AECOM

Statement Of Qualifications

INTERSTATE I-17, I-10 SPLIT (MP194) TO MCDOWELL ROAD (MP201)

DESIGN CONCEPT REPORT AND ENVIRONMENTAL ASSESSMENT

Contract #2027-006

September 18, 2026



Prepared for:

Arizona Department of Transportation
Engineering Consultant Selection
206 S. 17th Avenue
Mail Drop 616E
Phoenix, AZ 85007

Dear Selection Panel Members:

The I-17 between the I-10 Split and the I-10 Stack/McDowell Road is a critical urban freeway carrying regional commuter and freight traffic through aging infrastructure and operational bottlenecks. This project presents an important opportunity to establish a long-term vision that improves traffic flow, operational performance, and system connectivity while defining a phased implementation strategy to replace aging infrastructure, address corridor deficiencies, and maintain compatibility with future SR 30 improvements. Successful delivery requires a balanced approach that builds consensus among agencies and the community, advances near-term improvements, and maintains momentum toward the corridor's long-term vision.

The AECOM team brings direct corridor familiarity through our involvement in the I-17 Auxiliary Lane Improvements project between the Split and 19th Avenue, participation on the I-10 Deck Park Tunnel to I-10/I-17 Split DCR (I-10 Tunnel to Split DCR) team, and delivery of more than 50 ADOT DCRs and environmental documents. Our team members have studied the corridor's operational challenges, bridge conditions, utility constraints, stakeholder interests, and future transportation plans, allowing us to promptly begin developing and advancing alternatives.

Robert Ringwald, PE, SE, serves as our Project Manager and has successfully managed numerous ADOT DCR, EA, freeway widening, and system interchange projects throughout the Phoenix area, including projects involving bridge replacements, HOV facilities, complex stakeholder coordination, and phased implementation strategies. He brings a proven record of delivering ADOT projects on schedule while fostering collaboration among agency partners and technical disciplines to efficiently move projects forward.

AECOM is committed to delivering practical, integrated solutions for this corridor that improve mobility and safety for its users. We respectfully express our interest in being selected for this project, and we confirm that all key personnel identified are committed to providing the level of involvement necessary to meet ADOT's quality and schedule expectations. AECOM is not a certified DBE.

Sincerely,

AECOM Technical Services, Inc.

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

Robert Ringwald, PE, SE
(AZ #33244/#31194)
Project (Contract) Manager
602.648.2440
robert.ringwald@aecom.com

KEY BENEFITS TO ADOT

Fast, efficient delivery that accelerates project delivery

Our team's corridor familiarity, established relationships, and extensive ADOT experience allow us to quickly identify and resolve risks associated with bridge replacements, FAA constraints, BNSF, utilities, and right-of-way. Our streamlined DCR and EA delivery process allows us to focus resources on alternatives, constructability, and phased implementation strategies that allow ADOT to advance projects into final design and construction as funding becomes available.

A phased implementation strategy that delivers visible progress while advancing the ultimate corridor vision

The goal of this project is not solely about defining the ultimate configuration of I-17. It will provide an implementation plan that addresses existing deficiencies, improves operations, and identifies logical construction packages that can be delivered incrementally. AECOM will identify near-term projects that minimize throwaway work, maintain compatibility with future SR 30 improvements, and allow the public to see meaningful progress toward the larger long-term investment.

Proven ability to gain and maintain consensus among stakeholders

This project requires coordination with ADOT, FHWA, FAA, MAG, the City of Phoenix, Sky Harbor International Airport, Valley Metro, utility owners, BNSF Railway, and the surrounding community. Our team has extensive experience leading complex urban freeway projects where stakeholder consensus is critical to project advancement. Through proactive coordination, transparent communication, and collaborative alternative development, we will build agreement around technically sound and implementable solutions while maintaining momentum through the DCR and EA process.

Engineering Consultants Section
SOQ Proposal Certifications Form

Contract #: 2027-006 Consultant Name: AECOM Technical Services, Inc.

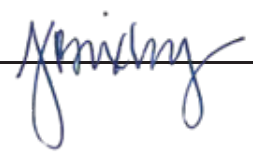
Please read the fifteen (15) statements below. The statements are to ensure Consultants are aware and in agreement with Federal, State and ECS guidelines related to the award of this contract. Consultants shall submit the specific Certification form attached to each RFQ advertised, as revisions to the 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: Sept. 18, 2026

Revised 2/11/2022

ARIZONA DEPARTMENT OF TRANSPORTATION
ENGINEERING CONSULTANTS SECTION
PARTICIPATION IN BOYCOTT OF ISRAEL - CONSULTANT CERTIFICATION FORM
ADOT ECS Contract No.: 2027-006

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.

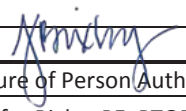
The certification below does not include boycotts prohibited by 50 United States Code Section 4842 or a regulation issued pursuant to that section. *See* A.R.S. §35-393.03.

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
2398 E. Camelback Road, Suite 520 Address	Jennifer Bixby, PE, PTOE Printed Name
Phoenix AZ 85016 City State Zip	Vice President Sept. 18, 2026 Title Date

Participation in Boycott of Israel – Consultant Certification
Form Revised - 4/28/2020

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 company unless the contract includes written certification that the company does not use the forced labor, or any goods o services produced by the forced labor, or use any consultants, subconsultants, or suppliers that use the forced labor or an 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 liabilit 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 vali business reason.

2. "Public entity" means this State, a political subdivision of this State or an agency, board, commission or department of this Stat or a political subdivision of this State.

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

☒	The Company submitting this Offer does not use, and agrees not to use during the term of the contract, any of the following: • Forced labor of ethnic Uyghurs in the People's Republic of China; • Any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China; or • Any Consultants, Subconsultants, or suppliers that use the forced labor or any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China.
☐	The Company submitting this Offer **does** participate in use of Forced Uyghurs Labor as described in A.R.S. § 35-394.
☐	**Exempt Consultant.** Indicate which of the following statements applies to this Consultant (may be more than one): ☐ Consultant is a sole proprietorship; ☐ Consultant has fewer than ten (10) employees; and/or ☐ Consultant is a non-profit organization.

AECOM Technical Services, Inc.
Company Name

2398 E. Camelback Road, Suite 520
Address

Phoenix | **AZ** | **85016**
City | State | Zip

September 18, 2026
Signature of Person Authorized to Sign

Jennifer Bixby, PE, PTOE
Printed Name

Vice President
Title

ADOT ECS Contract No: 2027-006

Forced Labor of Ethnic Uyghurs Ban Certification Form *(rev 10-2022)*

1. PROJECT UNDERSTANDING & APPROACH

PROJECT OVERVIEW

I-17 between the I-10 Split and I-10 Stack system traffic interchanges (TI) carries approximately 130,000 vehicles per day (vpd) with 10% - 13% trucks and experiences significant congestion throughout the day in both directions of travel. Traffic volumes and congestion are expected to significantly increase with the future addition of the SR 30 connection and growth along the corridor. Adding high-occupancy vehicle (HOV) lanes, ramp/frontage road improvements and auxiliary lanes will increase freeway capacity, relieve current and future traffic congestion, and improve safety and resiliency along an aging corridor. The existing freeway was built in the 1960s and many of the bridges, ramps, and cross slopes are functionally obsolete, do not meet current design standards, and are at or approaching the end of their service life.

The *I-10/I-17 Corridor Master Plan – Needs Assessment Report* (June 2016) (Spine Study) established a long-range framework for improving the I-10 and I-17 corridors with recommended projects for inclusion in the MAG Regional Transportation Plan. The *SR 30/SR 202L/ I-17 Corridor Recommendation Report* (September 2021) included recommendations for the future SR 30 alignment and connection to I-17 that were not considered in the Spine Study. ADOT and MAG are expected to advance the SR 30 alignment east of the South Mountain Freeway, including the SR30/I-17 System TI, through a separate Design Concept Report (DCR) to proceed concurrently with this study. The recommendations from these planning efforts will serve as key inputs to the development, evaluation, and refinement of alternatives and recommendations in the I-17 Split to Stack DCR and Environmental Assessment (EA).

Funding

The current program indicates that this project will be delivered under the MAG Freeway Life Cycle Program (FLCP), with funding allocated across two projects: I-17, 19th Avenue to McDowell Road and I-17, I-10 (Split) to 19th Avenue. Pre-design activities for both projects are funded in 2027, followed by design in 2030, and right-of-way (R/W) acquisition and utility relocations in 2031.

Construction funding is phased, with the 19th Avenue to McDowell Road segment programmed for 2035 at an estimated cost of $328.06 million, and the I-10 (Split) to 19th Avenue segment programmed for 2037 at $608.16 million. Through this DCR, AECOM will develop project recommendations and an implementation roadmap that positions the corridor for efficient advancement into final design, R/W acquisition, utility coordination, and construction, while remaining flexible to funding changes and opportunities.

The DCR and EA will identify and evaluate improvements that enhance safety, increase corridor capacity, improve operational performance and system connectivity, address aging infrastructure, and support long-term compatibility with planned regional transportation investments. Key elements to be evaluated include:

- New HOV lanes along corridor and through the I-10/I-17 Stack system TI
- New Direct HOV (DHOV) ramp at the I-10/I-17 Split system TI
- Ramp and frontage road improvements to improve traffic operations and safety and reduce congestion
- Evaluate DHOV ramps at 7th Street
- Auxiliary lanes to improve merging, weaving and corridor mobility
- Replace functionally obsolete bridges
- Safety improvements to bring freeway elements up to current standards, where practical
- Identify and mitigate R/W, utility, and cost impacts
- Compatibility with the future SR 30 system TI
- Other long-term improvements to meet projected traffic demands
- Constructability and phased implementation of the recommended alternatives

The study will develop a phased implementation strategy that addresses **near-term safety and operational needs while preserving flexibility for future** corridor improvements and regional transportation investments

Major Tasks, Special Issues, Technical & Institutional Elements

DCR

AECOM, POINT, and Ethos recently advanced the ADOT I-10/I-17 Split to 19th Avenue Auxiliary Lane Improvement Project (I-17 Auxiliary Lane project) to ***near-final design, providing our team with a comprehensive understanding of I-17 operational challenges, geometric and R/W constraints, utility conflicts, and*** *implementation considerations.*

Building on this experience, we will prepare a comprehensive DCR that documents the project purpose and need, alternative development and screening process, evaluation criteria, and Recommended Alternative. We will advance the Recommended Alternative to the Stage I (15%) design level, including plan and profile roll plots, preliminary roadway and structure layouts, planning-level cost estimates, and implementation considerations. Our approach will provide ADOT with a clear, well-supported path forward for near-term and long-term projects, R/W acquisition, utility coordination, and construction.

AECOM has delivered more than 50 ADOT DCRs and EAs. We are supporting delivery of the I-10, Deck Park Tunnel to I-10/I-17 Split DCR, enabling us to quickly identify opportunities, risks, and interdependencies through the system TI, deliver more refined alternatives earlier in the process, and maintain consistent messaging with the Federal Aviation Administration (FAA) and Phoenix Sky Harbor.

Environmental Review

Environmental review and clearances will be integrated with DCR development to support future federal funding and maintain the project schedule. Early coordination with ADOT Environmental Planning (EP) and resource agencies will confirm the appropriate National Environmental Policy Act (NEPA) class of action, define technical study requirements, and establish the public involvement and agency coordination strategies. Consistent with the RFQ, AECOM assumes preparation of an EA due to the potential for R/W acquisition and community impacts

Public & Stakeholder Involvement

Building consensus among key decision-makers, stakeholders, and the community is critical to advance a Recommended Alternative and position the project for implementation. AECOM, and our subconsultant Avenue Consultants, will develop and execute a targeted outreach program that engages ADOT, MAG, the City of Phoenix, corridor stakeholders, property owners, businesses, and residents. We will gather meaningful input, address concerns early, and build support for project recommendations and future delivery.

