering, University of Arizona

Registrations:

- Professional Engineer, AZ #26609
- Professional Engineer, CA #46342

Years of Experience: 40

Company Title: Senior Project Manager, responsible for managing major transportation projects throughout Arizona

VALUE TO ADOT

- ✓ Senior project manager with extensive transportation experience, including 30 years of managing ADOT predesign and final design projects and VE studies
- ✓ Served as task order manager or roadway lead on five VE tasks; he knows the VE processes and how to leverage his transportation design experience to actively contribute to the VE recommendations
- ✓ Transportation experience includes scoping and final design of more than 450 miles of rural and urban roads and highways, and urban interstate freeway facilities across Arizona
- ✓ Extensive drainage experience, including hydrologic and hydraulic analysis and design of structures, storm drains, and drainage channels to handle stormwater flows projects on time and on budget

Project Experience

Alternative Project Delivery Administration Consultant Contract, Arizona, ADOT. *Task Order Manager/Roadway Engineer.* AECOM has received a total of 49 task orders under the current and previous contracts, with services including preliminary design and developing RFP packages for DB projects; overseeing DB project delivery; participating in risk assessment and VE workshops; providing claims, scheduling, and cost estimating support; constructability analyses; and assisting ADOT with construction administration. Dale participated in the following task orders:

- **SR 260, Lion Springs VE Study, Arizona, ADOT.** *Task Order Manager/Roadway Engineer.* Dale participated in this VE study to help identify opportunities to improve the overall project value to ADOT, the Tonto National Forest, Arizona Game and Fish Department, FHWA, and other stakeholders. **The VE study resulted in 19 VE proposals, which were presented to ADOT management for further review and consideration for implementation. Three were accepted, three were partially accepted with further evaluation, and seven required further evaluation.**
- **US 93, Tegner Street to SR 89A VE Study, Arizona, ADOT.** *Task Order Manager/Roadway Engineer.* Dale participated in this VE study for a 5.2-mile roadway project to widen from two to four lanes with four roundabouts. **The VE study resulted in 20 VE proposals, of which five were accepted and five were accepted for further review or modification by the design team.**
- **SR 89A Oak Creek Drainage and Sediment Control & Pumphouse Wash Bridge Rehabilitation VE Study, Arizona, ADOT.** *Task Order Manager/Roadway Engineer.* Dale participated in this VE study for a bridge rehabilitation and sediment control project in Oak Creek Canyon within the Coconino National Forest. **The VE study resulted in 14 VE proposals, which were presented to ADOT management for further review and consideration for implementation.**

SR 101L (Price Freeway) DB, Baseline Road to SR 202L, Chandler, AZ, ADOT. *Roadway Lead.* This DB project improved 6.4 miles of the SR 101L (Price Freeway) from just north of Baseline Road (MP 55) to the SR 202L (MP 61). The project included widening the SR 101L to add one general-purpose lane in each direction. The project included outside widening, bridge widenings, and modifications to ramps at nine service interchanges. AECOM provided a DCR and environmental document, and served as the lead designer on the DB project. **Dale led a team of roadway engineers to deliver the final design within an accelerated schedule.**

US 93, Six Separate Design Sections (Kaiser Spring, Boulders, Burro Creek & Cottonwood/Bridle Creek, Cane Springs & Vista Royale), ADOT, Arizona. *Project Manager/Lead Designer.* Dale was responsible for final design for six separate design sections totaling 25 miles of reconstructing the existing two-lane rural roadway section to a four-lane divided highway, including eight new bridge structures. Three of the projects won APWA Project of the Year in 2001, 2002, and 2007.

Senior Roadway Reviewer, I-40 Butler Avenue and 4th Street Bridge Replacement/Rehabilitations, Flagstaff, AZ, ADOT. This bridge replacement/rehabilitation project used phased construction and cross-over traffic control on I-40 to replace two bridges on 4th Street and place a bridge deck overlay on the Butler Avenue bridges. **The bridge replacements used ABC with a bridge slide to reduce closure durations on 4th Street to only 2 weeks.**

Project Development On-Call, AZ, ADOT. *Task Order Project Manager and Contract Manager.* Dale was responsible for the project management of on-call task orders for the development of statewide projects for ADOT, including LPA projects throughout the state. He provided full-service development of roadway infrastructure projects, including but not limited to roadway engineering, bridge design, and traffic design. Dale has provided these services for three contracts in 2014, 2018, and 2022.



DAN CASMER, PE

Task Manager (ICE), CA Lead,
Constructability Review

Education:

- BS, Civil Engineering, University of Arizona-Tucson

Registrations & Certifications:

- Professional Engineer, AZ #54626
- ATSSA Traffic Control Supervisor
- Arizona AGC Erosion Control Coordinator

Years of Experience: 17

Company Title: Construction Management Department Lead, responsible for supervising construction management and inspection contracts

VALUE TO ADOT

- ✓ Served as an ADOT resident engineer since 2013 and constructed more than 30 projects during that time
- ✓ Led the I-10/Ina Road TI CMAR, one of the largest CMAR projects in state history, to successful completion, on schedule and under budget
- ✓ Experienced in all phases of the ADOT CMAR process from preconstruction, through construction, to project closeout
- ✓ Experienced in ADOT GEC and DB project processes, delivery, and implementation into construction
- ✓ Skilled at stakeholder coordination and consensus-building through past project experience
- ✓ Well-versed in ADOT design guidelines and standards, as well as the preparation of special provisions for construction contracts
- ✓ Championed ADOT's partnering principles throughout his career, leading many projects to successful completion without claims or disputes

Project Experience

I-10/Kino Parkway to Country Club Road DB GEC, Pima County, AZ, ADOT. *Senior Resident Engineer.* This \$600M DB project is located in Pima County on I-10 between MP 261.5 and MP 265, in the City of Tucson. The work encompasses widening I-10 to four lanes in each direction and reconstruction of the TI at Kino Parkway. The project will also include construction a new interchange at I-10 and Country Club Road, as well as removing the existing interchange at Palo Verde Road and I-10. **▶ Dan assisted ADOT during the preconstruction phase, including procurement of the design-builder and project development. He has been serving as an RE since construction began in June 2025.**

I-10 Construction Administration Services, Ina Road to Ruthrauff Road, Tucson, AZ, ADOT. *Contract Manager.* AECOM is providing full-service CA services for this \$173M project that consists of reconstructing and widening I-10 between milepost (MP) 248 to MP 252 to provide four general-purpose lanes in each direction. The work includes reconstructing the Orange Grove TI, Sunset Road TI, and constructing new bridges over the Rillito Creek and Cañada del Oro Wash. The work also includes Portland cement concrete pavement (PCCP), asphaltic concrete (AC) paving, drainage facilities, mechanically stabilized earth walls, pavement markings, signing, and lighting.

I-10/Ina Road TI, Marana, AZ, ADOT. *Senior Resident Engineer.* This \$125M CMAR project completely reconstructed the I-10/Ina Road TI to allow for grade separation between Ina Road and the UPRR tracks. This project also reconstructed 1.5 miles of I-10, adding width for four through lanes in the future, as well as reconstruction and widening of 1.5 miles of five-lane urban roadway along Ina Road. In addition, two new bridges were constructed for the Town of Marana over the Santa Cruz River. During construction, this project required extensive coordination with businesses, residents, and third-party utility providers. **▶ Dan assisted in GMP negotiations, design reviews, identifying cost savings, and ultimately guided the project through construction to a successful completion.**

I-10/Ina Road TI, Marana, AZ, ADOT. *Senior Resident Engineer.* This \$125M CMAR project completely reconstructed the I-10/Ina Road TI to allow for grade separation between Ina Road and the UPRR tracks. This project also reconstructed 1.5 miles of I-10, adding width for four through lanes in the future, as well as reconstruction and widening of 1.5 miles of five-lane urban roadway along Ina Road. In addition, two new bridges were constructed for the Town of Marana over the Santa Cruz River. During construction, this project required extensive coordination with businesses, residents, and third-party utility providers. **▶ Dan assisted in GMP negotiations, design reviews, identifying cost savings, and ultimately guided the project through construction to a successful completion.**

I-10, Prince Road TI, Tucson, AZ, ADOT. *Construction Project Supervisor.* This project involved the construction of a diamond interchange along with the reconstruction of 2 miles of eastbound and westbound I-10 mainline, and 1 mile of five-lane urban roadway along Prince Road with new bridges constructed over I-10 and the UPRR tracks. Dan was responsible for change order tracking and preparation, RFI coordination, inspector documentation and project staffing.

I-10/Ruthrauff Road TI, Tucson, AZ, ADOT. *Senior Resident Engineer.* This \$80M A+B project will completely reconstruct the I-10/Ruthrauff Road TI to allow for grade separation between Ruthrauff Road and the UPRR tracks. This project will also reconstruct 1.5 miles of I-10, adding width for four through lanes in each direction. This project also included construction of a superbox structure at Highway Drive/Davis Avenue and extensive MSE walls. Dan administered this project for ADOT through the first 60% of construction. **▶ Dan helped the team overcome extensive archaeological hurdles to keep the project on schedule and under budget.**



BRIAN RAVESLOOT, PE

Task Manager: GEC

Education:

- BS, Civil Engineering, University of Connecticut

Registrations:

- Professional Engineer, AZ #51585

Years of Experience: 19

Company Title: Senior Project Manager, responsible for managing major transportation projects in Southern Arizona

VALUE TO ADOT

- ✓ *Manages diverse multi-disciplinary teams and multiple subconsultants*
- ✓ *Proven success gaining consensus amongst diverse stakeholders to achieve key project milestones*
- ✓ *Experience with various delivery models: Design-Build, CMAR, Design-Bid-Build*
- ✓ *Effective communicator who holds team members accountable*
- ✓ *Proven record of delivering on time and on budget*
- ✓ *Senior project manager in Tucson who has established relationships with ADOT Southcentral District, PAG, Pima County, City of Tucson, and City of South Tucson*

Project Experience

I-10/Kino Parkway to Country Club Road DB GEC, Pima County, AZ, ADOT. *Project Manager.* ADOT is reconstructing I-10 from west of Kino Parkway to Alvernon Way, including traffic interchanges at Kino Parkway, Country Club Road, and Palo Verde Road. AECOM's GEC role includes developing and maintaining the Financial and Project Management Plans, providing environmental studies, developing utility design files, conducting stakeholder engagement and coordination, performing design and construction reviews and oversight, developing construction cost estimates, and developing procurement documents to shortlist qualified teams to construct the project. The project is currently in the design stage. Construction started June 2025 and will continue through 2028. **▶ Brian has led the GEC team from inception, through procurement, selection, design oversight, and contract compliance. Brian and the AECOM team are working diligently to maintain a high level of communication and partnering with ADOT and the DB.**

I-19 Broadband DB GEC, Tucson, AZ, ADOT Southcentral District. *Project Manager.* This project constructed a broadband backbone with new multi-duct conduit and fiber optic cable for 63 miles of the I-19 corridor from the U.S. border to I-10. It provided and improved internet service to rural communities within the corridor. As the GEC, AECOM provided environmental support, developed utility design files, conducted stakeholder engagement and coordination, developing construction cost estimates, developed procurement documents, assisted with ATCs and one-on-one meetings, performed design and construction reviews and oversight, and provided document control. AECOM prepared the RFQ and RFP, assisted ADOT with procuring the DB team, and provided design/construction oversight. **▶ Brian led the team with excellent response time during Phase II of this GEC contract, with RFI reviews completed in less than 6 days.**