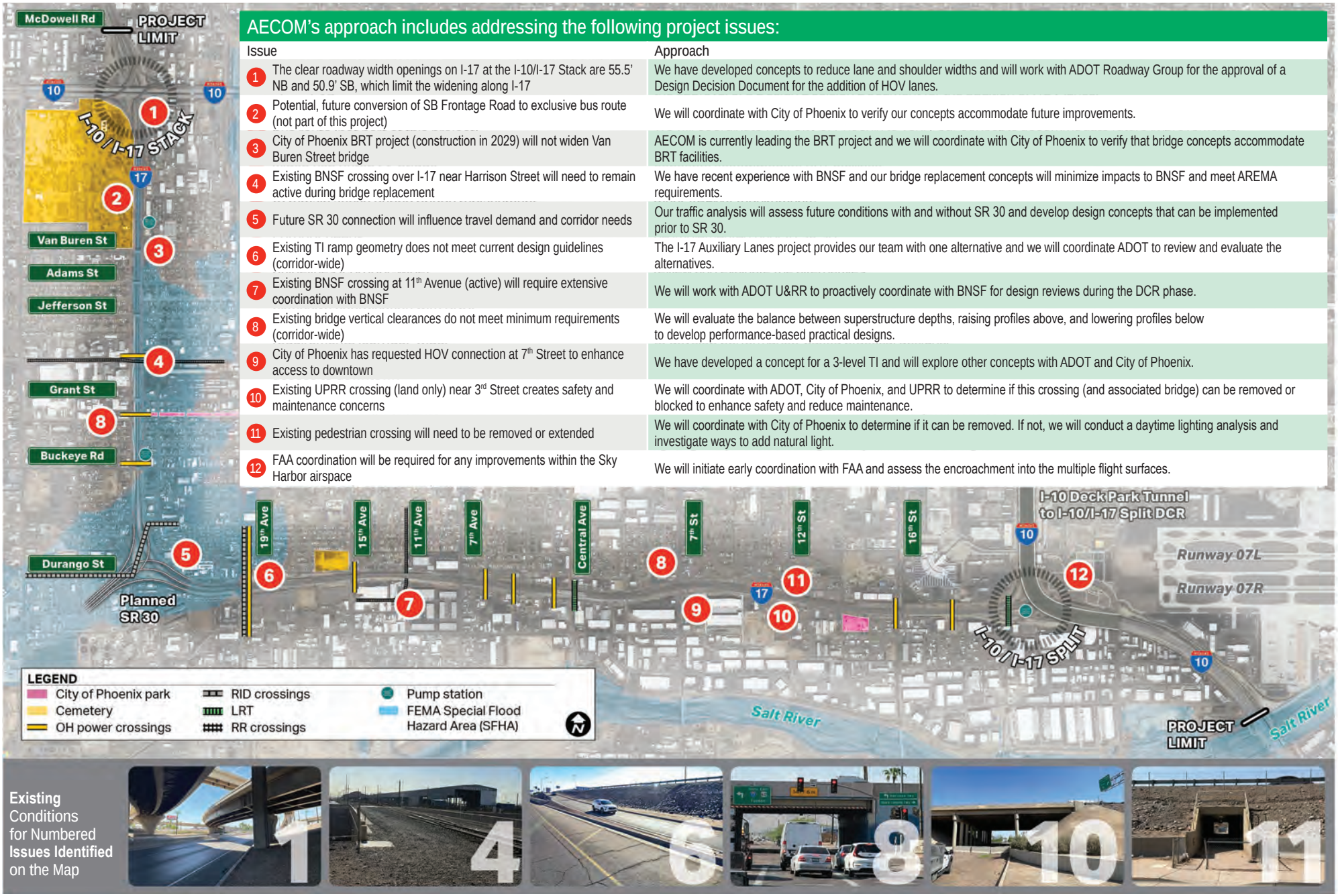
Other technical tasks include, but are not limited to:

- AASHTO Design Criteria Report
- Traffic, bridge, drainage, geotechnical, and pavement studies
- Americans with Disabilities Act (ADA) compliance and feasibility report
- R/W and utility impact evaluations
- Cost estimates and implementation planning
  Technical environmental studies and NEPA documentation support
- 3D visualization of the Recommended Alternative to support technical evaluation, stakeholder and public engagement and possible digital delivery in final design

Figure 1 presents a summary of our approach to addressing project issues

AECOM's approach includes addressing the following project issues:

Issue		Approach
1	The clear roadway width openings on I-17 at the I-10/I-17 Stack are 55.5' NB and 50.9' SB, which limit the widening along I-17	We have developed concepts to reduce lane and shoulder widths and will work with ADOT Roadway Group for the approval of a Design Decision Document for the addition of HOV lanes.
2	Potential, future conversion of SB Frontage Road to exclusive bus route (not part of this project)	We will coordinate with City of Phoenix to verify our concepts accommodate future improvements.
3	City of Phoenix BRT project (construction in 2029) will not widen Van Buren Street bridge	AECOM is currently leading the BRT project and we will coordinate with City of Phoenix to verify that bridge concepts accommodate BRT facilities.
4	Existing BNSF crossing over I-17 near Harrison Street will need to remain active during bridge replacement	We have recent experience with BNSF and our bridge replacement concepts will minimize impacts to BNSF and meet AREMA requirements.
5	Future SR 30 connection will influence travel demand and corridor needs	Our traffic analysis will assess future conditions with and without SR 30 and develop design concepts that can be implemented prior to SR 30.
6	Existing TI ramp geometry does not meet current design guidelines (corridor-wide)	The I-17 Auxiliary Lanes project provides our team with one alternative and we will coordinate ADOT to review and evaluate the alternatives.
7	Existing BNSF crossing at 11th Avenue (active) will require extensive coordination with BNSF	We will work with ADOT U&RR to proactively coordinate with BNSF for design reviews during the DCR phase.
8	Existing bridge vertical clearances do not meet minimum requirements (corridor-wide)	We will evaluate the balance between superstructure depths, raising profiles above, and lowering profiles below to develop performance-based practical designs.
9	City of Phoenix has requested HOV connection at 7th Street to enhance access to downtown	We have developed a concept for a 3-level TI and will explore other concepts with ADOT and City of Phoenix.
10	Existing UPRR crossing (land only) near 3rd Street creates safety and maintenance concerns	We will coordinate with ADOT, City of Phoenix, and UPRR to determine if this crossing (and associated bridge) can be removed or blocked to enhance safety and reduce maintenance.
11	Existing pedestrian crossing will need to be removed or extended	We will coordinate with City of Phoenix to determine if it can be removed. If not, we will conduct a daytime lighting analysis and investigate ways to add natural light.
12	FAA coordination will be required for any improvements within the Sky Harbor airspace	We will initiate early coordination with FAA and assess the encroachment into the multiple flight surfaces.



PROJECT APPROACH

The AECOM team brings significant experience delivering DCRs and EAs for MAG freeway corridors. Figure 2 presents an overview of our streamlined process for project delivery and relationships of the project's major tasks.

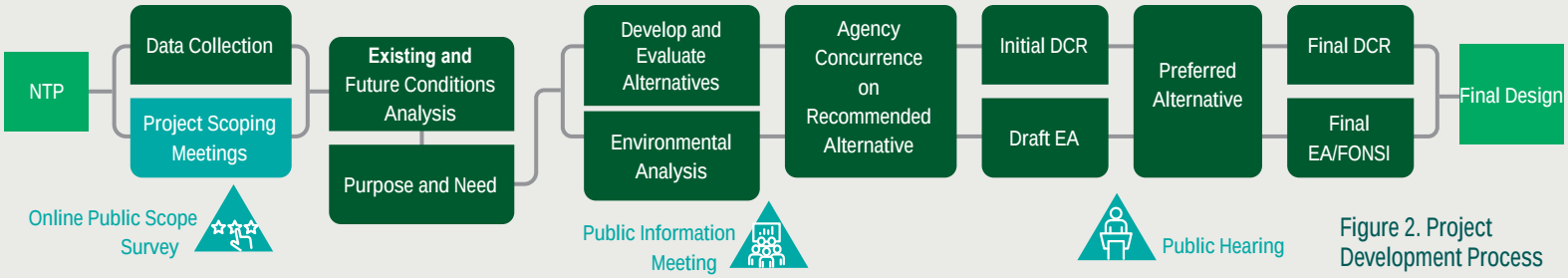
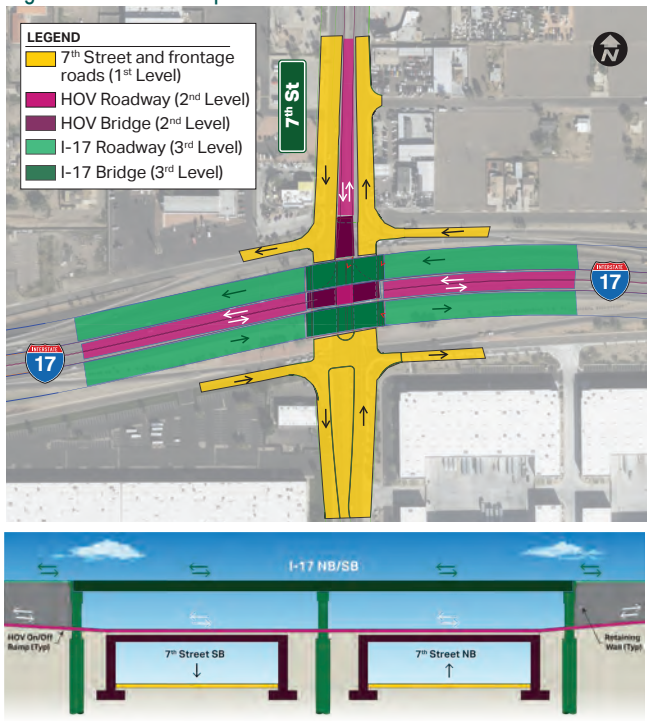


Figure 2. Project Development Process

Alternative Development

AECOM will work closely with ADOT to develop and refine practical, implementable solutions that improve safety, mobility, system connectivity, and long-term corridor performance. Our team's recent delivery of the I-17 Auxiliary Lane project and completion of corridor bridge inspections allows us to quickly identify constraints, evaluate opportunities, and focus on alternatives that provide the greatest operational benefit while minimizing implementation risk.

Figure 3. DHOV Concept at 7th Street



This DHOV concept at 7th Street (plan and elevation view) builds a compact three-level TI with retaining walls to accommodate HOV ramp traffic on the second level and I-17 mainline on the third level.

Our team will build upon the prior planning efforts, including two-lane exits and X-ramp configurations, to advance concepts into holistic alternatives. Improvement concepts for TIs will be driven by the results of the 2050 traffic analysis and developed in coordination with ADOT, MAG, the City of Phoenix, and other stakeholders.

We will evaluate a full range of corridor improvements, including auxiliary lanes, lane balance strategies, interchange modifications, and opportunities to improve multimodal connectivity at locations such as the Jefferson/Adams TI, which is identified in the *City of Phoenix Comprehensive Bicycle Master Plan* (2014) as a planned bicycle route. Corridor improvements will consider other stakeholders and community priorities, such as BRT and a future 7th Street DHOV connection to enhance downtown transit connectivity. We developed a concept for this 7th Street connection, shown in Figure 3, that maintains frontage road operations.

Our approach includes early coordination with the FAA and the SR 30 planning effort to develop improvements that address near-term corridor needs while preserving compatibility with future regional investments. We will identify phased I-17 improvements that will function in the near-term and integrate seamlessly with the future SR 30 corridor. We will use a collaborative, multi-disciplined approach to develop improvement concepts and develop comprehensive, holistic alternatives to address the corridor needs. We will conduct workshops to develop performance metrics and use a transparent, data-driven evaluation process to develop a phased corridor strategy that delivers near-term operational benefits, positions high-priority projects for final design, and maintains compatibility with future corridor investments. Many of our key team members have worked together for over 20 years on the MAG regional freeway system.

Traffic Analysis

Future traffic patterns in the corridor have changed significantly since the 2016 Spine Study. This has been driven by the I-10 Broadway Curve improvements, the planned SR 30 East Corridor, and updated MAG 2050 travel demand forecasts.

AECOM conducted traffic analyses for major improvements on both I-17 and I-10 corridors for the I-17 Auxiliary Lane project and the I-10 Near-Term Improvement DCR, which will allow our team to bring insights into evolving travel patterns in this area that affect operations through the I-17 corridor and the system TIs.

We will combine our corridor-specific knowledge with data-driven analysis to validate lane balance needs, identify operational improvements, and develop a phased implementation strategy to address near-term deficiencies and support long-term goals. We will:

- Develop a calibrated corridor model using TomTom probe data, travel times, traffic volumes, and origin-destination (O-D) patterns to accurately reflect real-world freeway, ramp, frontage road, and interchange operations.
- Evaluate geometric deficiencies on operations, such as truck acceleration on existing short ramps
- Consider City of Phoenix requests for DHOV ramps at 7th Street. Evaluate 7th Street operations with DHOV ramps.
- Evaluate both 2040 and 2050 horizon years to confirm lane balance in the short and long-term, identify scalable improvements and support implementation planning.
- Perform predictive safety analyses to inform alternative screening and support the Change of Access Report (COAR).

Our traffic and roadway teams, led by Kate Bondy and Rodney Bragg, successfully led the traffic analysis and alternative development for the I-10 Near-Term Improvement DCR, providing direct experience with complex freeway corridors. We also evaluated traffic operational needs along I-17 as part of the I-17 Auxiliary Lane project.



TomTom O-D probe data probe data will be used to calibrate the model. This example shows the origin of vehicle trips (by percentage) that are destined to 7th Street and where those vehicles on the exit ramp go (by percentage) on 7th Street and the frontage road.

Right-of-Way

R/W will be a critical driver in developing a feasible, implementable corridor solution. As a constrained urban freeway with closely spaced interchanges, frontage roads, commercial properties, rail facilities, and utility corridors, many of the improvements needed to address long-term capacity and operational deficiencies have the potential for significant R/W impacts. AECOM will integrate R/W considerations into alternative development from the outset to avoid advancing concepts with unacceptable property impacts, excessive costs, or implementation risks.

Early in the study, we will identify high-risk parcels and sensitive resources that could influence alternative selection, including Section 4(f) properties, schools, cemeteries, railroad properties, and major utility facilities. We will coordinate with ADOT R/W to understand ownership and access constraints at railroad crossings, irrigation facilities, and other critical corridor features.

We will work closely with ADOT R/W, stakeholders, and the project team to evaluate acquisition requirements, access impacts, business and site circulation effects, and associated costs for each build alternative. Through focused R/W workshops, we will assess acquisition, access, and on-site circulation impacts and identify opportunities to reduce impacts, refine concepts, and balance operational benefits with implementation feasibility. This iterative process will provide ADOT with a defensible understanding of the tradeoffs between alternatives and support informed decision-making throughout the DCR process.

Utilities

The I-17 corridor contains numerous utilities that have the potential to influence alternative development, project phasing, R/W needs, and overall implementation costs. Constraints include:

- BNSF active rail crossing at 11th Avenue
- UPRR inactive crossing at 3rd Street
- Roosevelt Irrigation District (RID) facilities at the Durango Curve and 19th Avenue
- SRP irrigation crossings at Grant Street, 19th Avenue, 15th Avenue, and 7th Avenue
- Major overhead power facilities, including a transmission crossing at Sherman Parkway
- City of Phoenix water, sewer, and storm drain
- Numerous private telecommunications and fiber providers

Our dedicated Utility Coordinator, Suzanne Deitering, brings established relationships with the utility owners and recent experience in this corridor through the I-17 Auxiliary Lanes project. This allows us to initiate coordination immediately and identify critical constraints early for consideration in alternatives development and evaluation.

We will compile and review available utility records, as-builts, and CADD data; establish prior-rights ownership; identify potential conflicts; and coordinate with utility owners to define relocation corridors, easement requirements, and implementation considerations. Consistent with ADOT's goals, we support utility designation, and can supplement targeted potholing when requested, to provide a reliable understanding of utility risks and costs during alternative development. By integrating utility coordination into the alternatives evaluation process, we will minimize unforeseen conflicts, develop feasible relocation and protection strategies, and support phased implementation of priority improvements.

Bridges

The I-17 corridor includes 13 vehicular bridges, one railroad bridge and one pedestrian underpass. Most have inadequate clearance, are more than 63 years old and are approaching their anticipated service life.



Existing bridges along the corridor have inadequate** vertical and horizontal clearance to accommodate **widening, such as the 16th Street Overpass.

Providing the required vertical clearance will be a key project driver. We will evaluate structural configurations and wall systems that meet the 16'-6" clearance while minimizing impacts to roadway profiles, drainage systems, utilities, R/W, and maintenance of traffic (MOT). This includes optimizing span configurations to meet horizontal clearance requirements and selecting girders that minimize superstructure depths. A "top down" construction method, like soil nail walls, may be used to minimize span lengths.

BNSF Railway Bridge

The spur track, owned and operated by BNSF Railway, and 11th Avenue Overpass will require particularly close coordination with external stakeholders. Design will follow AREMA, applicable AASHTO LRFD, ADOT BDG requirements, and the latest *Union Pacific Railroad–BNSF Railway Guidelines for Railroad Grade Separation Projects*.



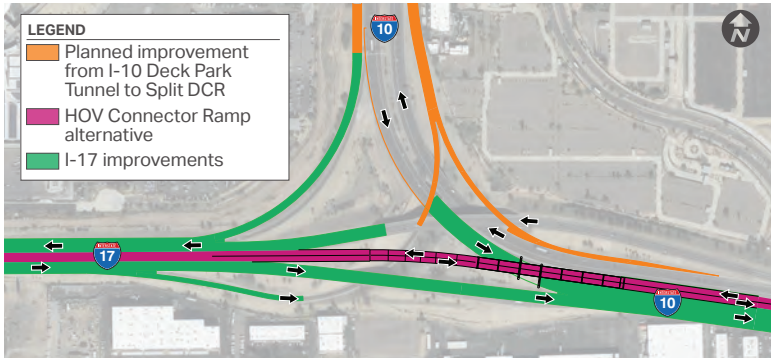
AECOM has railroad design experts who previously worked for BNSF and will support railroad bridge design and coordination efforts.

Leveraging our experience working with BNSF, utility owners, and the City of Phoenix, we will proactively coordinate with stakeholders to identify feasible solutions early, reduce project risk, and maintain schedule certainty. Our bridge recommendations will improve corridor operations while minimizing traffic impacts during construction, including BNSF freight impacts.

I-10/I-17 Split HOV Connector

The HOV concept identified in previous planning efforts relies on a south-side alignment at the I-10/I-17 Split that would require substantial R/W acquisition and potentially impact adjacent warehouse properties. We will evaluate alternative configurations, including a refined median HOV connector concept (Figure 4) previously developed by AECOM. We will leverage advancements in bridge construction, including bulb-tee girder systems, to reduce structure depth, increase span lengths, and minimize R/W and community impacts.

Figure 4. I-10/I-17 Split HOV Connector Concept to reduce R/W impacts



Having recently incorporated 202-foot BT98 girders on the I-10/SR101L HOV connector project, our team understands how to apply these innovations to develop more efficient, cost-effective, and implementable HOV connection alternatives. We will coordinate closely with our in-house aviation professionals to evaluate and address FAA airspace and operational requirements.

ABC Considerations

Constructability will be a primary consideration throughout alternative development. We will evaluate Accelerated Bridge Construction (ABC) techniques, such as bridge slides, Geosynthetic Reinforced Soil–Integrated Bridge Systems (GRS-IBS) embankments, precast substructures, and precast superstructure elements (partial depth precast deck panels, girders and box beams) with the goal of reducing traffic impacts, shortening construction duration, and maintaining corridor mobility during construction. Our team has successfully implemented these approaches on major ADOT bridge replacement projects, and we will identify where they provide the greatest benefit for this corridor with consideration also given to life cycle costs and maintenance.

Implementation Phasing

To support efficient delivery, we will evaluate consistent bridge superstructure and substructure solutions throughout the corridor where practical. Standardizing structural systems, details, and construction approaches reduces design complexity, improves constructability, simplifies maintenance, and creates opportunities for contractors to replicate construction methods across multiple bridge replacements, resulting in reduced cost and schedule risk.

Recognizing that implementation funding is phased through the MAG FLCP, our bridge replacement strategies will align with the overall corridor implementation plan. We will identify improvements that can be packaged and sequenced to support near-term operational projects while preserving compatibility with future corridor widening and the ultimate connection to SR 30. This approach considers traffic management, minimizes R/W work and positions ADOT to advance priority improvements to final design as funding becomes available.

Geotechnical

AECOM and our geotechnical subconsultant, Ethos, bring recent, corridor-specific experience from the I-17 Auxiliary Lane Improvement project. Combined with our review of available bridge record drawings and subsurface information, we understand the existing foundation conditions and potential geotechnical risks, allowing us to focus investigations on areas that influence alternative development and project implementation.

We anticipate generally favorable foundation conditions for future bridge and wall improvements and will identify appropriate foundation types early to support reliable cost estimates and implementation planning. Existing bridge foundations vary through the project limits and include spread footings, driven piles, drilled shafts, and combination systems. We will evaluate opportunities to standardize foundation and wall systems where practical, supporting efficient project delivery.

The corridor includes several areas where widening may require modifications to existing cut slopes. We will evaluate constructable and cost-effective stabilization measures, including top-down soil nail wall systems, to minimize R/W impacts and support phased implementation. We will develop pavement recommendations that accommodate projected traffic demands while maximizing long-term performance and value.

Drainage

The I-17 corridor traverses one of the most hydraulically complex areas in central Phoenix. The Flood Control District of Maricopa County's (FCDMC) 2008 *Metro Area Drainage Master Study/Plan* (ADMS/P) identified problematic drainage conditions that resulted in flooded homes and businesses near the corridor. In addition,

I-17 from Roosevelt Street to the Durango Curve lies within a Special Flood Hazard Area (SFHA) Zone AE as identified by the Federal Emergency Management Agency (FEMA).



Capacity of the pump stations located north of Buckeye Road, north of Van Buren Street, and at the Split will be evaluated to determine the need for system upgrades or capacity augmentation.

The ADMS/P recommends drainage improvements in the corridor, including a storm water storage basin northeast of the Durango Curve and a drainage channel and tunnel system along I-17.

We will evaluate how these planned regional drainage improvements intersect with proposed corridor alternatives and coordinate closely with ADOT, FCDMC, and the City of Phoenix to identify responsibilities, opportunities for partnership, and potential cost-sharing strategies.

Additional pavement width associated with corridor improvements will increase impervious areas and peak runoff throughout the project limits. Our team will evaluate these increases in discharge and assess the capability of existing stormwater infrastructure to accommodate future conditions. This evaluation will include the corridor's major drainage facilities, including the 21-foot-diameter tunnels at Central Avenue and the I-10/I-17 Split.

We will assess inlet and trunkline capacities, evaluate impacts to existing lateral systems, and identify additional infrastructure needed to capture and convey stormwater. By addressing drainage constraints early and integrating them into the alternative evaluation process, we will develop practical, implementable solutions that reduce project risk.

MOT and Constructability

Alternative development and evaluation will integrate construction phasing and MOT to confirm recommended improvements are not only operationally effective, but also practical to implement within this highly constrained urban corridor. The corridor's limited R/W, frontage roads, aging structures, and heavy traffic volumes create significant challenges for construction and traffic management.

Deficient shoulders eliminate the opportunity for typical shifting of traffic to the inside/outside. Our team will build upon lessons learned from previous corridor projects, including **the Central Avenue Bridge replacement, where traffic** was successfully shifted to one side of the freeway with temporary concrete barrier separation. Similar approaches, traffic control strategies, and accelerated construction techniques will be evaluated throughout the alternatives analysis to confirm constructability, and improve cost and schedule reliability.

Environmental

This project is anticipated to require an EA given the R/W and community impacts associated with roadway improvements in a constrained urban corridor. Key technical studies will include air, noise, cultural resources, Section 4(f), hazardous materials, and biological resources. Our environmental lead, Greta Halle, has extensive experience delivering NEPA documents for FHWA, ADOT, and the City of Phoenix. Our team will integrate environmental evaluation considerations into alternative development to identify constraints early, avoid fatal flaws, and maintain project momentum toward implementation.

Cultural

AECOM is familiar with portions of the study area through our work on the I-17 Auxiliary Lane project. The project area contains archaeological and historic resources associated with the Hohokam period, early agricultural development, railroad expansion, and urban growth in Phoenix throughout the twentieth century. We will build on previous investigations, update existing data, and work closely with the ADOT Historic Preservation Team (HPT).

Cultural investigations will evaluate resource eligibility for the National Register of Historic Places, assess project impacts, and formalize a mitigation strategy to resolve unavoidable adverse effects. This approach informs the alternatives development and evaluation, minimizes uncertainty during environmental clearance, and supports advancement into final design.



Cemeterio Lindo (aka Salt River Cemetery) at 15th Avenue** and I-17 dates to 1890 and is included in the Phoenix **Historic Property Register.

Section 4(f)

Section 4(f) compliance will be a critical path item given the number of parks, recreational facilities, and historic resources located within the corridor. Our team will identify, map and evaluate potential Section 4(f) properties early, coordinate closely with local agencies, and integrate Section 106 and Section 4(f) evaluations to streamline decision-making and avoid conflicting determinations.

Our relationships with City of Phoenix Parks, Environmental, and Historic Preservation offices allow us to quickly resolve boundary issues.

Hazardous Materials

The corridor passes through downtown Phoenix with a long history of industrial and commercial development, creating the potential for contaminated soil, groundwater impacts and underground storage tanks. A large hazardous material plume overlaps I-17 at the Durango Curve. R/W acquisitions along the corridor will require Phase II environmental site assessments and Arizona Department of Environmental Quality (ADEQ) file reviews. To proactively manage these risks, AECOM will coordinate with ADOT EP and prepare a Preliminary Initial Site Assessment to identify high-risk properties early in the study phase, allowing environmental considerations to inform alternative refinement and implementation strategies before they become schedule risks.