SR 189, International Border to Grand Avenue DB GEC, Tucson, AZ, ADOT Southcentral District. *Project Manager.* This DB project widened SR 189 to accommodate a new raised median, constructed a new roundabout intersection, and constructed new

flyover ramps between SR 189 and I-19 with the goal of improving access control and moving commercial trucks and vehicles more efficiently within the corridor. As GEC, AECOM prepared the RFQ and RFP, assisted ADOT with procuring the DB team, and provided design/construction oversight. **▶ Brian assisted with RFQ and RFP development; discipline reviews; team management to maintain scope, schedule, and budget; and led the team successfully through the final project stages.**

SR 79 Gila River Bridge Replacement, CMAR, Florence, AZ, ADOT Southcentral District. *Deputy Project Manager/Roadway Lead.* This CMAR project used the bridge slide method of construction to replace the existing 1,507-foot-long, 30-span bridge built in 1957 with a new multi-span bridge with wider shoulders and a sidewalk. The project included acquisitions of ASLD and private ROW for the utility corridor. **▶ Brian led the roadway design and development of the PS&E package, including finalizing the special provisions with ADOT C&S and Southcentral District. He coordinated successfully with ADOT, Pinal County and the City of Florence.**

SR 101L (Price Freeway), Baseline Road to SR 202L, Design Build, Phoenix, AZ ADOT. *Project Engineer.* This DB project improved 6.4 miles of SR 101L, including outside widening to add one GPL in each direction, bridge widenings, and ramp modifications at nine service interchanges. AECOM provided a DCR and environmental document and served as the lead designer on the DB project. **▶ Brian coordinated with the design team and the contractor to meet this tight schedule and budget and deliver design plans on schedule.**

SR 202L DB, I-10/SR 51 to SR 101L, Phoenix and Tempe, AZ, ADOT. *Project Engineer.* AECOM served as the lead designer for this DB project that added a new GPL and auxiliary lanes for approximately 10 miles of eastbound SR 202L, and 2 miles of new GPL and auxiliary lanes for westbound SR 202L. AECOM provided overall design management, highway design, widened 22 bridges, traffic design, and geotechnical investigations. **▶ This project was delivered on schedule with multiple stakeholders and a tight DB schedule.**



ROBERT RINGWALD, PE, SE

Task Manager: GEC

Education:

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

Registrations:

- Professional Engineer (Structural), AZ #31194
- Professional Engineer (Civil), AZ #33244
- Professional Engineer (Civil), NM #27582
- Professional Engineer (Structural), UT #7815868-2203

Years of Experience: 35

Company Title: Vice President, responsible for operational oversight of the Arizona, New Mexico, and Utah structural teams

VALUE TO ADOT

- ✓ Served as a design manager, project manager, or structures engineer on at least 14 alternative delivery projects, including DB, CMAR, and GEC
- ✓ Experience on the design and construction side of bridge construction and construction access
- ✓ Led the design of over 20 bridges
- ✓ Engages all stakeholders to build consensus and develop innovative solutions
- ✓ Responsive to ADOT requests and contractor submittals/requests for information, averaging less than 4 days' response time on recent ADOT bridge projects
- ✓ Received partnering awards on two recent projects
- ✓ Led ACEC committee reviewing and providing feedback on the ADOT standard DB contract
- ✓ Experience on two progressive DB projects

Project Experience

Alternative Project Delivery Administration Consultant Contract, Arizona, ADOT. *Task Order Manager/Structures Engineer.* AECOM has received a total of 49 task orders under the current and previous contracts, with services including preliminary design and developing RFP packages for DB projects; overseeing DB project delivery; participating in risk assessment and VE workshops; providing claims, scheduling, and cost estimating support; constructability analyses; and assisting ADOT with construction administration. Rob participated in the following task orders:

- **SR 260, Lion Springs VE Study, Arizona, ADOT.** *Structures Engineer.* Rob participated in this VE study to help identify opportunities to improve the overall project value to ADOT, the Tonto National Forest, Arizona Game and Fish Department, FHWA, and other stakeholders. The VE study resulted in 19 VE proposals, which were presented to ADOT management for further review and consideration for implementation. Three were accepted, three were partially accepted with further evaluation, and seven required further evaluation.
- **SR 89A Oak Creek Drainage and Sediment Control & Pumphouse Wash Bridge Rehabilitation VE Study, Arizona, ADOT.** *Structures Engineer.* Rob participated in this VE study for a bridge rehabilitation and sediment control project in Oak Creek Canyon within the Coconino National Forest. **The VE study resulted in 14 VE proposals, which were presented to ADOT management for further review and consideration for implementation.**
- **Virgin River Bridge #1, Arizona, ADOT.** *Task Order Manager.* Rob managed the independent VE design team and subconsultant performing the ICE for this CMAR project. The project consists of replacing the eastbound and westbound I-15 Virgin River Bridge #1. The proposed bridge replacement was with steel girders over the highly environmentally sensitive river. The AECOM/IM team developed VE proposals and the independent cost estimate to verify the contractor's cost.

SR 101L (Price Freeway) DB, Baseline Road to SR 202L, Chandler, AZ, ADOT. *Design Manager.* This DB project improved 6.4 miles of the SR 101L (Price Freeway) from just north of Baseline Road (MP 55) to the SR 202L (MP 61). The project included widening the SR 101L to add one general-purpose lane in each direction. The project included outside widening, bridge widenings, and modifications to ramps at nine service interchanges. AECOM provided a DCR and environmental document, and served as the lead designer on the DB project.

SR 202L, Red Mountain Freeway, I-10 to SR 101L GP Lanes, DCR, Environmental Document, Stage II Design, and Design-Build Scope of Work, Phoenix and Tempe, AZ, ADOT. *Project Manager.* This project consisted of 10 miles of freeway widening to accommodate GPLs. The preliminary design included construction access to the Salt River and Indian Wash bridges. This \$208M project included 24 bridge widenings, including the mile-long Salt River Bridges, the Indian Bend Wash Bridges over Tempe Town Lake, and bridges over the Grand Canal, Light Rail, and the UPRR. Work included an individual Section 404 permit, a Section 401 permit, jurisdictional delineation of WUS, wetlands delineation, biological evaluation, and a draft Design-Build Scope of Work. The project was FHWA-funded and followed the NEPA process. **This project was delivered on time and within budget.**

SR 79, Gila River Bridge Replacement CMAR, PA, EO, and Final Design, AZ, ADOT. *Project Manager.* This CMAR project assessed the condition of the superstructure and recommended replacing the existing 1,507-foot-long, 30-span bridge built in 1957. ABC methods were evaluated. The recommended alternative is a multi-span bridge replacement with wider shoulders and a sidewalk using the bridge slide method of construction. The project includes modifying a canal owned by the San Carlos Irrigation and Drainage District and relocating utilities. TCEs and new ROW were needed and the associated costs were included in the total estimated construction costs. **Rob worked with the CMAR contractor to develop an access plan to construct the bridge in the riverbed.**



PATRICE MILLER, CVS

Value Engineering Team Lead

Education:

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

Certifications:

- SAVE Certified Value Specialist #201410500

Professional Affiliations:

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

Years of Experience: 25

Company Title: Managing Partner, responsible for leading VE studies and facilitation services

VALUE TO ADOT

- ✓ Provides VE, risk assessment, public information/community outreach, strategic planning, and proposal development services for public and private clients, including for design, alternative delivery, and construction projects
- ✓ Her experience in the architectural, civil engineering, and construction industry provides her with a better understanding of the needs of public agencies, private owners, contractors, and designers
- ✓ Uses her experience working with public agencies and her familiarity with the challenges and limitations associated with public-sector projects to guide teams to build success
- ✓ Served as President of the Arizona chapters for both APWA and SAVE International and is recognized as an asset to the VE community



Project Experience

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

Transportation

- ADOT I-17 Indian School Road TI, Maricopa County, AZ
- ADOT Oak Creek Drainage and Sediment Control & Pump House Wash Bridge Rehabilitation (with AECOM)
- ADOT I-10, SR 85 to Verrado Way TI
- ADOT I-17 Anthem Way TI
- ADOT SR 303L, MC-85 to Van Buren Street
- ADOT SR 303L, 51st Avenue and 43rd Avenue TIs (with AECOM)
- ADOT SR 303L, 51st Avenue to I-17
- ADOT SR 101L at I-10
- ADOT US 60, Grand Avenue, 35th Avenue/ Indian School Road TI (with AECOM)
- ADOT US 93, Cane Springs Roadway Widening (with AECOM)
- ADOT I-19 Irvington TI (with AECOM)
- ADOT SR 24, SR 202L to Ironwood Drive
- ADOT I-10 Construct HOV, SR 85 to Citrus Road
- Kentucky Transportation Cabinet (KYTC) Mountain Parkway Corridor Construction Sequence 1 – CVS Team Leader
- KYTC US 150 Corridor Improvement
- KYTC US 641 Reconstruction
- Indiana Department of Transportation/KYTC I-69 Ohio River Crossing
- KYTC I-75 Widening Section 08-0006.30
- KYTC I-71 Widening to Six Lanes from Downtown to I-265 Project (Item Nos. 5-48.10 and 5-557.00)
- KYTC KY 15, Breathitt County Major Widening
- Washington State DOT I-5/Secret Creek – Fish Passage
- Washington DOT I-90 Snoqualmie Pass East Stampede Pass to Easton
- Nevada DOT, Henderson Interchange Feasibility
- Nevada DOT I-15 South Phase 2
- Nevada DOT I-515 Downtown Access Project
- Oregon DOT I-5: Kuebler Boulevard to Delaney Road Widening
- Wyoming DOT Gillette-Montana State Line (Garner Lake Road)

- Wyoming DOT Cheyenne Streets US 30, Christensen – Archer (Laramie County)
- Las Vegas Paving, Reimagine Boulder Highway
- Mississippi DOT, Tippah SR2 Connector

Transit

- Valley Metro, Northwest Extension Phase II Light Rail Extension, Phoenix, AZ
- Valley Metro, Capitol Extension Project, Phoenix, AZ
- Sound Transit, Souder Maintenance Base Facility
- Sound Transit, South Renton Transit Center
- Sound Transit, South Renton Transit Center Constructability Review
- Sound Transit, Bus Base North (BBN) Constructability Review
- Sound Transit, STRide BT306 Constructability Review
- Sound Transit, STRide BT307 Constructability Review
- Houston METRO, METRO Rapid University Corridor BRT Project

Training

Pat leads formal training for various VE and partnering courses and related topics.

- VMF 1 Workshop 32-hour Training, Philippines (2020)
- VMF 1 Workshop 32-hour Training, Virtual Summit (2020)
- VMF 1 Workshop 32-hour Training, Austin, TX (2018)
- VMF 2 Workshop 32-hour Training, Portland, OR (2019)
- Module I Workshop 40-hour Training, Phoenix, AZ
- Module I Workshop 40-hour Training, Seattle, WA
- Module I Workshop 40-hour Training, Phoenix, AZ
- Module I Workshop 40-hour Training, Phoenix, AZ
- Module I Workshop 40-hour Training, Frankfort, KY
- Module II Seminar 24-hour Training, Phoenix, AZ



ANDREW FLECKY

Construction Cost Estimating

Education:

- BS, Business, Arizona State University

Years of Experience: 22

Company Title: Principal, responsible for managing detailed cost estimating and constructability review tasks

VALUE TO ADOT

- ✓ *Brings 22 years of experience in the Arizona contracting industry, focusing primarily on detailed cost estimating; he is adept at recognizing current market conditions for the owner to anticipate construction costs*
- ✓ *His experience includes 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*

Project Experience

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

Alternative Project Delivery Administration Consultant Contract, Arizona, ADOT.

Cost Estimating/Constructability Reviews. Infrastructure Mavens has teamed with AECOM on several task orders under the current and previous contracts. Team members have participated in risk assessment and VE workshops, providing cost estimating and constructability analyses support, including:

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

I-17 and I-40 Rest Area Truck Parking, Arizona, ADOT. *Independent Construction Expert (ICE).* This project will maximize parking spaces at five rest areas (seven parking sites):

- Parks, I-40 MP 181 (EB/WB)
- Christensen, I-17 MP 324 (NB/SB)
- Sunset Point, I-17, MP 252
- Haviland, I-40, MP 23 (EB)
- McGuireville, I-17 MP 296 (SB)

US 93 VE Study (F0552 and F0649), Arizona, ADOT. *Cost Estimating/Constructability Reviews.* The proposed F0552 project is located in Mohave County along US 93 between MP 48 and MP 71.40. The work includes milling and replacing asphalt concrete along mainline, crossovers, and ramps connecting to SR 68 along with sign, guardrail, and ADA upgrades to current standards. Bridge repair comprised of deck overlay and sealant, expansion joint replacement, and bridge barrier replacement is also included. The proposed F0649 project is located in Mohave County on US 93 near the town of Nothing, between MP 131 and MP 144. The proposed work consists of pavement rehabilitation. The work includes mill and fill of existing asphaltic concrete of roadway mainline, shoulders, and milled asphalt concrete treatment at designated paved and unpaved crossovers. The work also include replacing bridge joints and seals, guardrails, embankment curb, drainage improvements, seeding, applying pavement marking, installing ground-in rumble strips, and other related work.

SR 303L VE Study, 1-10 to SR 30, Arizona, ADOT. *Cost Estimating/Constructability Reviews.* This study evaluated the southerly extension of SR 303L from I-10 to the future SR 30 freeway in the vicinity of MC 85. The project begins at the future SR 30 system TI and proceeds approximately 4 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 an HOV lane (4+1) in each direction between I-10 and the proposed SR 30 freeway near MC 85 and for SR 30. The project includes a freeway-to-freeway system interchange between SR 303L and the future SR 30 north of the Gila River.



DAVID WEBER, CGC, PMP

Construction Schedule Reviewer, Claims Analysis

Education:

- BS, Construction,
Arizona State University

Licenses & Certifications:

- Certified General Contractor (two licenses), Arizona
- Project Management Professional,
Project Management Institute, 2015

Years of Experience: 35

Company Title: Senior Associate, responsible for performing schedule oversight for ADOT construction projects

VALUE TO ADOT

- ✓ Since 2003, David has provided more than 100 schedule reviews and has worked on more than 30 claims assignments for ADOT
- ✓ Specializes in analyzing construction schedules; providing schedule oversight and impact analysis; and assisting with contract management procedures, approaches, and techniques for successful project delivery
- ✓ Extensive experience on heavy civil public works projects, large-scale private developments, and residential construction

Project Experience

I-10/Kino Parkway to Country Club Road DB, Pima County, AZ, ADOT. *Schedule Oversight.* This ambitious \$600M Southern Arizona project involves comprehensive reconstruction and improvement of the I-10 corridor interchanges, including \$185M for the I-10-Kino traffic interchange and \$156M 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. In collaboration with Pima County, ADOT is also enhancing the Kino Sports Complex and coordinating an avenue under the crossing of I-10. **David provides comprehensive scheduling services, including review and comment on schedule-related specifications, along with developing a construction schedule to aid in determining the construction phase contract time. He provides reports on baseline schedule submittals, and monitors and reports on monthly schedule updates. This comprehensive approach helps manage the schedule with precision and diligence throughout the project's life cycle.**

I-10 Construction Administration Services, Ina Road to Ruthrauff Road, Tucson, AZ, ADOT. *Schedule Oversight.* This \$450M DB project is located in Pima County on I-10 between MP 261.5 and MP 265, in the City of Tucson. The work encompasses widening I-10 to four lanes in each direction and reconstruction of the TI at Kino Parkway. The project will also include construction a new interchange at I-10 and Country Club Road, as well as removing the existing interchange at Palo Verde Road and I-10. **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.**

SR 101L DB, I-17 to Pima Road, AZ, ADOT. *Schedule Oversight.* This project involved a freeway expansion that added 13 miles of multipurpose lanes, both eastbound and westbound traffic, and associated auxiliary lanes;

and included ramp modifications, frontage road modifications, concrete barriers, ramp metering, drainage facilities, and the replacement of existing pavement and other appurtenances. The scope of work also included widening 13 overpass structures on both eastbound and westbound traffic lanes. **David provided schedule oversight consulting services for ADOT under a subcontract to the prime. Tasks involved reviewing the baseline schedule and monthly updates and making recommendations to ADOT on the acceptance of such, monitoring the design-builder's progress and reporting to ADOT, analyzing schedule and delay issues, and making recommendations to ADOT on merit.**

SR 101L DB, Baseline Road to SR 202L, Maricopa County, AZ, ADOT. *Project Controls Lead.* This \$50M, 6-mile project involved preparing construction documents for providing additional general-purpose lanes and operational improvements on the SR 101L. Major scope elements include general-purpose and auxiliary lane additions for both NB and SB directions; ramp modifications; existing pavement replacement; structure widening; utility coordination; and traffic signals, signing, pavement markings, and intelligent transportation systems. **David provided schedule oversight, including monthly schedule reviews to maintain the schedule and reviewing and resolving time impact and delay issues.**

SR 202L/South Mountain Freeway, Phoenix, AZ, ADOT. *Scheduling, Claims Consulting.* Scope on this \$1.9B DBM project, the largest in Arizona state history, included adding 22 miles of freeway to the existing Phoenix metropolitan transportation system. The freeway connects the east and west valleys while providing much-needed relief to existing freeway corridors and local streets. Features include a double roundabout interchange; 4.5 miles of widening improvements; general purpose and high-occupancy vehicle lanes; 41 bridges, including one pedestrian; 11 miles of sound walls; five multiuse underpass crossings; two half-diverging-diamond interchanges, and a 6-mile shared-use path. **David provided scheduling and claims consulting services.**



MARK HEISLER

Independent Construction Expert, Constructability Review

Education:

- BS, Construction Engineering, Arizona State University

Licenses & Training:

- CMAR (ACE)
- Dust Control
- OSHA Competent Person
- Erosion Control
- OSHA 30 Hour Construction
- CPR/First Aid Certified

Years of Experience: 46

Company Title: Independent Construction Expert, responsible for providing constructability reviews, construction phasing, and scheduling

VALUE TO ADOT

- ✓ *More than 46 years of extensive heavy civil construction experience, including urban freeways, roadways, and underground infrastructure*
- ✓ *Preconstruction expertise includes cost estimating, VE analysis, and reviews for constructability, scheduling/phasing, and bid documents*
- ✓ *Routinely provides reviews for ICE, VE, contractor schedule, change order, manpower/equipment, and claims; he is especially adept at recognizing opportunities for the owner to save time and money*

Project Experience

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

Alternative Project Delivery Administration Consultant Contract, Arizona, ADOT. *Cost Estimating/Constructability Reviews.* Infrastructure Mavens has teamed with AECOM on several task orders under the current and previous contracts. Team members have participated in risk assessment and VE workshops, providing cost estimating and constructability analyses support, including:

- **SR 202L Val Vista Drive VE Study, Arizona, ADOT.** This project will add general-purpose lanes in each direction of the SR 202L from the SR 101L TI to Val Vista Drive, including bridge improvements at Arizona Avenue, UPRR, Consolidated Canal, and Lindsay Road.

SR 303L VE Study, 51st Avenue and 43rd Avenue, Arizona, ADOT. *Cost Estimating/Constructability Reviews.* This project will construct 51st Avenue and 43rd Avenue interchanges on SR 303L.

Broadway Road Bridges at Tempe Canal, Tempe and Mesa, AZ, MCDOT. *Cost Estimating/Constructability Reviews.* This project extends along East Broadway Road from South Cottonwood Drive in Tempe to South El Dorado in Mesa. The proposed improvements include new bridges, roadway widening, access, enhanced traffic operations, and drainage.

SR 101L (Price Freeway) DB, Baseline Road to SR 202L, Chandler, AZ, ADOT. *Contractor Project Manager.* This project widened 6 miles of SR 101L from SR 202L to US 60, adding the fourth GPL in both directions. Major project features included subgrade stabilization, drainage and catch basin modifications, new lighting and signs, a widened freeway bridge at Chandler Boulevard, utility relocations, PCCP, concrete barrier, curb and gutter, and sound and retaining walls.

SR 101L (Pima Freeway), Shea Boulevard to SR 202L (Red Mountain), ADOT, Scottsdale, AZ. This project widened 11 miles of Loop 101 from Shea Boulevard to Loop 202 (Red Mountain Freeway) in both the northbound and southbound directions. The other major features of the project include two additional travel lanes from the northbound Loop 101/Loop 202 interchange entrance ramp to McDowell Road, new lighting and signs, wider freeway bridges and realignment of ramps, traffic interchange improvements at 90th street, and new landscaping.

SR 202 (Santan), Arizona Avenue to Gilbert Road, ADOT. This project constructed 4 miles of new urban freeway with overpass structures at UPRR, McQueen Road, Consolidated Canal, Cooper Road, and Gilbert Road. Major items of work included 1.2 million CY of earthwork, a concrete-lined canal, box culverts, two pump stations, drainage, PCCP, and AR-ACFC paving.

SR 303L Freeway, Peoria Avenue to Mountain View Boulevard (CMAR), ADOT, Surprise, AZ. This project constructed 5 miles of new urban divided freeway with overpass structures at Cactus Road and Waddell Road, and an underpass at Greenway Road. Major items of work included 3 million cubic yards of earthwork, five cast-in-place post-tensioned concrete box girder bridges, PCCP and AC pavements, and concrete-lined drainage channel and sound walls.