Biological Resources and Clean Water Act

The project is located within a highly urbanized area with minimal biological resource concerns. No drainages in the study area qualify as Waters of the U.S., and Section 404 permitting is not anticipated. While the Salt River and the Rio Salado Habitat Restoration Area are located south of the project, they are unlikely to be affected. We will conduct early screening of biological resources, drainage features, and potential jurisdictional waters to confirm permitting requirements and avoid surprises during final design.

Air Quality

The project is located within the Phoenix Serious PM-10 Nonattainment Area and is subject to transportation conformity requirements. We will initiate compliance evaluation using the ADOT Air Quality Screening Checklist and prepare the PM Consultation Document to facilitate the interagency consultation process with ADOT, FHWA and MAG to determine project-specific requirements, including hot-spot modeling. Given the high traffic volumes (140,000–150,000 AADT threshold) and significant freight activity, we will use MOVES to conduct a quantitative analysis of the nine priority MSATs, comparing Build vs. No-Build alternatives.

Noise

Traffic noise will be a major consideration due to the corridor's proximity to residential neighborhoods, schools, churches, parks, and other noise-sensitive receptors. Noise conditions differ substantially throughout the study area. The depressed freeway section north of Buckeye Road has retaining walls that shield adjacent receptors, limiting noise impacts to ramps and cross-street bridges. East of 19th Avenue, the mainline is elevated with limited shielding for noise and truck exhaust.

This project triggers a Type I traffic-noise analysis under FHWA and ADOT guidelines. Impacts are anticipated where widening shifts traffic closer to receptors; bridge reconstruction changes elevations, or existing shielding is modified. We will identify impacted receptors, conduct FHWA-approved noise modeling for Existing, No-Build and Build conditions; and assess feasible and reasonable mitigation measures. Noise considerations will be closely coordinated with roadway, structural, and R/W decisions to optimize corridor improvements, assess acoustic effectiveness, and minimize community impacts.

Public Involvement

Building consensus among key decision-makers, agencies, stakeholders, and the public will be critical to advancing a Recommended Alternative and maintaining project momentum. A robust public involvement program is critical to maintaining transparency and NEPA compliance. Our comprehensive Public Involvement Plan will establish targeted stakeholder identification, Title VI compliance strategies, and public meeting logistics.

Our hybrid engagement program integrates:

- Agency scoping meetings
- Tribal coordination
- Local leadership briefings
- Stakeholder workshops
- Public information meetings
- Digital project portal

Our public and stakeholder engagement lead, Marsha Miller-Long, will implement a program that proactively engages community members, property owners, local agencies, Tribal Nations, and advocacy groups early in the planning process to identify concerns, opportunities, and potential project constraints before they become schedule risks. Recognizing the potential for R/W acquisition and community impacts, we will combine focused stakeholder coordination with broad public outreach to build understanding and support for project recommendations. This integrated approach promotes meaningful two-way communication, provides timely information and opportunities for public feedback, and provides ADOT with a defensible public involvement process that helps advance the project from planning to implementation.

Phoenix Sky Harbor Coordination

Given the corridor's proximity to Phoenix Sky Harbor Airport, FAA coordination will be a critical component of alternative development and implementation planning. AECOM is supporting delivery of the I-10 Deck Park Tunnel to I-10/I-17 Split DCR, and we are leading the team's FAA coordination efforts. We will continue coordinating with our in-house aviation specialists to confirm airspace constraints and verify proposed improvements at the I-10/I-17 Split system TI remain compatible with existing and future airport operations.

Our team will evaluate proposed improvements against FAA airspace requirements, including Part 77 obstruction standards, Terminal Instrument Procedures (TERPS) criteria, airport operational surfaces, and Runway Protection Zones (RPZs). Based on the project's location, the primary constraints are associated with Runways 7L-25R and 7R-25L. We will establish an airspace constraints model to assess roadway profiles, bridge configurations, HOV connector alternatives, signing, lighting, and other vertical elements. Additionally, we will evaluate construction-related constraints, including cranes, pile-driving equipment, falsework, and other temporary construction activities that may require FAA review.

AECOM will support ADOT in coordinating with the FAA, City of Phoenix Aviation Department, and project stakeholders to identify constraints, evaluate alternatives, and support required FAA filings. Where airspace conflicts are identified, we will work proactively to refine alignments, adjust profiles, optimize structure configurations, and evaluate alternative construction approaches. By integrating aviation considerations into alternative development, we can avoid advancing concepts that create approval risks, schedule delays, or unnecessary design rework.

2. PROJECT RISKS & SCHEDULE

Risk Management

Our Risk Register highlights key risks to delivering the project on time. Our project manager, **Rob Ringwald**, will review these monthly along with mitigation strategies to avoid impacts to budget and schedule.

Table 1. Risk Assessment & Potential Mitigation

Our approach considers design and construction risks to minimize impacts to scope, schedule, budget, and safety.

Risk Ratings: Low | Medium | High

Potential Risk	Pre-Mitigation	IMPACTS: Scope	Schedule	Budget	Safety	Mitigation Strategies	Post-Mitigation
Location and Configuration of SR 30 • Schedule delays due to development of system TI concept and SR 30 ramp alignments at I-17	H	•	•	•		• Coordinate with the SR 30 East DCR, which will establish the System TI geometry and ROW footprint • Evaluate traffic operations with proposed concept and potential weaving issues at ramps • Verify TI compatibility with near-term and long-term I-17 improvements	M
I-10 Deck Park Tunnel to I-10/I-17 Split DCR • Recommendations at the I-10 Split will need to be compatible with the Recommended Alternative in the adjacent DCR	M	•	•	•		• AECOM, as part of the I-10 Tunnel to Split DCR, will facilitate coordination between both projects • Proposed ramp widenings at the Split and I-10 widening on the I-10 Tunnel to Split DCR project will be included in the AECOM evaluation.	L
Stakeholder Consensus • Schedule delay due to lack of timely decisions and consensus by stakeholders	M		•			• Conduct recurring coordination meetings, provide supportive information, and document decisions • Hold agency scoping meeting(s) with emergency services, schools and other agencies and incorporate their input into the project	L
R/W Costs • Unanticipated future R/W costs if new access/visibility does not meet property owner needs	H			•		• Work with ADOT R/W Group to determine impacts to property access, visibility and operations to estimate full or partial takes and cost of acquisition. • Coordinate through business owners and stakeholder groups per our Public Involvement Plan.	M
R/W Acquisition • Improvements that require R/W acquisition may increase projects costs and schedule	H		•	•		• Develop concepts that avoid cemeteries, historic buildings and long lead/costly acquisitions where possible. • Work with ADOT R/W to determine R/W acquisition cost, process and schedule for given properties • Lock in the footprint for the project to identify with certainty what will be needed.	M
Construction Cost • Cost escalation due to increases in material and labor costs after the conceptual design is completed	H			•		• Conduct a Cost Risk Assessment to quantify risks and have proposed mitigation strategies. • Include factors to account for inflation based on the anticipated construction date • IMavens will provide input on bottoms up cost estimate for complex items	M
FAA Flight Paths • Improvements at the Split, including the HOV ramp connecting I-10 to I-17, may encroach in Sky Harbor flight zones	M		•		•	• AECOM's aviation experts will evaluate potential obstacles in part 77 flight zones, develop exhibits and coordinate with FAA and Phoenix Sky Harbor. • Build upon our current coordination with Phoenix Sky Harbor on the I-10 Tunnel to Split DCR	L
Public Support • Gaining public support of project	M		•			• Support ADOT and City of Phoenix with public outreach using a detailed Public Involvement Plan • Develop concepts to minimize impacts to business and traffic	L
BNSF Bridge Replacement • Obtaining conditional acceptance from BNSF	H		•	•	•	• Develop phasing plan to maintain train traffic during bridge replacement • Support Sayeed Hani, ADOT U&RR, in facilitating coordination	L
Utility Impacts • Utility relocation and new easement acquisition can impact schedule and cost	H	•	•	•		• Identify utility locations and prior rights • Coordinate with utility companies to determine project costs and schedule impacts	L
Cultural Resources • Likely archaeological and historic resources requiring mitigation during final design and construction	H		•	•		• Complete inventory and survey work early, and work with design team to minimize impacts. • Maintain open communication and discussion between technical team, ADOT HPT, and SHPO. • Discuss potential strategies early to mitigate impacts to schedule and budget.	M
Section 4(f) • The Spine Study shows potential need for R/W near Section 4(f) properties: Green Valley Park, Cementerio Lindo, historic homes, and Greenwood Memory Lawn Cemetery	H	•	•	•		• Complete preliminary archaeological and historic property inventories early to identify potential Section 4(f) properties and confirm Section 4(f) applicability. Confirm NRHP eligibility. Coordinate with the City of Phoenix Parks and Rec Department. • Work closely with design team to identify potential impacts. Consider alternatives that comply with Section 4(f).	L
Air Quality • Anticipated PM10 hot-spot modeling may take 6–9 months, with multiple decision points requiring consensus from interagency working group (IAWG) (FHWA, MAG, US EPA, ADEQ)	M		•			• Advance traffic analysis early (existing and build condition design year). Our subconsultant, HMMH, has experience working with IAWG to streamline comment resolution and gain consensus on modeling and obtain FHWA's conformity determination events. • Confirm early which MOVES model to use; identify atypical events to establish background concentrations	L

Schedule Management

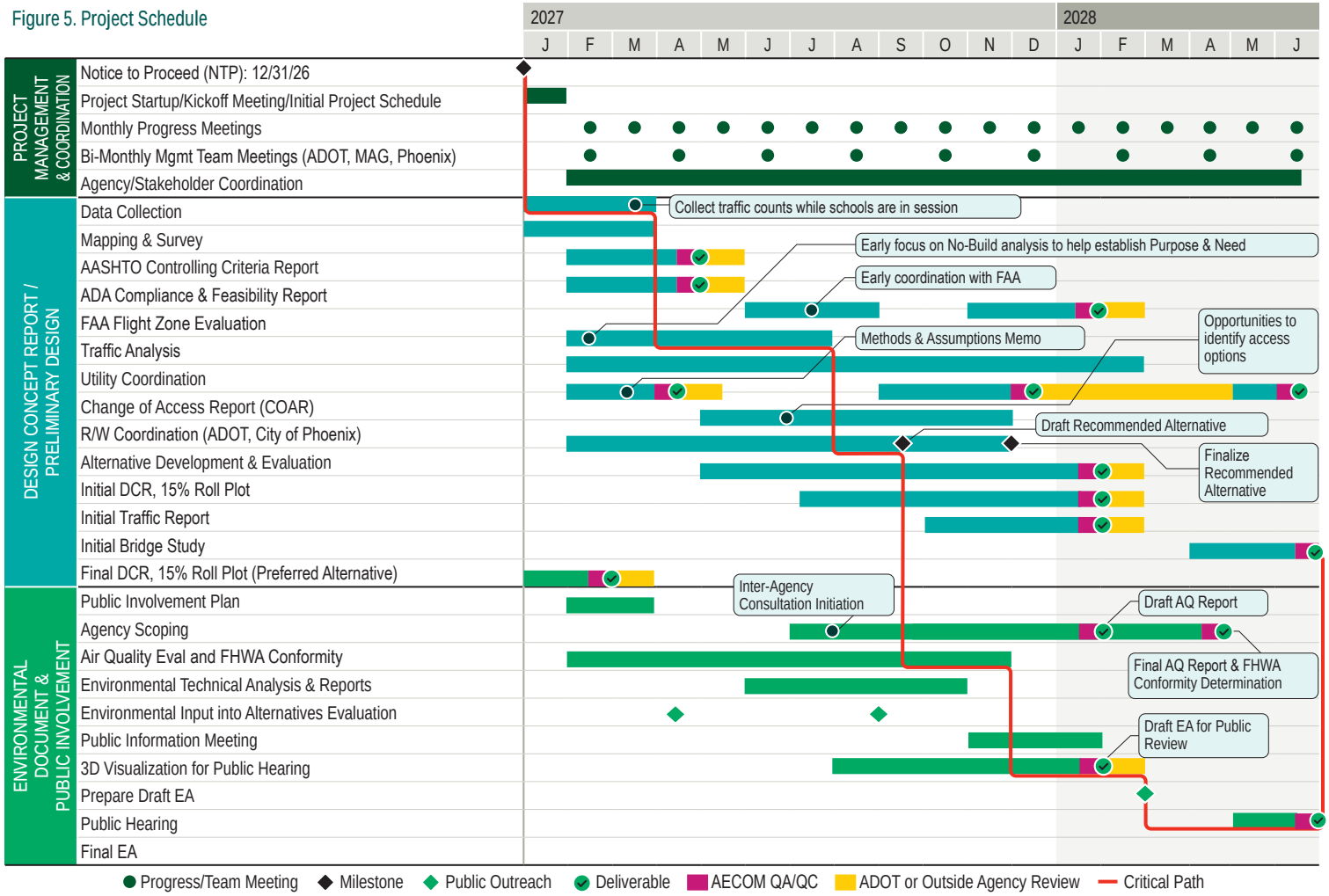
We developed an 18-month schedule (Figure 5) based on Notice to Proceed (NTP) of December 31, 2026, with the Draft EA and Public Hearing in spring 2028 and Final DCR in summer 2028.

Our project manager, Robert Ringwald, will further develop the detailed schedule, communicate the schedule requirements to all team members, monitor progress, and take ownership of the schedule. We successfully use ADOT's Workfront program on our current ADOT projects and will use it for schedule, reviews, and file retention on this project. Schedule progress, including upcoming tasks and deliverables, will be communicated monthly to the ADOT PM and the team and more frequently, as needed.

Rob has a proven track record of meeting or exceeded schedule expectations and is committed to meeting this schedule.

To keep projects on track, we identify and prioritize potential issues early and communicate, track, and resolve issues before they become problems. We give special attention to issues that might jeopardize the project schedule. AECOM's strategies to avoid schedule slip and our proven approach to managing project schedules are presented below.

Figure 5. Project Schedule



We Will Use the Following Strategies to Avoid Schedule Slippage:

- Communicate critical decision dates to ADOT so appropriate priority can be assigned to resolving issues
- Use 1-month and 3-month look-ahead schedules to summarize technical, internal, and external coordination to maintain progress and resolve issues
- Early and frequent coordination with critical stakeholders
- Use a risk management plan to continually track, anticipate and mitigate issues
- Integrate our NEPA planners with our design team members to identify and mitigate/avoid environmental impacts during alternative development
- If needed, mobilize additional staff from our large local and regional resource pool

AECOM Schedule Advantages

- Our involvement on the I-10 Tunnel to Split DCR simplifies coordination at the I-10 Split and continues current concept development
- We are leading FAA coordination on the I-10 Tunnel to Split DCR and will build on ongoing progress to gain concurrence and approval for I-17 Split to Stack recommendations
- Initiating air quality early in the project keeps it off the critical path
- Using readily available TomTom probe data, we will advance calibration of the VISSIM model and traffic analysis of alternatives
- Early focus on traffic analysis to establish Purpose and Need and guide alternatives development
- Initiating the COAR early mitigates potential impacts to alternative development due to late COAR coordination

3. PROJECT TEAM EXPERIENCE & AVAILABILITY



Key Personnel Qualifications & Experience

Project (Contract) Manager – Robert Ringwald, PE, SE

BSCE • MSSE • 36 years • PE AZ #33244 • SE AZ #31194 • ***90% Committed***

ROB'S VALUE TO ADOT

- *Brings direct relevant experience helping ADOT move major freeway corridors from planning to programming to design and construction*
- *Successfully delivered 15+ DCR and EA studies on MAG freeways that involve freeway widening, HOV facilities, system TIs, FAA coordination, environmental documentation and clearance, and implementation strategies*
- *Manages corridor programs involving bridge replacements, utility relocations and R/W acquisition*
- *PM for projects with a combined construction value of more than $1.5 billion*
- *Engages stakeholders to build consensus and develop innovative solutions*

Relevant Experience | Rob exceeded quality, schedule, and responsiveness expectations on the following projects

- PM, RTPFP MC+ • Provided program management and pre-design consulting for the MAG $9.6B RTPFP
- PM, SR101L, Pima Freeway GP Lanes (DCR/EA) - 13 miles of freeway widening and 28 bridge widenings; led FAA and stakeholder coordination.
- PM, SR202L, Red Mountain Freeway, Gilbert Rd to Santan Freeway/I-10 HOV Lanes (DCR/EA) - 29 miles of HOV widening and three system DHOV ramps. Delivered $200k under budget and 2 months ahead of schedule, allowing ADOT to use federal funds to advance the project.

Rob's Commitments at NTP | 90% Availability

- ADOT I-40 Lupton/Window Rock TIs, 10%; complete by NTP

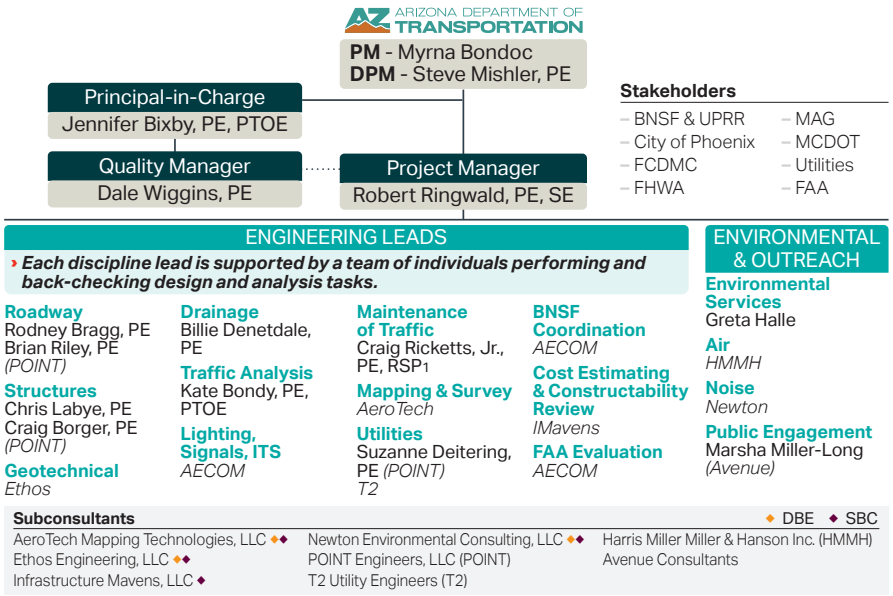


Table 2. AECOM **Team Qualifications & Experience**

Key Personnel	Value to ADOT
 Dale Wiggins | 20% Quality Manager 40 Years • BSCE • PE AZ #26609	• Experienced roadway engineer on ADOT projects; knows ADOT design guidelines and standards. • Works proactively to verify AECOM's quality process is followed and documented.
 Rodney Bragg | 50% Alternatives Development / Roadway Lead 32 Years • BSCE • PE AZ #32831	• Collaborative approach to develop innovative solutions. • Led alternatives development for US 60/35th Avenue/Indian School Road DCR/EA, including BNSF and Phoenix BRT coordination. • 30 years of experience on the MAG Regional Freeway System delivering DCRs, EDs and Final Design
 Brian Riley | 50% Roadway 26 Years • BSCE • PE AZ #45657	• ADOT urban freeway experience. • Facilitates interdisciplinary coordination and integrates constructability in alternative development. • Led alternatives development and design for I-17 Central Avenue bridge replacement
 Suzanne Deitering | 40% Utilities Lead 25 Years • BSCE • PE AZ #43837	• Managed utility coordination on complex MAG freeway projects, mitigating impacts and schedule delays. • Established working relationships with all utility companies in the corridor through I-17 Auxiliary Lanes.
 Chris Labye | 60% Structures Lead 29 Years • BSCE • PE AZ #37863	• Provided structures design for 5 ADOT projects involving grade-separated railroad crossings. • Developed bridge alternatives and structural recommendations for 60+ miles of MAG freeways.
 Craig Borger | 50% Structures 29 Years • BSCE • PE AZ #32830	• Bridge engineer for the I-17 Auxiliary Lanes project, brings detailed understanding of corridor conditions • Develops practical bridge concepts and construction phasing that align with corridor objectives.
 Billie Denetdale | 40% Drainage Lead 25 Years • BSCE • PE AZ #48264	• Performs hydrologic/hydraulic analysis of existing and proposed freeway and roadway facilities. • Experience with ADOT drainage design; knows ADOT design standards and guidelines.
 Kate Bondy | 60% **Traffic Lead** 24 Years • BSCE • PE AZ #45815 • PTOE #3160	• Developed operational analyses for more than 50 ADOT projects, leading lane balancing and supporting alternative development and evaluation. • Translates traffic data and operations into actionable corridor recommendations and implementation strategies
 Craig Ricketts, Jr. | 50% MOT Lead 14 Years • BSCE • PE AZ #64542 •RSP1 #1079	• Collaborates with the design team to integrate constructability and MOT considerations into alternative development. • Leads MOT development for numerous ADOT projects, including US 60/35th Ave/Indian School Road.
 Greta Halle 60% Environmental Lead 20 Years • BA Advertising Integrative Studies/Biology	• Environmental planning and compliance expert with 20+ years of experience supporting transportation and infrastructure programs. • Skilled at translating complex environmental requirements into practical strategies
 Marsha Miller-Long | 45% Public Engagement 31 Years • BS Advertising	• Led public engagement on ADOT's largest freeway project, South Mountain Freeway. • Collaborates with technical leads to translate complex project information into public-friendly outreach materials.

4. PAST PERFORMANCE

We have worked alongside our partners on numerous projects and have learned to incorporate their staff and skill sets as an integrated team. Our staff and subconsultants have worked together on the projects shown on this table.

AECOM staff roles for each project are noted:
Project Manager (PM), Project Engineer (PE), Quality Control (QC), Discipline Lead (DL)

Project Details			Relevant Elements													Team Involvement											
	Contract Value	Owner	Grade-Separated	Railroad Coordination	FAA/Airport Flight Paths	Safety Improvements	Roadway Design	Drainage	Traffic Analysis/Design	MOT/Phasing	Structures Design	Environmental	Utility Coordination	Public/Stakeholder	R. Ringwald (PM, Structures)	R. Bragg (PM, Roadway)	D. Wiggins (QC)	K. Bondy (Traffic)	C. Labye (Structures)	B. Denetdale (Drainage)	C. Ricketts (Traffic, MOT)	AeroTech Mapping	Ethos Engineering	Infrastructure Mavens	Newton Environmental	POINT Engineers	T2ue
I-17 Auxiliary Lanes, I-10/I-17 Split to 19th Avenue • Final design to add auxiliary lanes in each direction on I-17 over 5 miles of freeway. The project included widening of existing bridges, complex MOT on I-17, traffic analysis/signage, utility coordination, and significant agency/stakeholder coordination including BNSF and UPRR. FIRM ROLE: POINT (Prime) / AECOM (Sub)	$3.9M	ADOT	•	•		•	•	•	•	•	•	•	•			QC		DL	DL		PE		•			•	
SR 101L, Pima Freeway GP Lanes Widening, I-17 to Princess Drive • DCR, environmental document, DB final design (SUB) for a 13-mile freeway widening to accommodate future general-purpose lanes. The project included 28 bridge widenings frontage road improvements and evaluated alternatives such as direct-connect ramps and flyover bridges. FIRM ROLE: Prime (DCR)	$3.5M	ADOT	•		•	•	•	•	•	•	•	•	•	•	PM	PE	QC	DL	PE		PE		•				
SR 101L (Agua Fria) System Interchange Improvements with I-10 DCR/ED • Developed and evaluated system interchange alternatives to improve operations, address weaving and safety concerns, and support long-term corridor mobility. Improvements included direct HOV system ramp implementation. Led Year 2050 traffic forecasting, operational analyses, and Change of Access Report evaluations used to compare alternatives and identify preferred recommendations. FIRM ROLE: Sub	$3.1M	ADOT	•	•		•	•	•	•	•	•	•	•	•	DL	DL	QC	DL	PE	DL	PE	•	•	•		•	
SR 101L, Pima Freeway GP Lanes Widening, Princess Drive to SR 202L DCR/ED • 15 miles of urban freeway widening to accommodate future general-purpose lanes. The project included 21 bridge widenings, lane balancing with braided ramps, and evaluated alternatives such as direct-connect ramps and flyover bridges. FIRM ROLE: Prime	$2.9M	ADOT	•		•	•	•	•	•	•	•	•	•	•	PM	DL		DL	DL		PE		•		•		
SR 101L Price Freeway GP Lanes Widening, Baseline Road to SR 202L DCR/ED and DB Final Design (Santan Freeway) • 6 miles of freeway widening to accommodate future GP lanes. Project included bridge widenings, drainage modifications, and environmental analyses. Addressed complex design and construction challenges in a tight corridor that had existing frontage roads and limited right-of-way. FIRM ROLE: Prime	$4.2M	ADOT	•		•	•	•	•	•	•	•	•	•	•	PM	QC	DL	DL	DL		DL		•	•	•	•	•
I-10 (Maricopa Freeway) Near-Term Improvements, SR 143 TO SR 202L DCR/CE • 10 miles of freeway improvements between SR 143 and SR 202L (Santan Freeway) evaluating additional general-purpose lanes, HOV lanes, collector-distributor roads, and operational alternatives through the Broadway Curve. Developed traffic forecasts, VISSIM models, and level-of-service analyses for existing, no-build, and build scenarios through 2035 to support alternative evaluation and implementation planning. FIRM ROLE: Prime	$1.6M	ADOT	•	•	•	•	•	•	•	•	•	•	•		DL	DL		DL	PE				•			•	

Specialty Subconsultants

The AECOM team includes eight specialty subconsultants, including three DBE firms. Each firm brings technical experience and notable expertise, specialized resources, staffing capacity, and an outstanding record of performance.