TUNA TANRIOVER, RMP

Risk Assessment Team Lead

Education:

- MS, Construction Engineering and Management, Columbia University
- BS, Civil Engineering, Bogazici University

Certification:

- Risk Management Professional #3264974

Years of Experience: 15

Company Title: Managing Director, Risk Consultancy Team, responsible for overseeing AECOM's risk assessment and risk management services and development and implementation of innovative risk tools

VALUE TO ADOT

- ✓ Leads a practice that uses profound due diligence and modeling of uncertainties to quantify risk exposures, resulting in targeted and effective strategies for reducing and tolerating risk
- ✓ Works on the pre-feasibility stage through construction, applying extensive experience in the fields of quantitative risk assessment, risk management, project controls, and project management to 70+ infrastructure and regional development projects
- ✓ Actively supports clients to deliver results in challenging situations
- ✓ Prepares cost estimates, reviews project schedules, writes scopes of work, and negotiates change orders
- ✓ His experience, together with broad industry knowledge in infrastructure and finance, provides the ability to understand the source of project risks and to implement practical solutions

Project Experience

I-10/Kino Parkway to Country Club Road DB GEC, Pima County, AZ, ADOT. *Risk Review.*

ADOT is reconstructing I-10 from west of Kino Parkway to Alvernon Way, including traffic interchanges at Kino Parkway, Country Club Road, and Palo Verde Road. AECOM's GEC role includes providing environmental studies, developing utility design files, conducting stakeholder engagement and coordination, performing design and construction reviews and oversight, developing construction cost estimates, and developing procurement documents to shortlist qualified teams to construct the project.

Transportation Investment Act (TIA) Program, Atlanta, GA, Georgia Department of Transportation. *Risk Manager.*

As part of the Program Management team for the 851-project TIA program, Tuna developed and implemented a risk-based processes to quantify project and program risks, inflation, and project management levels of involvement. He integrated a probabilistic forecasting cash-flow process to isolate and inform the decision-making. He created a change management control tool that tracked and managed risk causes and triggers. **Tuna worked with project, preconstruction, and construction managers to create awareness on risk areas and to sequence and prioritize projects based on risk exposure and cash-flow availability.**

Governor Mario M. Cuomo Bridge, Westchester, NY, New York State Thruway Authority. *Risk Manager.* This approximately \$4 billion suspension bridge replaced the existing Tappan Zee Bridge bridge in Tarrytown, Westchester. Tuna conducted quarterly risk assessments using a customized integrated cost and schedule model. **In compliance with FHWA standards, he supported the Authority's project management team in its evaluation of the design-builder proposal and development of mitigation strategies throughout the construction.**

Hudson Tunnel Project, New York, NY. Amtrak & The Gateway Development Corporation. *Risk Manager.*

Hudson Tunnel is a multi-billion-dollar project that will provide two new tunnels beneath the Hudson River to access the Pennsylvania Rail Station. **Tuna was responsible for leading the Cost Schedule Risk Assessment (CSRA) to support key project decisions, including packaging and delivery method selection, contingency estimates, total project cost, and certainty on the construction schedule.** As part of the risk allocation, the risk assessment is also used to transfer risks through the RFP and project agreements.

Second Avenue Subway, New York, NY, Metropolitan Transportation Authority. *Risk Associate.*

This project is a \$16 billion new subway line within New York City's subway system. Tuna supported and implemented risk-based decision-making processes in the first phase, monitored and updated risk registers while confirming implementation and execution of risk management standards and practices, recorded meeting notes and prepared monthly risk reports, updated cost estimate at completion model and contingency drawdown curves to monitor project status, and supported preparation of budget reports.

East Side Access Program, New York, NY, Metropolitan Transportation Authority. *Risk Manager.*

Tuna was responsible for development, implementation, and execution of risk management standards and met Federal Transit Administration (FTA) risk management directives. East Side Access is a multi-billion-dollar public works project under construction in New York City. It will bring the Long Island Rail Road (LIRR) into a new station built below, and connected to, Grand Central Terminal on the East Side of Manhattan.



DAVIS REINHART, PE Resident Engineer

Education:

- MS, Construction Management, University of Maryland
- BS, Civil Engineering, University of Delaware

Registrations:

- Professional Engineer, AZ #71930
- Professional Engineer, CO #27842

Years of Experience: 40

Company Title: Resident Engineer, responsible for providing construction oversight on ADOT projects

VALUE TO ADOT

- ✓ *Brings more than 40 years of experience in public- and private-sector construction and development projects*
- ✓ *Served for 5 years as a senior resident engineer in ADOT's Southcentral District, where he oversaw construction of nearly 30 projects totaling more than \$175M in construction value*
- ✓ *Experienced in cost control, value engineering, scheduling, quality control, quality assurance, geotechnical testing, project accounting, budgeting, project acceptance, closeouts, change order maintenance, and materials documentation*

Project Experience

I-19, SR 189 to Valencia Road DB (ITS Infrastructure), Nogales to Tucson, AZ, ADOT (F034701C, \$14.8M). *ADOT Resident Engineer.* This design-build project extended the new statewide broadband backbone and ITS system from Tucson to Nogales. The project installed approximately 58 miles of new seven-way multi-duct conduit, 100 plus pull boxes, 60 miles of 288 stand fiber ITS line, two ITS node buildings and associated switch gear and power connections. The improvements will be operated and maintained by Sun Corridor Network as part of a larger statewide network linking government agencies, education, and healthcare facilities. The DB method of contracting was used to provide cost-effective innovations and to accelerate the project.

I-19, Tubac to Arivaca, Pima County, AZ, ADOT (H893501C, \$17.2M). *ADOT Resident Engineer.* This project was located on I-19 between MP 21.1 and MP 31.8. The work consisted of milling the existing pavement and replacing it with new asphaltic concrete (AC) pavement with Asphaltic Concrete Friction Course (ACFC) and replacing a section of the existing asphalt pavement with Portland Cement Concrete Pavement (PCCP). The work also included installing new cable barrier, replacing bridge barriers, replacing guardrails, signing, restriping and other related work.

I-19/Ajo Way TI, Tucson, AZ, ADOT (F031201C, \$35.9M). *ADOT Resident Engineer.* This project was located on I-19 from MP 60.86 to MP 62.42 and on Ajo Way (SR 86). The work consisted of reconstructing the Ajo Way and Irvington Road ramps. The work included roadway excavation, furnishing and placing PCCP, AC, and ACFC, replacing the existing Santa Cruz Bridge and the pedestrian bridge structure with new structures, constructing retaining and sound walls, three reinforced concrete box (RCB) culverts, drainage, pavement markings, signing, lighting, signals, and other related work. Davis took over this project at the 75% mark and managed it through completion and close out.

I-10 Fiber Gap, Wymola to Ina Road, Pinal and Pima Counties, ADOT (F043901C, \$6.3M). *ADOT Resident Engineer.* This project was located on I-10 from milepost (MP) 219.2 to MP 248.13. The work consisted of installing conduit, fiber optic cable, pull boxes, connections to existing DMS, CCTV, and traffic signal cabinets, construction of a fiber node building, and related work.

Air Base Redevelopment, Denver, CO, Lowry Redevelopment Authority. *Director of Development and Operations.* Davis managed this 1,900-acre Air Base Master Plan Redevelopment construction program that included \$150M in infrastructure improvements, a 50-acre business park, retail town center, 3,000 residential lots, a golf course, and 350 acres of parks. Responsibilities included planning, design and construction management, developing and enforcing the legal contracts during project initiation, obtaining approvals from state, federal, and municipal regulators, coordinating utilities, and developing bond financing models.

ADOT Southcentral District. *Senior Resident Engineer.* Davis managed ADOT construction projects in ADOT's Southcentral District and was responsible for verifying that all projects were constructed in accordance with the contract and ADOT requirements. He supervised up to 15 ADOT FTE inspectors and office staff, selected and managed additional consultant personnel as necessary, and managed scope, schedule, and budget for multiple simultaneous state and federally funded construction projects. He monitored project activities for conformance to plans, specifications, and FHWA regulations, and was responsible for change orders, time extensions, and design changes. Davis reviewed upcoming project plans and specifications for constructability, contract time estimations, and completeness, and coordinated with officials from local government agencies, private design and construction services firms, and other project stakeholders.



ANDY ALDERINK, PE

Contract Administration, Maintenance of Traffic

Education:

- BS, Civil Engineering, University of Arizona

Registrations:

- Professional Engineer, AZ #55162

Years of Experience: 16

Company Title: Civil Engineer, responsible for providing engineering design services for roadway projects

VALUE TO ADOT

- ✓ Experience with various alternative delivery methods, including design-build and CMAR projects
- ✓ Detailed-oriented discipline lead
- ✓ Proven record of delivering projects on time and on budget
- ✓ Established relationships with ADOT Southcentral District, PAG, Pima County, City of Tucson, and City of South Tucson

Project Experience

I-10/Kino Parkway to Country Club Road DB GEC, Pima County, AZ, ADOT. *Deputy Project Manager.* ADOT is reconstructing I-10 from west of Kino Parkway to Alvernon Way, including traffic interchanges at Kino Parkway, Country Club Road, and Palo Verde Road. AECOM's GEC role includes providing environmental studies, developing utility design files, conducting stakeholder engagement and coordination, performing design and construction reviews and oversight, developing construction cost estimates, and developing procurement documents to shortlist qualified teams to construct the project. The project is currently in the design stage. Construction started June 2025 and will continue through 2028.

▶ **As deputy PM, Andy worked closely with ADOT in the development of the technical provisions during the procurement phase and facilitated timely and thorough design reviews, confirming contract compliance during design and construction.**

SR 189, International Border to Grand Avenue GEC, Tucson, AZ, ADOT. *MOT/Roadway Reviewer.* SR 189 begins at the Mariposa Port of Entry on the border with Mexico, the fourth-busiest land port of entry in the U.S. The project widened SR 189 to accommodate a new raised median, constructed a new roundabout, and new flyover ramps between SR 189 and I-19 with the goal of improving access control and safety along the corridor. ▶ **Andy performed design reviews of MOT and roadway plans, focused on confirming compliance with contract documents.**

Southeast Connector DB, Tarrant County, TX, TxDOT. *MOT Lead.* AECOM served as lead designer for this nearly \$1.6B project that included the design, construction, and maintenance of approximately 16 miles of non-tolled freeways, frontages, and local access roads in the Fort Worth area at interchanges I-820, I-20, and US 287. The project improved overall mobility, operational efficiency, accessibility, safety, and emergency response within the city limits. ▶ **Andy developed an MOT plan for a critical segment of the project, working in collaboration with the contractor to meet the strict requirements of the contract on a complex project.**

SR 101L GPL Widening DB, I-17 to Pima Road, Phoenix, AZ, ADOT. *MOT/Signing Design.* This project added one general-purpose lane to both directions of this 13-mile segment of SR 101L. As a major subconsultant, AECOM provided final design for the western segment from I-17 to SR 51. AECOM's scope included roadway design, widening seven bridge structures, roadway lighting upgrades, traffic control plans, signing and pavement marking plans, and design of over 300,000 square feet of retaining and noise walls. Project challenges included limited allowable lane closures that were tailored to avoid many annual special events in the area. ▶ **Andy assisted in delivering a timely, contract-compliant design for overhead sign structures and MOT.**

SR 101L (Price Freeway) DB, Baseline Road to SR 202L, Chandler, AZ, ADOT. *MOT/Signing Design.* This 6-mile project added one additional outside GPL in each direction along SR 101L between Baseline Road and Frye Road, and upgraded features to current ADA standards at all intersections and along the existing frontage roads. The project included bridge widenings, drainage modifications, and environmental analyses. Kate and her team were responsible for MOT and signing and marking plans between US 60 and SR 202L. The MOT included mainline lane shifts, ramp closures, and crossroad lane restrictions. ▶ **Andy developed a cost-effective design for overhead sign structures and MOT.**

SR 79, Gila River Bridge Replacement, Florence, AZ, ADOT. *Roadway Engineer.* This CMAR project assessed the condition of the superstructure and recommended replacing the existing 1,507-foot-long, 30-span bridge built in 1957. ABC methods were evaluated. The recommended alternative is a multi-span bridge replacement with wider shoulders and a sidewalk using the bridge slide method of construction. The project includes modifying a canal owned by the San Carlos Irrigation and Drainage District and relocating utilities. TCEs and new ROW were needed and the associated costs were included in the total estimated construction costs. ▶ **Andy assisted in developing the roadway design on this CMAR project.**



MATT KERSHNER, PE

Roadway

Education:

- BS, Renewable Natural Resources, University of Arizona
- Graduate Coursework, Civil Engineering, University of Arizona

Registrations:

- Professional Engineer, AZ #40990

Years of Experience: 28

Company Title: Project Manager, responsible for managing roadway projects and performing roadway design

VALUE TO ADOT

- ✓ Extensive knowledge of AASHTO and ADOT design standards as well as local jurisdictions.
- ✓ Extensive experience working on large-scale projects, including freeway work
- ✓ Takes pride in performing quality work within schedule and budget
- ✓ Delivers quality work on time and on budget

Project Experience

Alternative Project Delivery Administration Consultant Contract, Arizona, ADOT. Traffic Lead. AECOM has received a total of 49 task orders under the current and previous contracts, with services including preliminary design and developing RFP packages for DB projects; overseeing DB project delivery; participating in risk assessment and VE workshops; providing claims, scheduling, and cost estimating support; constructability analyses; and assisting ADOT with construction administration. Matt participated in the following task orders:

- **I-19 Irvington Road VE Study, Arizona, ADOT. Roadway Reviewer.** Matt was responsible for contributing roadway VE ideas to the current design

I-10/Kino Parkway to Country Club Road DB GEC, Pima County, AZ, ADOT. Lead Roadway Reviewer. ADOT is reconstructing I-10 from west of Kino Parkway to Alvernon Way, including traffic interchanges at Kino Parkway, Country Club Road, and Palo Verde Road. AECOM's GEC role includes providing environmental studies, developing utility design files, conducting stakeholder engagement and coordination, performing design and construction reviews and oversight, developing construction cost estimates, and developing procurement documents to shortlist qualified teams to construct the project. The project is currently in the design stage. Construction started June 2025 and will continue through 2028.

➤ **Matt assisted the project manager with the RFP development and is reviewing the roadway elements of the construction plans developed by the designer.**

SR 189 DB GEC, International Border to Grand Avenue, ADOT. Lead Roadway Reviewer. Matt reviewed roadway design improvements to SR 189 from the International Border to B-19 (Grand Avenue). This project will improve capacity along SR 189 and provide direct access to I-19 for commercial trucks crossing the border at Mariposa and Nogales Ports of Entry. ➤ **Matt assisted the PM with the RFP development and assisted with reviewing the roadway elements of the construction plans developed by the designer. He also assisted with reviewing the original DCR 30% plans, ADA criteria, and evaluating new ROW requirements.**

I-10/SR 51 TI DB, Phoenix, AZ, ADOT. Roadway Engineer. Matt was involved in the preliminary horizontal and vertical conceptual geometric design of high-occupancy vehicle (HOV) lanes and several entrance, exit, and connector ramps just south of the I-10 and SR 51 interchange.

I-10/Prince Road, I-10 Reconstruction, Ruthrauff Road to Prince Road, Tucson, AZ, ADOT. Design Engineer. This project involved the final design of a diamond interchange, reconstruction of 2 miles of eastbound and westbound I-10 mainline, and 1 mile of five-lane urban roadway along Prince Road. Project tasks included utility coordination, preparing utility relocation plans, and obtaining utility clearances. Matt led the UPRR coordination effort, including working closely with the ADOT U&RR Liaison to prepare the Construction and Maintenance (C&M) Agreement with UPRR. He prepared cost estimates and exhibits for this C&M Agreement. He also prepared special provisions and cost estimates for the PS&E package.

I-10 Mainline Widening, Grant Road to St. Mary's Road, Tucson, AZ, ADOT. Design Engineer. Matt was responsible for the design of horizontal, vertical, superelevation, and modeling of the I-10 mainline and ramps. He assisted in the development of roadway plans, typical sections, and details. He served as the lead engineer in the development of cross sections and the earthwork summary, and in the development of plan production, preparation of project submittals, quantities, cost estimates, and special provisions.

SR 77, Calle Concordia to Tangerine Road, Oro Valley, AZ, ADOT. Lead Roadway Engineer. Matt was responsible for all aspects of roadway design, preparing quantities, cost estimates, special provisions, overseeing other engineers on the project, and coordinating with ADOT and subconsultants. The project widened the roadway to accommodate a third travel lane in each direction with modifications to the left and right turn bays, turnouts, new bus bays, and modifications to the drainage structures, new retaining and noise walls, signing and pavement marking, new pedestrian bridge, and pedestrian path.



RUMPA DEY, PE, PTOE

Signals, Lighting, ITS

Education:

- MS, Transportation Engineering, Arizona State University

Registrations:

- Professional Engineer, AZ #61202

Years of Experience: 12

Company Title: Associate Vice President and Senior ITS Engineer, responsible for providing oversight and leading ITS, signal, and lighting design tasks

VALUE TO ADOT

- ✓ Led ITS, signal, lighting, and signing/pavement marking design for many ADOT projects, including DB and GEC contracts
- ✓ Extensive experience with ADOT ITS system and infrastructure and brings expertise in all sorts of advanced ITS applications
- ✓ Experienced with ADA compliance, Accessible Pedestrian Signals (APS), and Public Rights-of-Way Accessibility Guidelines (PROWAG)

Project Experience

SR 189 DB GEC, International Border to Grand Avenue, Arizona, ADOT. *Traffic Engineer.* This DB project is widening SR 189 to accommodate a new raised median, constructing a new roundabout intersection, and constructing new flyover ramps between SR 189 and I-19 with the goal of improving access control and moving commercial trucks and vehicles more efficiently within the corridor. As the GEC, AECOM was responsible for preparing the RFQ and RFP, assisting ADOT with procuring the DB team, and providing design/construction oversight. Rumpa led the signals, ITS, and lighting of this project as GEC.

SR 303L FMS Design, Arizona, ADOT. *Traffic Engineer.* Rumpa led an Intelligent Transportation System (ITS) design project for ADOT on a 20-mile corridor on SR 303L (US 60 to I-17). The design included installation of conduit and pull boxes, 144 strand and 12 strand Single-Mode Fiber Optic (SMFO) cables, Closed Circuit Television (CCTV) camera, thermal cameras for wrong way driver detection, Dynamic Message Signs (DMS) for traveler information, mainline and ramp detectors, power to these devices, connectivity to traffic signals and pump stations, and design of one node building (fiber hub). **She assisted ADOT with utility, ROW, and Environmental clearance to deliver the project on time and meet the desired bid advertisement date.** This project now connects the entire stretch of freeway to the ADOT traffic operation center (TOC) for continuous freeway monitoring and traffic data collection as well as incident management.

SR 202L DB, South Mountain Freeway, Arizona, ADOT. *Traffic Engineer.* SR 202L is the newest 22-mile long urban freeway in the greater Phoenix area. Rumpa, as part of the subconsultant team, designed 8 miles of the ITS backbone communication and field devices. The design included backbone communication with 3-3" conduits and pull boxes along two sides of the freeway with 144 Single Mode Fiber Optic (SMFO) cables, power calculations, voltage drops, and all freeway related field devices such as Dynamic Message Sign (DMS), closed-circuit television (CCTV) camera, ramp meters and detection loops for mainline and interchanges, especial details for bridge crossings, splice

closures, splice details and tables, and fiber terminations. **She created a master spreadsheet for ramp meter warrant analysis calculation using Highway Capacity Manual freeway weaving, merging and diverge speed calculations, which was highly praised by the client (ADOT) and other project team member firms.** Rumpa also assisted with designing the FMS relocation plans for the SRP Siphon at two existing service interchanges (I-10/59th Avenue and I-10/51st Avenue).

MAG Regionwide FMS Rehabilitation, I-10, 83rd Avenue to SR 51 & I-17 to Broadway Road, ADOT. *Traffic Engineer.* The FHWA funded this 13-mile FMS rehabilitation project on the MAG regional highway system. The project included upgrading the communications backbone and branch connections from twisted wire pair to fiber optic cable and installation of closed-circuit television (CCTV) cameras along I-10 between 83rd Avenue and 75th Avenue; 43rd Avenue and SR 51, and between the I-17 split and Broadway Road. As part of this project, Rumpa prepared splice details including node building splice diagrams and over 80 splice tables to connect field equipment to node building. The limits of this project extended throughout the metro Phoenix area, requiring coordination between ADOT, City of Phoenix, City of Tempe, MAG, and over 32 different utility companies. **Rumpa's proactive coordination brought things together very efficiently and in a timely manner.**

Southern Avenue, Greenfield Road to Higley Road Corridor Improvements, City of Mesa, AZ. *Traffic Lead.* The project included design services for this 1-mile arterial reconstruction. As part of this project, Rumpa led the traffic, ITS, and lighting design. She designed the traffic signal modifications, signing striping, and 1-mile ITS communication with 2-inch Quad-Duct. She also performed photometric analysis and designed the lighting with LED upgrades.



CRAIG RICKETTS, JR., PE, RSP1 Maintenance of Traffic

Education:

- BS, Civil Engineering, Pennsylvania State University

Registrations:

- Professional Engineer, AZ #64542
- Road Safety Professional 1 #1079

Years of Experience: 13

Company Title: Traffic Engineer and Project Manager, responsible for providing traffic analysis and design in support of roadway projects

VALUE TO ADOT

- ✓ *Highly knowledgeable of ADOT traffic engineering design plans, including traffic control, traffic signals, street lighting, and signing and marking*
- ✓ *Experience coordinating consensus between multiple stakeholders and recognized for responsive communication*
- ✓ *Experience delivering several alternative delivery DB projects for ADOT in the last 5 years, including sharing a lead role on the SR 101L (Price Freeway) DB*
- ✓ *Repeatedly completes design tasks and projects on time and within budget*

Project Experience

I-10/Kino Parkway to Country Club Road DB GEC, Pima County, AZ, ADOT. *Traffic/MOT Lead Reviewer.* ADOT is reconstructing I-10 from west of Kino Parkway to Alvernon Way, including traffic interchanges at Kino Parkway, Country Club Road, and Palo Verde Road. AECOM's GEC role includes providing environmental studies, developing utility design files, conducting stakeholder engagement and coordination, performing design and construction reviews and oversight, developing construction cost estimates, and developing procurement documents to shortlist qualified teams to construct the project. The project is currently in the design stage. Construction started June 2025 and will continue through 2028. Craig's responsibilities include a detailed review of all signing and pavement marking final design plans, as well as traffic control plans to verify compliance to ADOT and City of Tucson standards, as well as to prioritize safety during construction.