Avenue Consultants • Public Involvement • Local PI team brings deep ADOT experience, having supported ADOT Communications and Major Projects Group on 50+ projects. *Experience: ADOT, I-11 Tier 1 EIS Re-Evaluation (with AECOM) • ADOT, El Mirage Road, SR 303L to Jomax Rd. • ADOT, SR 30: Loop 303 – Loop 202 EA/DCR*

AeroTech Mapping, Inc. (DBE) • Aerial mapping, Photogrammetry, LiDAR, & Mobile Mapping • Completed 60+ projects for ADOT. Extensive experience supporting freeway widening, highway, interchange, bridge, and corridor improvement projects with design-quality geospatial data. *Experience (w/ AECOM): SR 30, Estrella Pkwy to Dysart Rd • ADOT, US 93 Cane Springs*

Ethos (DBE) • Geotechnical/Pavement • Ethos has completed several projects along I-10 and I-17 and has extensive knowledge of the area's geotechnical conditions • 500+ projects for ADOT. *Experience: ADOT I-17 Central Avenue Bridge • ADOT I-17 Auxiliary Lane Improvements I-10/I-17 TI (Split) to 19th Ave. (w/ POINT) • ADOT US 191 Cochise Railroad (w/ AECOM) • ADOT US 93 Cane Springs (w/ AECOM)*

HMMH • Air Quality • Specializes in complex air quality and noise modeling for transportation projects, including emissions and dispersion modeling, and has significant FHWA experience and working with the Arizona Division. *Experience: ADOT, Pima Freeway Alternative Noise Mitigation Study • I-10 West Light Rail Transit (LRT) Extension (w/ AECOM)*

Infrastructure Mavens • Constructability/Estimating • Decades of Arizona and ADOT construction experience • Supports realistic cost estimates based on current market conditions. *Experience (w/ AECOM): I-10 Kino GEC • US 60 (Grand Ave)/35th Ave/Indian School • US 93 Vista Royale*

Newton Environmental Consulting (DBE) • Noise • Provides transportation and community noise analyses, mitigation and vibration. 50+ years of combined experience working for ADOT. *Experience (with AECOM): I-11 Tier 1 EIS • SR 69, Prescott Lakes to Heather Heights • US 95, Imperial Dam – Aberdeen Rd*

POINT Engineers • Roadway, Structures, Utilities • Brings extensive corridor familiarity • As prime, designed the I-17 Auxiliary Lanes widening from I-10/I-17 Split to 19th Ave to Stage IV. Utility coordination on six alternative delivery projects for ADOT. Established relationships with utility departments. *Experience (w/ AECOM): ADOT I-17, I-10/I-17 Split to 19th Ave. Auxiliary Lane • US60/ Bell Road TI DB • SR30 corridor utility coordination*

T2 Utility Engineers • SUE/Utility Coordination • Has a vast array of geophysical designating equipment and one of the largest fleets of SUE vehicles in Western U.S. *Experience: ADOT R/W, including I-17, I-10, US 60, SR 101, SR 202 and SR 303L corridors • SR 189 Improvement, US 60 (Grand Ave)/35th Ave/Indian School (w/ AECOM)*

AECOM



90%

ROBERT RINGWALD, PE, SE
PROJECT (CONTRACT) MANAGER

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

Registrations:
- Professional Engineer (Structural), AZ #31194
- Professional Engineer (Civil), AZ #33244

Years of Experience: 36

Company Title: Vice President, AECOM SW Area Bridge Manager

VALUE TO ADOT

- *PM for projects with a combined construction value of more than $1.5 billion*
- *Completed 15+ DCRs or studies for ADOT*
- *Practical experience from working with Contractors by having lead roles on ten DBs and five CMAR projects.*
- *Current projects include digital delivery and 3d modeling for DBs and PDBs.*
- *Has proven track recorded of successfully delivery of projects on or ahead of schedule.*
- *Engages stakeholders to build consensus and develop innovative solutions*

PROJECT EXPERIENCE

Regional Transportation Plan Freeway Program (RTPFP) MC+, Maricopa County, AZ, ADOT. *Project Manager, Deputy Project Manager.* MC+ services included program management and pre-design consulting for the $9.6B RTPFP. This program is funded partially by a half-cent sales tax within Maricopa County, which includes the entire Phoenix metropolitan area. From 2005 to 2019, AECOM performed the overall RTPFP program management, conceptual design and environmental studies (NEPA), preliminary engineering, and 30% engineering plans development for more than 100 miles of the Regional Freeway System. Tasks included working with ADOT ROW to estimate ROW costs for programmed projects. AECOM was directly responsible for corridors including the Williams Gateway, Agua Fria, Pima, Price, Piestewa, Red Mountain, and Superstition freeways, and the I-10 corridor from the Piestewa Freeway east to the Maricopa County line.

SR 101L, Pima Freeway GP Lanes Widening, I-17 to Princess Drive DCR, Environmental Document, Scottsdale and Salt River Pima-Maricopa Indian Community, AZ, ADOT. *Project Manager.* This $158M project included 13 miles of freeway widening to accommodate future GP lanes. The 28 bridge widenings included bridges over watercourses that required Section 404 permitting in addition to the CAP Canal. The alternatives considered included direct-connect ramps and flyover bridges. Project stakeholders included the FHWA, Maricopa County, Central Arizona Water Conservation District, Bureau of Reclamation, USACE, Arizona Game and Fish Department, FAA, and Arizona Department of Environmental Quality. Rob delivered this project on schedule and under budget.

SR 101L, Pima Freeway, Princess Drive to SR 202L DCR, ED and Shea Boulevard to SR 202L Stage II Design, AZ, ADOT. *Project Manager.* This project included 11 miles of freeway widening to accommodate future GPLs. The 11 bridge widenings included bridges over watercourses that required Section 404 permitting. The alternatives analysis considered direct connect ramps and flyover bridges. The project included major coordination with City of Scottsdale, MAG, and FHWA.

SR 101L, Price Freeway General Purpose Lanes, Baseline Road to SR 202L, Santan Freeway DCR, ED, and Design-Build, Chandler and Tempe, AZ, ADOT. *Project Design Manager.* This $49M project consisted of 6 miles of freeway widening to accommodate future general-purpose lanes and included bridge widenings, drainage modifications, and environmental analyses. Delivered project under budget and over two months ahead of schedule.

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 general purpose lanes. The preliminary design included construction access to the Salt River and Indian Wash bridges. This $208 million 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 404 permit, 401 permit, Jurisdictional Delineation of Waters of the U.S., wetlands delineation, biological evaluation, and a draft Design-Build Scope of Work. The project was FHWA-funded and followed the NEPA process.

SR 143/Sky Harbor Boulevard TI Stage II Design and Environmental Document, **Phoenix, AZ, ADOT.** *Project Manager.* This project included reconfiguring the SR 143/Sky Harbor Boulevard TI to accommodate additional access. Bridge Selection Reports were prepared for the SR 143/Salt River Bridge Widening, the 1,161-foot-long Ramp WS flyover bridge, and the Ramp WS over Ramp NW Bridge. The work included a jurisdictional delineation for Waters of the U.S., wetlands delineation, and a biological evaluation. All work was in accordance with FHWA and NEPA guidelines and federal funds were used for construction. The project was delivered on time and within budget. Project included FAA flight path evaluation.

SR 202L, Red Mountain Freeway/ Gilbert Road to Santan Freeway/I-10 HOV Lanes DCR, ED, Chandler, Gilbert and Mesa, AZ, ADOT. *Project Manager.* This project consisted of 39 miles of freeway widening and included HOV directional ramps at the I-10, SR 101L, and US 60 system interchanges. The project stakeholders included the City of Chandler, Town of Gilbert, City of Mesa, MAG, UPRR, Salt River Project, USACE, AGFD, Gila River Indian Community, and Salt River Pima–Maricopa Indian Community. AECOM received a project final evaluation score of 153 of 155 points from the ADOT project manager.

- Delivered design $200K under budget
- Delivered the ED 2 months ahead of schedule with allowed ADOT to use available federal aid funds advance on of the projects.

AECOM



20%

DALE WIGGINS, PE
QUALITY MANAGER

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 roadway projects and performing roadway design

VALUE TO ADOT

- *Provides quality management for Arizona roadway projects, performing QA/QC reviews for DCRs, final design, and multidisciplinary deliverables in accordance with ADOT requirements and AECOM's quality process*
- *Leads roadway design for DCRs, developing alternatives, geometric layouts, and corridor concepts for major freeway, interchange, and highway projects*
- *Integrates roadway design with traffic control, drainage, and environmental considerations to develop practical design concepts and advance projects from planning through final design*

PROJECT EXPERIENCE

US 60 (Grand Avenue)/35th Avenue/ Indian **School Road TI DCR and ED, Phoenix, AZ.** *Quality Manager.* This project includes preparing a DCR (with 15% roll plot) and an environmental assessment 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 to reduce vehicle/train conflicts, including grade separating 35th Avenue from the BNSF Railway. The project included preparing an Environmental Document and significant stakeholder coordination regarding multimodal improvements.

I-40, Rancho Santa Fe Parkway TI DCR and Final Design, Kingman, AZ, ADOT/City of Kingman. *Project Manager*. Dale managed the evaluation of design concepts and final design services to provide a new TI and arterial street connections to improve access to the east Kingman area and relieve congestion at the existing I-40/ SR 66 TI. AECOM prepared a preliminary drainage report, traffic report, change of access report, and CE documents. SR 101L System TI Improvements with I-10, DCR, ED, and Final Design, Phoenix, AZ, ADOT. Roadway Engineer. This project evaluated alternatives to enhance regional travel and mitigate existing weaving and safety issues to improve connectivity at the I-10/SR 101L system interchange including a DCR, ED, and Final Design. As a subconsultant, AECOM performed traffic analysis and portions of the roadway, drainage, and structural design for the SR 101L/I-10 system TI.

SR 303L, I-10/US 60 DCR/EA, Phoenix, AZ, ADOT. *Quality Manager.* This project included the preparation of the DCR/ EA for a 15-mile segment of a planned new freeway in the far west portion of the greater Phoenix Metropolitan Area. The project includes development of two interim four-lane road alternatives: one that would be part of the ultimate roadway and one that would be the least cost solution. Preliminary plans for an ultimate six-lane freeway were also prepared. The project includes traffic forecasts and analyses, irrigation and well relocation, major off-site drainage considerations, and extensive public involvement.

US 95, Avenue 9E to Aberdeen Road DCR/ EA, Yuma, AZ, ADOT. *Project Manager.* Dale managed the preparation of this 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. Considerable environmental resource impacts were studied, and mitigation developed to address cultural, visual, and biological resources.

Dale served as quality manager on several of the above projects. In this role, he performed quality assurance reviews of all deliverables prior to submittal to the client to confirm QC processes were implemented and review comments were addressed.

I-40, Kingman Crossing TI DCR and Final Design, City of Kingman, AZ. *Project Manager.* Dale managed the preparation of the DCR to develop and evaluate options to provide a new TI and arterial street connections to improve access to the east Kingman area and relieve congestion at the I-40/SR 66 TI. The project is located 1.5 miles east I-40/SR 66 TI and 1.5 miles west of the Rancho Santa Fe Parkway TI. As part of the project, AECOM prepared a Preliminary Drainage Report, a Traffic Report, Change of Access Report, and CE documents. Dale also managed the final design of the TI project, including roadway, storm drain, traffic signing and marking, traffic control, geotechnical investigation and updating the environmental clearance.

Alternative Project Delivery Administration Consultant, AZ, ADOT. *Quality Reviewer*. Dale provided independent quality assurance technical reviews for roadway, drainage, and MOT for two design-build projects. The first project was the US 60 (Grand Avenue)/ Bell Road TI Design-Build project, which replaced the existing at-grade crossing of the BNSF railroad tracks with new bridge structures and constructing an elevated intersection within the existing US 60 median. The second project was the SR 101L Maryland Avenue HOV Lanes DB project that constructed HOV ramps within the median of SR 101L and retrofitting an existing grade separated bridge to create an elevated intersection.