SR 101L (Price Freeway) DB, Baseline Road to SR 202L, Chandler, AZ, ADOT. *Traffic Engineer/Lead.* This DB project improved 6.4 miles of the SR 101L (Price Freeway) from just north of Baseline Road (MP 55) to the SR 202L (MP 61). This project included widening SR 101L to add one general-purpose lane in each direction. AECOM provided a DCR and environmental documents and served as the lead designer on the DB project. Craig shared the role of traffic lead to develop traffic control plans and signing and marking plans. He led weekly task force meetings between ADOT; local agency stakeholders including the cities of Tempe, Chandler, and Mesa; and the contractor; and facilitated design decisions related to traffic control and signing and marking. All traffic plans were developed on time to fit the project's rapid schedule and within budget.

➤ **Craig assisted with solving several traffic control challenges such as maintaining the existing number of travel lanes on Chandler Boulevard under the SR 101L bridge during bridge widening construction to maintain traffic near the busy Chandler Mall.**

SR 189 DB GEC, International Border to Grand Avenue, Arizona, ADOT. *Traffic Engineer.* This DB project involved installing new truck screening and monitoring equipment at five ports of entry throughout Arizona for use in data collection and enforcement screening. AECOM served as the GEC, responsible for developing the RFQ and RFP documents and procurement of the DB team.

➤ **Craig promptly reviewed traffic control plans and signing and marking plans and provided comments as the GEC. Craig developed solutions and recommendations for re-sizing signs to fit in the project area and avoid new R/W.**

SR 101L GPL Widening DB, I-17 to Pima Road, Phoenix, AZ, ADOT. *Traffic Engineer.* This DB project added one general-purpose lane to both directions of this 13-mile segment of SR 101L, within the cities of Phoenix and Scottsdale. AECOM was a major subconsultant, providing final design for the western segment from I-17 to SR 51.

➤ **Craig participated in the design and development of traffic control plans and signing and marking plans for this project. He coordinated between subconsultants, ADOT, and local agencies to achieve consensus on design elements.**

Statewide Port of Entry Truck Screening GEC, Arizona, ADOT. *Traffic Plan Reviewer.* This project involved installing new truck screening and monitoring equipment at five ports of entry throughout Arizona for use in data collection and enforcement screening. AECOM served as the GEC, responsible for developing the RFQ and RFP documents for procurement of the design-build team.

I-10/Fairway Drive TI, Avondale, AZ, ADOT. *Traffic Engineer.* This project included developing a PS&E package for the design of a new diamond TI on the I-10 freeway at Fairway Drive. Craig participated in the development of signing and marking plan sheets, traffic control plan sheets, and cost estimate for the construction of a new diamond TI for Fairway Drive over the I-10 freeway between Dysart Road and Avondale Boulevard. Design plans were completed on time and within budget.



BEN ANSLEY, PE, CBI Structures

Education:

- BSE, Civil Engineering, University of Arizona

Registrations:

- Professional Engineer, AZ #53092
- Certified Bridge Inspector (CBI); FHWA-NHI-130055 Safety Inspection of In-Service Bridges (FHWA Approved Equivalent)

Years of Experience: 19

Company Title: Senior Bridge Engineer, responsible for managing bridge design and inspection projects

VALUE TO ADOT

- ✓ Served as a structures engineer and deputy PM on the SR 79 Gila River Bridge Replacement CMAR and structures engineer on the SR 101L (Price Freeway) Design-Build
- ✓ Managed nine recent final design projects for ADOT as project manager or deputy project manager and has led the bridge inspection team in Arizona for the past 12 years
- ✓ Experienced in bridge inspection, design of new bridges, bridge repair and retrofit, retaining and noise wall design, roadway barrier and drainage structure design, and cost estimating
- ✓ Responsive to contractor submittals and ADOT requests, averaging less than 4 days response time on recent ADOT bridge projects

Project Experience

SR 79, Gila River Bridge CMAR; Florence, AZ, ADOT. *Deputy Project Manager, Structures Lead.* This CMAR project replaced the existing 1,507-foot-long, 30-span bridge built in 1957. The bridge replacement used the ABC bridge slide method of construction, which allowed traffic to be always maintained in both directions on SR 79. The project included Section 404/401 permitting, major utility relocations, and development of a utility corridor and ROW acquisition (including from the ASLD). The project includes eight FHWA Every Day Counts (EDC) innovations and a 5% FHWA increase in funding. Ben led the structures design, including replacement of the 1,500-foot bridge using the slide method of construction. He assisted with the CMAR contractor coordination of the bridge slide concepts and construction access.

➤ **Ben helped coordinate extensive utility relocations within the project and worked with ASLD and ADOT to help acquire ROW from ASLD. His efforts helped deliver the project 1 week early and under budget.**

SR 101L (Price Freeway) Design-Build, Baseline Road to SR 202L; Phoenix, AZ, ADOT. *Structures Engineer.* This \$76M project widened 6.4 miles of SR 101L to add one general-purpose lane in each direction into four general-purpose lanes and one high-occupancy vehicle lane. The project included outside widening, bridge widenings, and modifications to ramps at nine service interchanges. AECOM served as the lead designer on this design-build project. The design included entrance and exit ramp modifications, bridge widening, noise and retaining walls, drainage and erosion control improvements, ITS and FMS technology, freeway signage, new LED freeway lighting, and traffic control. *This project received the Associated General Contractors Marvin M. Black Partnering Excellence Award.* ➤ **Ben assisted the structures lead with design checks throughout the project, including portions of the bridge widening and overhead sign structures. He also completed field inspections for the installation of epoxy anchors for sign structures and to inspect a bridge that had collision damage during construction.**

Statewide On-Call Bridge Engineering, Assessment, and Evaluations, Statewide, AZ, ADOT. *Project Manager.* AECOM performs bridge inspection throughout the state using in-depth or routine inspection techniques and accessing bridges with snooper trucks, man lifts, bucket trucks, rope access, and boats. We have performed these services on multiple contracts since 2013. ➤ **Ben provides day-to-day task order management, including tracking budgets, invoicing, technical oversight, scheduling, and coordination with subconsultants, traffic control providers, and ADOT.** He works with agencies to acquire ROW permits to access bridges for inspections and coordinates on additional inspection needs if critical findings are found. All inspections to date were delivered on time to meet FHWA requirements.

I-40 Window Rock TI, ADOT. *Deputy Project Manager, Structures Lead.* This bridge replacement project will replace the four existing bridges on I-40 at the Lupton and Window Rock TIs to improve existing vertical clearance and add a sidewalk for pedestrians. The replacement will use a bridge slide to always maintain two lanes of traffic on I-40 in each direction throughout construction. The project includes ROW, utility, and environmental clearances and requires coordination with Navajo Nation.

➤ **Ben is responsible for the design of the four bridges, including two bridge slides so traffic can be maintained on I-40 throughout construction. He will assist with all coordination with ADOT and obtaining all clearances on the project.**

I-10 East Willcox TI Underpass Bridge Rehabilitation, Willcox, AZ, ADOT. *Project Manager.* This project rehabilitated the deck of the existing cast-in-place, conventionally reinforced concrete box girder bridge with a Polyester Polymer Concrete (PPC) overlay. The existing deck joints were replaced and the existing rocker bearing assemblies were replaced with new steel elastomeric bearing pads. ➤ **Ben worked with ADOT and the City of Willcox to modify the project scope to reduce costs and meet the limited funding allocated. He delivered the project on time and within budget.**



SUZANNE DEITERING, PE

Utility Coordination

Education:

- BS, Civil Engineering, Arizona State University

Registrations:

- Professional Engineer, AZ #43837

Years of Experience: 24

Company Title: Vice President/Civil Practice Leader, responsible for the firm's civil engineering practice

VALUE TO ADOT

- ✓ Served as ADOT's GEC for utilities on several major DB projects and brings experience in coordinating between multiple stakeholders, including ADOT, local agencies, utility companies, and the community
- ✓ Recently served as the GEC utility coordinator on the I-10/Broadway Curve DB project, including contributions to the technical documents, DB agreement, and other contract documents
- ✓ Delivered over \$170M in construction projects as an ADOT Supplemental Project Delivery Manager
- ✓ Her technical expertise includes design of horizontal and vertical geometry, 3D InRoads modeling, estimating, writing specifications, and utility coordination

Project Experience

I-10, Broadway Curve Widening Design Build, AZ, ADOT. GEC Utility Coordinator. This DB project widened 11 miles of I-10 from SR 202L (Santan/South Mountain) and I-17 near Phoenix Sky Harbor Airport, improvements to US 60 from I-10 to Hardy, and SR 143 between I-10 and the southern end of SR 143 bridge over the Salt River. The work included reconstructing the I-10/SR 143 interchange, widening I-10 to six lanes and HOV lanes, new collector-distributor roads, numerous bridge replacements, new pedestrian bridges, and noise and retaining walls. **➤ Suzanne coordinated extensively with affected utility companies, including SRP Transmission, and developed a concept that allowed SRP's existing 69kV to remain in place at the I-10/US 60 TI and Tempe Drain. This resulted in over \$4M savings and avoided schedule delays.**

I-10, I-17 (Split) to SR 202L (Santan/South Mountain), Phoenix, AZ, ADOT. GEC Utility Coordinator. The affected utilities include Salt River Project (SRP) power and irrigation, Century Link, Cox Communications, Air Products, Southwest Gas, El Paso Natural Gas, City of Phoenix, City of Tempe, and several other communication companies. Suzanne coordinated the designation and conflict review during the procurement phase along with writing the technical provisions and preliminary prior right determinations for the RFP. She conducted over 20 utility coordination meetings and developer one-on-one meetings. She coordinated extensively with SRP Transmission to develop a concept to allow its existing 69kV to remain in place at I-10/US 60 and at the Tempe Drain. **➤ This coordination effort saved over \$4M in construction budget in addition to a schedule savings during construction.** Suzanne also led the coordination effort with SRP Irrigation to reach an acceptable design solution to keep Western Canal in place.

SR 101L DB, Baseline Road to SR 202L, Chandler, AZ, ADOT. GEC Utility Coordinator. The affected utilities included SRP power and irrigation, Century Link, Cox Communications, Air Products, Southwest Gas, El Paso Natural Gas, and City facilities. Suzanne coordinated the designation and conflict review during the procurement phase along with writing the utility related technical text of the RFP.

During construction, she reviewed each Release for Construction (RFC) package and utility clearances. Extensive coordination between the developer, ADOT, and SRP was required to meet relocation widows and avoid delays to construction. Suzanne also assisted ADOT Utilities and Railroad for prior rights review and utility agreements.

US 60 (Grand Avenue)/ Bell Road TI DB, Surprise, AZ, ADOT. GEC U&RR Coordinator. Suzanne served as the GEC Utility and Railroad Coordinator for the reconstruction of US 60 (Grand Avenue) and Bell Road intersection. This intersection was reconstructed with Bell Road as a grade-separated intersection going over US 60 and the adjacent BNSF tracks using a Median Urban Diamond (MUD) design. The project included significant utility relocations, including early relocation of the APS 69kV overhead power, relocation of the existing railroad crossing signal and gates, Arizona Water Company 12- and 16-inch water line relocations, joint trench coordination, and relocation of City of Surprise facilities. **➤ Suzanne prepared the technical provisions for the bid documents, prior rights reviews, utility agreements, and conflict reviews. She also worked with ADOT U&RR section to gain project approval from BNSF and Arizona Corporation Commission.**

SR 303L, Happy Valley Parkway to Lake Pleasant Parkway, Peoria, AZ, ADOT. Utility Coordinator. Suzanne was responsible for the utility clearance and design of a new City of Peoria water line crossing at Jomax Road. POINT provided the final design for a segment of SR 303L widening through the City of Peoria. The project scope included adding a general purpose lane for over 6 miles of freeway and a new traffic service interchange at Jomax Parkway. The project included a portion of full freeway construction in the vicinity of Jomax Parkway TI and new bridge crossings over the Beardsley Canal. The project included coordination with the City of Peoria for a smooth connection at the Jomax Parkway TI to the City's Jomax Parkway project, coordination of schedule, and accommodation of future utilities. The project involved freeway widening, traffic interchange design, four new bridges, lighting, striping and signals.





JEFF SHELTON, PE Drainage

Education:

- BSE, Civil Engineering, Northern Arizona University

Registrations:

- Professional Engineer, AZ #43846
- Professional Engineer, NM #29525

Years of Experience: 25

Company Title: Senior Water Resources Engineer, responsible for managing drainage and hydrology projects

VALUE TO ADOT

- ✓ 25+ years of experience in drainage analysis, planning, and design for public- and private-sector clients, including ADOT
- ✓ Participated in three ADOT VE studies with AECOM and other consultants
- ✓ Performs floodplain delineation studies, Conditional Letter of Map Revision (CLOMR)/Letter of Map Revision (LOMR) submittal packages, planning-level FLO-2D studies, floodplain use permit reviews, and capital improvement construction plans
- ✓ Proficient in developing grid-element FLO-2D and HEC-RAS 2D models using ESRI Arc Map, ArcGIS Pro and QGIS
- ✓ Former Flood Control District of Maricopa County (FCDMC) project manager, including serving as Hydrology and Hydraulics Branch Manager for 2 years

Project Experience

Alternative Project Delivery Administration Consultant Contract, Arizona, ADOT. *Drainage Reviewer.* AECOM has received a total of 49 task orders under the current and previous contracts, with services including preliminary design and developing RFP packages for DB projects; overseeing DB project delivery; participating in risk assessment and VE workshops; providing claims, scheduling, and cost estimating support; constructability analyses; and assisting ADOT with construction administration. Jeff participated in the following task orders:

- **I-19 Irvington Road VE Study.** *Drainage Engineer.* Jeff participated in this evaluation of the TI redesign of I-19 and Irvington Road. Challenges for the VE team included providing access for traffic to nearby commercial developments and safe and efficient movement and access for pedestrians and bicyclists.
- **I-40 (MP 330 to MP-341), McCarrel to Querino, and I-40 (MP 341 to MP353) Querino to Hawthorne Concurrent VE Studies (F0754 & F0755), Apache County, AZ.** Jeff participated in the concurrent VE studies these two pavement preservation designs (for other consultants). Challenges for the VE teams included pavement material batch process production limitations, pavement design for purpose and cost, and pavement recycling potential.

I-10/Kino Parkway to Country Club Road DB GEC, Pima County, AZ, ADOT. *Drainage Reviewer.* ADOT is reconstructing I-10 from west of Kino Parkway to Alvernon Way, including traffic interchanges at Kino Parkway, Country Club Road, and Palo Verde Road. AECOM's GEC role includes providing environmental studies, developing utility design files, conducting stakeholder engagement and coordination, performing design and construction reviews and oversight, developing construction cost estimates, and developing procurement documents to shortlist qualified teams to construct the project. The project is currently in the design stage. Construction started June 2025 and will continue through 2028.

US 95 Imperial Dam Road to Aberdeen Road, Yuma County, AZ, ADOT. *Drainage Engineer.* This project included preparing a DCR and EA to develop and evaluate options for improving a 26-mile segment of US 95 just north of Yuma to enhance safety and traffic operations, and to meet future traffic demands. Work included developing concepts to widening the existing two-lane roadway to a four-lane divided highway. The project traverses the BOR, BLM, ASLD, and Yuma Proving Grounds lands, which required significant agency coordination. Jeff developed and managed Stage IV drainage design and developed the cross-drainage plans, onsite drainage, and drainage report.

SR 347, I-10 to Maricopa, Pinal County, AZ, ADOT. *Drainage Lead.* Jeff is providing drainage analysis and design for this roadway improvement that will add lanes between I-10 and the Town of Maricopa. The project will develop a HEC-RAS model for the Santa Rosa Wash bridge crossing and plans to manage drainage of the improved roadway, including the intersection of Maricopa Road.

Ralston Road Bridge at Vekol Wash Final Design, Pinal County, AZ, Pinal County Regional Flood Control District. *Senior Water Resource Engineer.* This project involved final design for a future Ralston Road Crossing at Vekol Wash. Jeff moved the DCR forward to final design plans. His was responsible for the hydrology and hydraulics plans for the bridge and the revetment design.

Chandler Heights Basin Design Review and Hydrologic and Hydraulic Update, Maricopa County, AZ, FCDMC. *Project Manager.* Jeff identified a project design flaw in a 10+ year-old set of design plans and analysis that had not yet been fully constructed and took the initiative to review the design report and plans fully to discover if a significant cost savings could be made. An update of the hydrologic and hydraulic modeling analysis found that a significant amount of excavation would not be needed. He had an outside consultant independently review the plans and produce a design report addendum. **▶ The review and update Jeff initiated saved the Town of Gilbert and Maricopa County citizens approximately \$8M.**



SCOTT BLACKMAN
Environmental

Education:

- BS, Wildlife Biology/Ecology and Management, University of Arizona

Years of Experience: 27

Company Title: Senior Environmental Planner, responsible for supporting AECOM's Environmental Planning Team

VALUE TO ADOT

- ✓ Brings a wide range of experience successfully completing and guiding clients through the NEPA compliance process
- ✓ Supported numerous federal agencies within the western U.S. on a variety of projects, including Camp Navajo Air National Guard, U.S. Naval Observatory Flagstaff Station, and the U.S. Forest Service.
- ✓ Experienced senior biologist and has managed numerous state and federal projects with endangered, threatened, and sensitive species, including the Mexican spotted owl in Flagstaff
- ✓ Extensive experience with the NEPA process involving contentious issues and effective communication with clients, including agencies, tribes, and other stakeholders

Project Experience

I-10 Kino and Country Club TIs General Engineering Consultant, ADOT, Pima County, AZ, ADOT. *Environmental Lead.* This project on I-10 through Tucson is a priority for ADOT, Pima County, Pima Association of Governments, and the City of Tucson, and funding has been accelerated in the current 5-year program to be delivered using the design-build delivery method. Improvements include TI reconstruction at Kino Parkway, a new TI at Country Club Road, and removal of the Palo Verde TI. Scott is serving as environmental lead on the GEC contract, overseeing environmental staff in AECOM's Tucson office that handle the day-to-day project delivery of environmental tasks. Major environmental tasks include supporting development of technical provisions in the RFP, preparing an EA re-evaluation, and providing technical studies to support the ROW acquisition process. **Scott has been facilitating on-time deliverables through effective internal and external coordination.**

North-South Corridor Tier 2 EIS & DCR, US 60 to Arizona Farms Road, AZ, ADOT. *Senior Environmental Planner.* The Tier 1 Final Environmental Impact Statement (EIS) and Record of Decision, North-South Corridor Study, U.S. Route 60 to I-10 was completed in August 2021, which identified a 1,500-foot-wide Selected Corridor Alternative and general location for the future highway. This Tier 2 study is advancing the northernmost segment from US 60 to Arizona Farms Road and will identify a specific 400-foot-wide highway alignment within the 1,500-foot-wide Tier 1 corridor. A project-level EIS will be prepared. This is ADOT's first Tier 2 study for the North-South Corridor, and the NEPA process will be conducted in accordance with the 327 MOU with ADOT assuming the legal responsibility. Key project challenges include coordination with the Four Southern Tribes and the potential for previously unknown cultural resource sites and traditional cultural places and an ongoing 3-year-long wildlife data collection study. The project was initiated in late 2022 and is anticipated to be complete in 2026.

US 191 Cochise Railroad Overpass Bridge Replacement, Cochise, AZ, ADOT. *Senior Biologist.* This bridge replacement project replaced the existing three-span steel girder bridge crossing the Union Pacific Railroad with a new precast girder bridge. The structure was built on a new roadway alignment to eliminate impacts to traffic. Scott provided a review and field visit to validate the potential for ESA-listed and sensitive species.

I-10 East Willcox TI Underpass Bridge Rehabilitation, Willcox, AZ, ADOT. *Senior Environmental Planner.* This bridge rehabilitation project is to complete a scoping document and final design for placing a polyester polymer concrete (PPC) overlay on the existing bridge deck and approach slabs and to replace the existing deck joints, abutment bearings and miscellaneous barrier and slope paving repairs. The project included ROW, utility, and environmental clearances.

I-40 Window Rock TI, Arizona, ADOT. *Environmental Lead.* This project will replace the Window Rock TI Bridges EB/WB and Lupton TI bridges and improve the vertical clearances at the crossroads. Scott is providing environmental oversight in the development of the Project Assessment, including the potential for ESA-listed and sensitive species for the project.

US 60 (Grand Avenue), 35th Avenue, and Indian School Road Intersection DCR/EA, Phoenix, AZ, ADOT. *Senior Environmental Planner.* This project included preparing a DCR (with 15% roll plot) and an EA and related studies to define a preferred improvement alternative at the 35th Avenue/Indian School Road intersection at US 60. The study evaluated numerous alternatives to improve intersection operations and safety and reduce vehicle/train conflicts, including grade-separating 35th Avenue from the BNSF Railway. The project included significant stakeholder coordination regarding multimodal improvements. Scott provided environmental planning and GIS support for the NEPA process.



RODNEY BRAGG, PE
Quality Manager

Education:

- BS, Civil Engineering, Arizona State University

Registrations:

- Professional Engineer, AZ #32831

Years of Experience: 31

Company Title: Vice President, responsible for managing the Highway Group in our Phoenix office

VALUE TO ADOT

- ✓ Phoenix office's Location Quality Manager for 14 years
- ✓ Served as a quality manager on four alternative delivery projects, including DB, CMAR, and GEC
- ✓ Works proactively with the design staff to verify our quality procedures are followed and properly documented and helps the team exceed quality expectations
- ✓ Experienced in transportation planning and engineering, project management, and quality control and quality assurance
- ✓ Performs both roadway and traffic design, including traffic impact studies, corridor studies, design concept reports, regional transportation studies, and preliminary and final design projects

Project Experience

➤ **Rodney served as quality manager on the following representative projects. In this role, he performed quality assurance reviews of all deliverables prior to submittal to the client to confirm quality control processes were implemented and review comments were addressed.**

I-10/Kino Parkway to Country Club Road DB GEC, Pima County, AZ, ADOT. *Quality Manager.* ADOT is reconstructing I-10 from west of Kino Parkway to Alvernon Way, including traffic interchanges at Kino Parkway, Country Club Road, and Palo Verde Road. AECOM's GEC role includes providing environmental studies, developing utility design files, conducting stakeholder engagement and coordination, performing design and construction reviews and oversight, developing construction cost estimates, and developing procurement documents to shortlist qualified teams to construct the project. The project is currently in the design stage, with construction beginning in mid-2025 and continuing through 2028.