AECOM



50%

RODNEY BRAGG, PE
ALTERNATIVES DEVELOPMENT/
ROADWAY LEAD

Education:
- BS, Civil Engineering, Arizona State University

Registrations:
- Professional Engineer, AZ #32831

Years of Experience: 32

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

VALUE TO ADOT

- *32 years of ADOT planning, pre-design, and final design experience*
- *Extensive understanding of planning and design on 20+ TIs on the MAG urban freeway system*
- *Effectively coordinates with stakeholders to develop solutions that meet local and regional needs and maintain stakeholder alignment*
- *Corridor experience on US 60/Bell Road TI and US 60/35th Avenue/Indian School Road projects*
- *Drives successful urban pre-design projects through proactive leadership, alternative development and evaluation, roadway design, traffic analysis, MOT, and stakeholder coordination*
- *Uses his knowledge of ADOT design guidelines and standards to identify opportunities for performance-based practical-design solutions*

PROJECT EXPERIENCE

US 60 (Grand Avenue)/35th Avenue/Indian **School Road DCR/EA, Phoenix, AZ, ADOT.** *Project Manager.* This project prepared a DCR (with 15% roll plot) and an Environmental Assessment and related studies to define a Preferred Alternative at the 35th Avenue/Indian School Road intersection at US 60. The study evaluated numerous alternatives to improve intersection operations and safety and to reduce vehicle/train conflicts, including grade-separating 35th Avenue from the BNSF Railway. The project includes significant stakeholder coordination regarding multi-modal improvements. Rodney led the coordination efforts with ADOT, City **of Phoenix, and BNSF Railway to develop a** Recommended Alternative that addresses this **complex intersection to enhance safety and** operation while removing at-grade railroad crossings.

US 60 (Grand Avenue), SR 303L to 99th Avenue DCR, Maricopa County, AZ, ADOT. *Lead Traffic Engineer.* This project prepared a DCR for ADOT to evaluate the widening of Grand Avenue to provide three lanes in each direction of travel between SR 303L and 99th Avenue, as identified in the RTPFP. This study also evaluated the addition of turn lanes along US 60, where warranted and involved coordination with the Cities of Surprise and El Mirage, Town of Youngtown, Maricopa County, and the BNSF Railway.

North-South Corridor Tier 2 EIS & DCR, US 60 to Arizona Farms Road, AZ, ADOT. *Project Manager.* This project is evaluating new freeway alignments within the Tier 1 corridor that was selected in 2021. The 1,500-foot Tier 1 corridor will be refined to an approximate 400-foot ROW width for the Recommended Build Alternative and will include TIs, drainage improvements, bridge concepts, and other improvements. The EIS process includes extensive tribal consultation and coordination to identify and avoid archaeological sites and TCPs.

US 60, Crismon Road to Ironwood Drive DCR, Mesa, AZ, ADOT. *Project Manager.* This project provided a DCR and environmental clearance to widen 3 miles of US 60 with an additional GPL and an HOV lane in each direction of travel. The project also included the study and analysis of an ultimate location/configuration for a new full-access interchange at Meridian Road adjacent to the CAP Canal. The DCR provided recommendations for final design alternatives, including additional lanes, bridge widenings, project costs, and implementation phasing.

SR 101L System TI Improvements with I-10, **DCR/ED and Final Design, Phoenix, AZ, ADOT.** *Roadway Lead.* This project evaluated alternatives to enhance regional travel and mitigate existing weaving and safety issues to improve connectivity at the I-10/SR 101L system interchange. As a subconsultant, AECOM performed traffic analysis and portions of the roadway, drainage, and structural design for the SR 101L/I-10 system TI. Rodney led roadway design for the new, braided exit ramp on SB SR 101 to McDowell Road.

I-11 Corridor Tier 1 EIS, Nogales to Wickenburg, AZ, ADOT/FHWA. *Engineering Lead.* This Tier 1 EIS identified a 280-mile Preferred Corridor Alternative for accommodating future multimodal traffic needs between Nogales and Wickenburg. The corridor study area traverses five counties – Yavapai, Maricopa, Pinal, Pima, and Santa Cruz. Rodney led the development and evaluation of roadway corridor alternatives, which considered natural and built environmental constraints. He participated in public and stakeholder outreach efforts to understand and incorporate needs and priorities into the alternatives development.

I-10 Corridor Study, Tangerine Road to Ina Road DCR, Pima County, AZ, ADOT. *Lead Roadway Engineer.* This project involved preparation of a DCR, EA, and Stage II (30%) plans for the evaluation of improvements for this 8-mile segment of I-10 from Tangerine Road to Ina Road. It included the evaluation of improvements to the mainline, frontage roads, and at the Avra Valley Road and Cortaro Road TIs. The recommended alternative included widening I-10 to provide five travel lanes in each direction, a closed median, one-way frontage roads, and reconstructing both interchanges to span over I-10 and the UPRR. Rodney managed the alternatives development and evaluation process to achieve consensus from multiple stakeholders on the recommended alternative.



60%

BRIAN RILEY, PE
ROADWAY

Education:
- BS, Civil Engineering, Arizona State University

Registrations:
- Professional Engineer, AZ #45657

Years of Experience: 26

Company Title: Vice President of POINT

VALUE TO ADOT

- *Significant ADOT urban freeway experience and understands delivering high quality and constructable plans to ADOT. He will employ all the lessons learned from his 26 years of working on ADOT freeway design.*
- *Drives compatibility with other disciplines and constructability to ensure ease of construction.*
- *Sequencing, phasing, and MOT is at the forefront of his mind when developing solutions and alternatives.*

PROJECT EXPERIENCE

ADOT, I-17/Central Avenue Bridge, Phoenix, AZ. *Project Engineer.* DCR and final design to replace the I-17 bridge over Central Avenue. Brian led the development of alternatives for the new bridge that will provide clearance for future light rail trains, includes future widening of I-17 for auxiliary lanes, and ensures the frontage roads' operational characteristics are maintained. In Phase 1, the DCR examined the engineering characteristics, environmental impacts, and right-of way needs of various alternatives. In Phase 2, the Final Design included all engineering plans, reports, specifications, and construction cost estimates to reconstruct the Central Avenue bridge and surrounding facilities. Sequencing and MOT were critical items for this project's success. Brian worked closely with the structure and traffic engineers to establish a sequence to shift traffic, remove the existing bridge, raise the grade of I-17, and construct the new bridge in phases – all while maximizing the lanes available for I-17 traffic. This project also implemented smart work zone technologies that help keep motorists informed of travel times and potential construction related delays.

ADOT, I-17 Auxiliary Lane Improvements: I-10/I-17 TI (Split) to 19th Ave, Phoenix, AZ. *QA/QC, Construction Sequencing & MOT.* This project was initiated as a near term improvement project to enhance traffic operations along this very congested segment of I-17. This project designed auxiliary lanes between successive entrance and exit ramps, widened bridges, improved on-site drainage systems, and improved service ramp grades leading to overall operational improvement for the segment. This project was designed past the 95% level and put on hold by ADOT.Brian was responsible for the project's QA/QC process as well as developing the construction sequencing plan. This included close coordination with ADOT Central District, City of Phoenix, and the Maintenance of Traffic design.

ADOT, I-10 Kino & Country Club TIs, Tucson, AZ. *Segment Lead.* This design/build project reconstructs and widens approximately 3 miles of I-10 from Kino Parkway to Alvernon Way and includes two new interchanges at Kino Parkway and Country Club Road. Brian was the segment lead for the new Diverging Diamond Interchange (DDI) at Country Club Rd. Design includes four new service ramps at Country Club, DDI crossroad improvements, new I-10 bridge over Country Club, driveway improvements, ADA improvements, and coordination with GEC, contractor, and other design disciplines.

ADOT/Connect 202 Partners, SR 202L South Mountain Freeway P3, Salt River Segment, **Pheonix, AZ.** *Project Engineer.* Project Engineer for the design of the Salt River Segment. Responsibilities included design of mainline and ramps for the Salt River/South Papago Segments, which included 7.5 miles of new mainline freeway with eight traffic interchanges. Work encompassed all aspects of freeway design and coordination of roadway, bridges, retaining walls, noise walls, drainage, signing and marking, lighting, and MOT. The project design was completed on fast track with multiple interdisciplinary and constructability reviews and a rigorous design quality control process and extensive documentation of quality control activities.

I-10, North of Nelson Road to Dirk Lay Road | ADOT | Gila River Indian Community, Pinal County, AZ. *Project Manager.* Project Manager for final design of approximately 8 miles of widening Interstate 10 through the Gila River Indian Community. This project consists of widening I-10 to add one general purpose lane in each direction, concrete barrier between directions, a new interchange at Seed Farm Road, crossroad improvements at Nelson Road, and Gas Line Road, bridge replacements at Nelson Road, Gas Line and Seed Farm Roads, culvert replacements, upgraded lighting, ITS infrastructure, and utility relocations. This project involves close coordination with multiple ADOT groups as well as affected stakeholders and utilities, Gila River Farms, Gila River Indian Community Utility Authority (GRICUA), Pima-Maricopa Irrigation Project (P-MIP), San Carlos Irrigation Project (SCIP), Gila River Indian Irrigation and Drainage District (GRIIDD), and Gila River Indian Community Department of Transportation (GRICDOT).



40%

SUZANNE DEITERING PE
UTILITIES LEAD

Education:
- BS, Civil Engineering, Arizona State University

Registrations:
- Professional Engineer, AZ #43837

Years of Experience: 25

Company Title: Vice President of POINT

VALUE TO ADOT

- *Established working relationships with all local utility companies.*
- *Focus on avoidance and/or minimizing impacts to utilities to keep projects on schedule and budget.*
- *Extensive knowledge of ADOT procedures and requirements.*
- *Served as an ADOT Supplemental Project Delivery Manager delivering over $170M in construction projects.*
- *Develops an integrated approach sequencing the utility activities with the project's critical path*

PROJECT EXPERIENCE

ADOT, I-17 Auxiliary Lane Improvements: I-10/I-17 TI (Split) to 19th Ave, Phoenix, AZ. *Utility Coordinator.* This project was initiated as a near term improvement project to enhance traffic operations along a very congested segment of I-17. This project designed auxiliary lanes between successive entrance and exit ramps, widened bridges, improved on-site drainage systems, and improved service ramp grades leading to overall operational improvement for the segment. It was designed past the 95% level and put on hold by ADOT. Suzanne was responsible for t utility coordination including two different railroad crossings (BNSF & UPRR), City of Phoenix water and sewer, irrigation, Southwest Gas, and various communication facilities.

I-10, I-17 (Split) to SR 202L (Santan/South **Mtn); ADOT | Location Phoenix, AZ. GEC** *Utility Coordinator.* Suzanne served as ADOT's General Engineering Consultant (GEC) Utility Coordinator for the widening of I-10. 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 conducted over 20 utility coordination meetings and Developer 1-on-1 meetings. She coordinated extensively with SRP Transmission to develop a concept to allow their existing 69kV to remain in place at I-10/US60 and at the Tempe Drain. This coordination effort saved over $4 million in construction budget. Suzanne also led the coordination effort with SRP Irrigation to reach an acceptable design solution to keep Western Canal in place.

ADOT, SR 303L from Happy Valley Parkway to Lake Pleasant Parkway, Peoria, AZ. *Utility Coordinator.* Suzanne was responsible for the utility clearance for the project and design of a new City of Peoria water line crossing at Jomax Road. The project scope included adding a GPL 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 involved freeway widening, traffic interchange design, four new bridges, lighting, striping and signals. 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.

ADOT, SR 101L from Baseline Road to SR 202L (Santan), Chandler, AZ. *GEC Utility Coordinator.* Suzanne served as ADOT's GEC utility coordinator for this 6-mile-long DB project. The affected utilities include 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. She conducted utility coordination meetings and developer one-on-one meetings. 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.

ADOT, SR 303L from Waddell to Mountain View, Surprise, AZ. *Project Engineer & Utility Coordinator.* This freeway segment included 3.6 miles of new 6-lane freeway, a new arterial roadway at Greenway Road, new Greenway Road bridge, roadway and offsite drainage channel, extensive retaining and sound walls, and substantial utility coordination and relocations. Suzanne was responsible for the corridor-wide utility coordination effort which included two well-site abandonments, new irrigation siphons under the freeway, irrigation easements, design of water and sewer line relocations, and dry utility crossings in the new Greenway Road Underpass. Suzanne also helped coordinate the execution of five utility agreements and one utility related IGA for this project.