SR 101L DB, Baseline Road to SR 202L, Chandler and Tempe, AZ, ADOT. *Quality Manager.* This 6-mile project added one additional outside GPL in each direction along SR 101L between Baseline Road and Frye Road, and upgraded features to current ADA standards at all intersections and along the existing frontage roads. The project included bridge widenings, drainage modifications, and environmental analyses.

SR 189 DB GEC, International Border to Grand Avenue, ADOT. *Quality Manager.* SR 189 begins at the Mariposa Port of Entry on the border with Mexico, the fourth busiest land port of entry in the U.S. The project will widen SR 189 to accommodate a new raised median, construct a new roundabout, and construct new flyover ramps between SR 189 and I-19 with the goal of improving access control and safety along the corridor, moving commercial trucks and vehicles more efficiently, and providing long-term economic benefits.

I-19 Broadband DB GEC, Tucson, AZ, ADOT Southcentral District. *Quality Manager.* ADOT used the DB delivery method to construct a broadband backbone with new multi-duct conduit and fiber optic cable for 63 miles of the I-19 corridor from the U.S. border to I-10. Once constructed, it will provide and improve internet service to the rural communities with the corridor.

As the GEC, AECOM provided environmental support, developed utility design files, conducted stakeholder engagement and coordination, developed construction cost estimates, developed procurement documents, assisted with ATCs and one-on-one meetings, performed design and construction reviews and oversight, and provided project document control. As the GEC, AECOM was responsible for preparing the RFQ and RFP, assisting ADOT with procuring the DB team and providing design/construction oversight.

SR 101L DB, I-17 to Pima Road, Phoenix, AZ, ADOT. *Quality Manager.* This project added one GPL to both directions of this 13-mile segment of SR 101L. As a major subconsultant, AECOM provided final design for the western segment from I-17 to SR 51. AECOM's scope included roadway design, widening seven bridge structures, roadway lighting upgrades, traffic control plans, signing and pavement marking plans, and design of over 300,000 square feet of retaining and noise walls. The project had several challenges, including limited allowable lane closures that were tailored to avoid many annual special events in the area.

SR 79, Gila River Bridge Replacement CMAR, Pinal County, AZ, ADOT. *Quality Manager.* This \$20M ADOT project includes replacing the 1,500-foot-long Gila River Bridge using the slide method of construction. This project is using the CMAR method of delivery and eight FHWA Every-Day-County innovations.

From: ADOT Business Engagement and Compliance Office <AZUTRACS-Support@azdot.gov>
Sent: Tuesday, October 14, 2025 2:45 PM
To: Lassiter, Genie
Cc: contractorcompliance@azdot.gov
Subject: Bidders List for AECOM Technical Services 01

AECOM Technical Services 01, AZUTRACS Number: [10053](#) has submitted a Bidder/Proposer list for **2026-008** on 10/14/2025 at 1:45 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 |
|--|---|------------------------|--------|-------------|------------------------------|------------|-------------|
| Ethos Engineering, LLC | 9180 South Kyrene Rd Tempe, AZ 85284 | Hispanic American | M | 10+ years | \$1 million to \$2 million | DBE | 541330 |
| Infrastructure Mavens, LLC | 21001 N. Tatum Blvd., Suite 1630-603 Phoenix, AZ 85050 | Caucasian | M | 10+ years | Less than \$500,000 | Non-DBE | 541611 |
| J2 Engineering & Environmental Design, LLC | 4649 E Cotton Gin Loop Phoenix, AZ 85040 | Native American | M | 10+ years | \$5 million to \$10 million | DBE | 541320 |
| Kuniklo Corporation | 10000 N. 31st Avenue, # C100-140 Phoenix, AZ 85051 | Hispanic American | F | 10+ years | \$500,000 to \$1 million | DBE | 541611 |
| PMA Consultants, LLC | 3800 N. Central Avenue Phoenix, AZ 85012 | Hispanic American | M | 10+ years | \$10 million to \$50 million | Non-DBE | 541330 |
| Point Engineers, LLC | 7600 N. 16th Street, Suite 202 Phoenix, AZ 85020 | Caucasian | M | 10+ years | \$1 million to \$2 million | Non-DBE | 541330 |
| RHA, LLC | 6677 W. Thunderbird Road, Suite K183 Glendale, AZ 85306 | Caucasian | F | 10+ years | \$1 million to \$2 million | DBE | 541330 |
| T2 UES, Inc. | 19621 N 23rd Dr Phoenix, AZ 85027 | Other | M | 4-7 years | More than \$100 million | Non-DBE | 541330 |
| Tam Consulting Services LLC | 4520 Jenkins Drive Plano, TX 75024 | Asian-Pacific American | M | 8-10 years | \$1 million to \$2 million | DBE | 541330 |
| Wilson & Company, Inc., Engineers & Architects | 410 N. 44th Street, Suite 460 Phoenix, AZ 85008 | Caucasian | M | 10+ years | \$5 million to \$10 million | Non-DBE | 541330 |

Per RFQ requirement, this list includes any firm that discussed teaming with AECOM, regardless of final teaming agreements.



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

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.

AECOM Technical Services, 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: Jennifer Bixby, PE, PTOE

E-MAIL ADDRESS: jennifer.bixby@aecom.com

TITLE: Vice President

CONSULTANT FIRM: AECOM Technical Services, Inc.

ADDRESS: 7720 North 16th Street, Suite 100

CITY, STATE, ZIP: Phoenix, AZ 85020

TELEPHONE: 480.363.0447

FAX NUMBER: 602.371.1615

UNIQUE ENTITY ID# (FROM SAM WEBSITE): EPUXNLX5EYC4

ADOT CERTIFIED DBE FIRM? (YES/NO) No

| SUBCONSULTANT(S): | TYPE OF WORK | ADOT CERTIFIED DBE FIRM (YES/NO) |
|---|---|----------------------------------|
| <u>Ethos Engineering, LLC</u> | <u>Geotech, Material Testing, Subsurface</u> | <u>Yes</u> |
| <u>Infrastructure Mavens, LLC</u> | <u>Construction Admin & Constr. Related S</u> | <u>No</u> |
| <u>J2 Engineering & Environmental Design, LLC</u> | <u>Landscape Architecture</u> | <u>Yes</u> |
| <u>Kuniklo Corporation</u> | <u>PE Management/General Consultant</u> | <u>Yes</u> |
| <u>PMA Consultants, LLC</u> | <u>Construction Admin & Constr. Related S</u> | <u>No</u> |
| <u>POINT Engineers, LLC</u> | <u>Utilities & Related Services</u> | <u>No</u> |
| <u>RHA, LLC</u> | <u>PE Management/General Consultant</u> | <u>Yes</u> |
| <u>T2 UES, Inc. d/b/a T2 Utility Engineers</u> | <u>Utilities & Related Services</u> | <u>No</u> |
| <u>Tam Consulting Services LLC</u> | <u>PE Management/General Consultant</u> | <u>Yes</u> |

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: | Ethos Engineering, LLC |
| CONTACT PERSON: | Pancho Garza |
| E-MAIL ADDRESS: | pgarza@ethosengineers.com |
| TITLE: | Principal |
| ADDRESS: | 9180 South Kyrene Road |
| | Suite 104 |
| CITY, STATE ZIP: | Tempe, AZ 85284 |
| TELEPHONE: | 480.326.8487 |
| FAX NUMBER: | N/A |
| UNIQUE ENTITY ID #: | QQGVC86EHVA5 |

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

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

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SUBCONSULTANT(S) TABLE:

| | |
|--------------------------|---|
| SUBCONSULTANT FIRM NAME: | J2 Engineering & Environmental Design, LLC |
| CONTACT PERSON: | Jeff Holzmeister, PE |
| E-MAIL ADDRESS: | jholzmeister@j2design.us |
| TITLE: | Director of Engineering |
| ADDRESS: | 4649 East Cotton Gin Loop |
| | Suite B2 |
| CITY, STATE ZIP: | Phoenix, AZ 85040 |
| TELEPHONE: | 602.438.2221 |
| FAX NUMBER: | 602.438.2225 |
| UNIQUE ENTITY ID #: | FPF9FEV1HKC5 |

| | |
|--------------------------|--------------------------------|
| SUBCONSULTANT FIRM NAME: | Kuniklo Corporation |
| CONTACT PERSON: | Patti Olds |
| E-MAIL ADDRESS: | patti@kuniklo.com |
| TITLE: | President / CEO |
| ADDRESS: | 10000 North 31st Avenue |
| | #C100-140 |
| CITY, STATE ZIP: | Phoenix, AZ 85051 |
| TELEPHONE: | 623.505.4855 |
| FAX NUMBER: | N/A |
| UNIQUE ENTITY ID #: | U7LLGPMNLAA5 |

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SUBCONSULTANT(S) TABLE:

| | |
|--------------------------|------------------------------------|
| SUBCONSULTANT FIRM NAME: | PMA Consultants, LLC |
| CONTACT PERSON: | David Weber, CGC, PMP |
| E-MAIL ADDRESS: | dweber@pmaconsultants.com |
| TITLE: | Director |
| ADDRESS: | 15169 North Scottsdale Road |
| | Suite 205 |
| CITY, STATE ZIP: | Scottsdale, AZ 85254 |
| TELEPHONE: | 602.277.7307 |
| FAX NUMBER: | 602.277.2827 |
| UNIQUE ENTITY ID #: | M384LF954HL9 |

| | |
|--------------------------|--------------------------------------|
| SUBCONSULTANT FIRM NAME: | POINT Engineers, LLC |
| CONTACT PERSON: | Suzanne Deitering, PE |
| E-MAIL ADDRESS: | sdeitering@pointengineers.com |
| TITLE: | Vice President |
| ADDRESS: | 7600 North 16th Street |
| | Suite 202 |
| CITY, STATE ZIP: | Phoenix, AZ 85020 |
| TELEPHONE: | 480.628.4306 |
| FAX NUMBER: | N/A |
| UNIQUE ENTITY ID #: | VK5BKQCMCS69 |

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SUBCONSULTANT(S) TABLE:

| | |
|--------------------------|-----------------------------------|
| SUBCONSULTANT FIRM NAME: | RHA, LLC |
| CONTACT PERSON: | Patrice Miller |
| E-MAIL ADDRESS: | patrice@teamrha.com |
| TITLE: | Managing Partner |
| ADDRESS: | 6677 West Thunderbird Road |
| | Suite K183 |
| 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. d/b/a T2 Utility Engineers |
| CONTACT PERSON: | James Mueller, PE |
| E-MAIL ADDRESS: | james.mueller@t2ue.com |
| TITLE: | Senior Project Manager |
| ADDRESS: | 19621 North 23rd Drive |
| | Suite 150 |
| CITY, STATE ZIP: | Phoenix, AZ 85027 |
| TELEPHONE: | 602.977.8076 |
| FAX NUMBER: | N/A |
| UNIQUE ENTITY ID #: | VXR7DY7K6DJ7 |

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SUBCONSULTANT(S) TABLE:

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

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

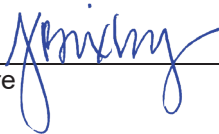
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DBE GOAL ASSURANCE/DECLARATION

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

Jennifer Bixby, PE, PTOE
Printed Name

Vice President
Title

SOQ SUBMITTAL CHECKLIST

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

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

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