AECOM



60%

CHRIS LABYE, PE
STRUCTURES LEAD

Education:
- BSE, Civil Engineering (emphasis in structural engineering and post-graduate work in geotechnical engineering), University of Colorado at Boulder

Registrations:
- Professional Engineer, AZ # 37863

Years of Experience: 28

Company Title: Senior Bridge Engineer, responsible for transportation structures design and analysis

VALUE TO ADOT

- *Extensive DCR and preliminary design experience for over 60 miles of freeways in the Phoenix Metropolitan area (including numerous BSRs) as a structural lead; provides structural recommendations, alternatives, and cost estimates for ADOT corridor projects.*
- *Evaluates bridge widenings, new structures, and constructability constraints for major freeway and interchange projects, including I-10, SR 101L, SR 202L, and US 60.*
- *Develops structural solutions that address R/W, hydraulic, and construction constraints while supporting phased construction and traffic control.*
- *Experienced in working with ABC solutions to minimize traffic closures, including bridge slides.*

PROJECT EXPERIENCE

US 60 (Grand Avenue)/35th Avenue/Indian **School Road DCR/EA, Phoenix, AZ, ADOT.** *Lead Structures Engineer*. This project prepared a DCR (with 15% roll plot) and an Environmental Assessment and related studies to define a Preferred Alternative at the 35th Avenue/Indian School Road intersection at US 60. The study evaluated numerous alternatives to improve intersection operations and safety and to reduce vehicle/train conflicts, including grade-separating 35th Avenue from the BNSF Railway. The project included significant coordination with stakeholders and the BNSF. The project is in final design.

- As structures lead, Chris developed a span arrangement and a wasted deck concept for the new bridges in a congested area to facilitate phased construction and utilize precast girders to minimize traffic impacts.

US 60 (Grand Avenue)/Bell Road TI DCR, Maricopa County, AZ, ADOT. Lead *Structures Engineer.* Chris prepared structural recommendations for a DCR to provide a new grade separation of Bell Road. This new grade separation occurred at an existing at-grade intersection with Bell Road and Grand Avenue as well as an at-grade crossing with UPRR. Several MOT and bridge phasing concepts were evaluated to keep Bell Road and Grand Avenue open.

- Chris developed an alternative that allowed for a median ramp connection feasible utilizing a combination of variable deck overhangs in a tight location over a BNSF railway and Grand Avenue.

SR 79, Gila River Bridge Replacement, AZ, ADOT. *Bridge Engineer.* The project included assessment of superstructure and full bridge replacement of the 1,507-foot-long, 30-span bridge built in 1957. An evaluation of the FHWA ABC method was included. The recommended alternative was a multi-span bridge slide to eliminate full closure of SR 79, thus preventing a detour of 100 miles. The replacement structure included wider shoulders and a sidewalk.

- Chris designed the pier caps, columns and drilled shafts to accommodate the new superstructure in 3 different phases to provide adequate capacity throughout construction. He reviewed the jacking and bridge slide calculations which were instrumental in keeping traffic open along SR 79 and avoiding a 100-mile detour.

SR 101L (Price Freeway) General Purpose Lanes, Baseline Road to SR 202L (Santan Freeway) DCR/ED, Chandler and Tempe, AZ, ADOT. *Bridge/ Wall Lead Design Engineer.* This project consisted of 6 miles of freeway widening to accommodate future general-purpose lanes and included bridge widenings, drainage modifications, and environmental analyses. The project included assessment and development of new retaining wall construction behind existing retaining walls and assessing viable wall/ramp realignment alternatives in close proximity to the twin 10-foot-diameter Tempe drain pipes.

- Chris's involvement on this project was instrumental in providing practical solutions in urban work zones.

SR 202L (Red Mountain Freeway), I-10 to SR 101L General-Purpose Lanes DCR/ED, **Phoenix and Tempe, AZ, ADOT.** *Bridge Lead Designer.* This project consisted of 10 miles of freeway widening to accommodate general-purpose lanes. The preliminary design included construction access to the Salt River and Indian Wash bridges. This $208M project included 24 bridge widenings including the 1-mile long Salt River bridges, 1-milelong Salt River bridges, the Indian Bend Wash bridges over Tempe Town Lake, and bridges over the Grand Canal, light rail, and UPRR. Work included an individual 404 permit, 401 permit, jurisdictional delineation of Waters of the U.S., wetlands delineation, Biological Evaluation, and a draft Design-Build Scope of Work. The project was FHWA-funded and followed the NEPA process.

- Chris gained significant experience in exploring widening options for bridge crossings with tight vertical clearances including using precast solutions and falsework concepts to provide vertical clearances above 16' during construction.

SR 202L (Red Mountain Freeway)/Gilbert Road to Santan Freeway/I-10 High Occupancy Vehicle (HOV) Lanes DCR/ ED, Chandler, Gilbert, and Mesa, AZ, ADOT. *Bridge/Wall Lead Design Engineer*. This project consisted of 39 miles of freeway widening and included HOV directional ramps at the I-10, SR 101L, and US 60 system interchanges. The project stakeholders included the city of Chandler, town of Gilbert, city of Mesa, MAG, UPRR, Salt River Project, USACE, AGFD, Gila River Indian Community, and Salt River Pima- Maricopa Indian Community. AECOM received a project final evaluation score of 153 of 155 points from the ADOT project manager.

- Chris was instrumental in developing a feasible precast alternative to span arrangements with numerous existing constraints.



50%

CRAIG BORGER, PE
STRUCTURES

Education:
- MS, Civil Engineering, University of Illinois at Urbana-Champaign
- BS, Civil Engineering, University of Illinois at Urbana-Champaign

Registrations:
- Professional Engineer, AZ #32830

Years of Experience: 29

Company Title: President of POINT

VALUE TO ADOT

- *Recognized bridge expert with vast ADOT experience*
- *Significant recent Bridge Widening design experience of various bridge types on SR 101L, I-17, and I-10.*
- *Has extensive Cast-In-Place Post-Tension Box Girder Bridge design experience having worked on the original SR 202L and SR 101L freeways.*
- *Sits on VE teams to help optimize design solutions which potentially save millions of dollars including the I-10 Kino Ramp D Tucson Diversion Canal Bridge which was combined with mainline into a single bridge resulting in significant bridge area (cost) savings.*

PROJECT EXPERIENCE

ADOT, I-17 Auxiliary Lane Improvements: I-10/I-17 TI (Split) to 19th Ave, Phoenix, AZ. *Bridge Design Lead.* This project was initiated as a near term improvement project to enhance traffic operations along this very congested segment of I-17. This project designed auxiliary lanes between successive entrance and exit ramps, widened bridges, improved on-site drainage systems, and improved service ramp grades leading to overall operational improvement for the segment. The existing bridges at 11th Avenue, 15th Avenue and 3rd Street will be widened to accommodate the proposed improvements. In addition, this project will add new right turn lanes to the west and south legs at the 19th Avenue and Southbound Frontage Road intersection. The project was put on hold by ADOT just prior to 100%.

ADOT, I-10 Kino & Country Club TIs, Tucson, AZ. *Bridge Design Lead*. This design/build project reconstructs and widens approximately 3 miles of I-10 from Kino Parkway to Alvernon Way and includes two new interchanges at Kino Parkway and Country Club Road. Craig led the recently completed bridge design effort for four structures on the project including the Country Club TIOP, and I-10 over the Tucson Diversion Channel. This effort included coordination with GEC, contractor, Army Corp of Engineers, and other design disciplines.

I-10, North of Nelson Road to Dirk Lay Road | ADOT | Gila River Indian Community, Pinal County, AZ. *Bridge Design Lead.* This final design includes approximately 8 miles of widening Interstate 10 through the Gila River Indian Community. This project consists of widening I-10 to add one general purpose lane in each direction, a new interchange at Seed Farm Road, crossroad improvements at Nelson Road, and Gas Line Road, and bridge replacements at Nelson Road, Gas Line and Seed Farm Roads. Craig led the structure design for the entire project as well as the bridge designs for Seed Farm Road and Nelson Road.

ADOT, SR 303L Happy Valley Parkway to Lake Pleasant Parkway, Peoria, AZ. *Bridge Design Lead.* POINT led the final design of SR 303L widening through the City of Peoria which added a general purpose lane for over 6 miles of freeway and a new traffic interchange at Jomax Parkway. The design included a portion of full freeway construction in the vicinity of Jomax Parkway TI and new bridge crossings over the MWD Beardsley Canal.

ADOT, Regional Transportation Plan Freeway Program (RTPFP) MC+, Maricopa County, AZ. *Bridge Designer and Bridge Design Team Leader.* Craig has led the preliminary and final design of over 25 freeway bridges in the Phoenix metro area on multiple routes (SR 303L, SR 202L, SR 101L, I-10, I-17, SR 143) including overpasses, underpasses, fly-over ramps, canal crossings and river crossings. Recent projects included the SR 303L, Happy Valley Rd to Lake Pleasant Parkway which included a bridge over the MWD Beardsley Canal and SR 101L Princess to Shea for which POINT designed the bridge widening over the CAP canal.

ADOT, I-10 Corridor Reconstruction, Tucson, AZ. *Bridge Engineer.* Bridge designer/structural engineer for four (4) major projects on the I-10 corridor widening between I-19 and Twin Peaks Road in the Tucson metro area. These projects required complex bridge construction sequencing to manage I-10 traffic with minimal impacts. Craig was responsible for the design of multiple underpass bridges, as well as MSE retaining walls up to 40-ft tall. Projects included Prince Road TI, Twin Peaks TI, Ina Road TI CMAR and most recently the Orange Grove Road TI OP as part of the Ina to Ruthrauff widening.

AECOM



40%

BILLIE DENETDALE, PE
DRAINAGE LEAD

Education:
- BS, Civil Engineering, Northern Arizona University

Registrations:
- Professional Engineer, AZ #48264

Years of Experience: 25

Company Title: Drainage Engineer

VALUE TO ADOT

- *Billie brings 25 years of experience in drainage engineering, serving as Drainage Lead or Engineer on numerous high-profile ADOT projects, providing high-quality, compliant, and innovative drainage solutions across complex transportation corridors.*
- *Demonstrates a strong track record of delivering drainage designs and reports from early concept through final submittal, providing oversight and quality control that supports accelerated project schedules and minimizes environmental impacts, as seen in the I-40/4th Street and Butler Avenue Bridge projects, which were delivered ahead of schedule.*
- *She enhances project outcomes by integrating technical expertise to reduce project risks and producing a successful project delivery for ADOT.*

PROJECT EXPERIENCE

SR 101L System TI Improvements with I-10, DCR, Environmental Document, and Final **Design, Phoenix, AZ, ADOT.** *Drainage Lead.* This project addressed traffic congestion at the SR 101L and I-10 system TI. Billie served as the drainage lead for the drainage systems on I-10 and SR 101L, including the associated ramps and DHOV. She led the design and PS&E efforts and prepared the drainage report.

US 60 (Grand Avenue)/35th Avenue/Indian **School Road TI DCR/EA, Phoenix, AZ, ADOT.** *Drainage Lead.* This project includes preparing a DCR (with 15% roll plot) and an environmental assessment and related studies to define a preferred improvement alternative at the 35th Avenue/Indian School Road intersection at US 60. The study evaluated alternatives to improve intersection operations and safety and to reduce vehicle/train conflict, including grade-separating 35th Avenue from the BNSF Railway. Billie provided oversight and QC of the drainage report.

US 93, Wickenburg Ranch Way to Vista Royale Final Design, ADOT. *Drainage Lead.* This project will reconstruct 4.1 miles of rural two-lane highway to a new divided four-lane highway with a variable median. It includes designing two new SB lanes, including a new SB Bridge over the BNSF Crossing and a new frontage road. It also includes reconstructing the existing US 93 to two lanes for NB traffic. This project continues the improvements between Wikieup and I-40 that began in 2005. It will improve capacity, safety, and operational characteristics of the existing highway while minimizing environmental effects during and after construction. Billie provided drainage plans, profiles, and drainage reports between the 30% design and final submittal.

US 93, Cane Springs Roadway Final Design, ADOT. *Drainage Lead.* This project will reconstruct 3.4 miles of rural two-lane highway to a new divided four-lane highway with a variable median. It includes designing two new SB lanes and reconstructing the existing US 93 to two lanes for NB traffic. It will improve capacity, safety, and operational characteristics of the existing highway while minimizing environmental effects during and after construction. Billie provided drainage plans, profiles, and drainage reports between the 30% design and final submittal.

SR30 (Tres Rios): Estrella Parkway, Dysart Road, ADOT, AZ. *Drainage Lead.* This project which is currently in design, will prepare plans for the new SR30 freeway from Estrella Parkway to Dysart Road. The project includes an interim design of the ultimate 10-lane barrier divided, access controlled urban freeway including three in each direction, TI's, Associated ramps, eastbound and westbound bridges. It will include drainage features such as open channel drainage, stormwater retention. Billie is responsible for coordinating the onsite and offsite drainage efforts and providing drainage plans, profiles, and hydraulics reports from the 30% design to final.

I-40/4th Street Bridge Replacement & Butler Avenue Bridge Rehabilitation, Flagstaff, AZ, ADOT. *Drainage Engineer. T*his 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. Billie was responsible for quality review of the drainage design up to the final submittal. The team produced the PS&E package (NTP to bid advertisement) in 10 months, 1 week ahead of schedule.

SR 79 Gila River Bridge Replacement, AZ, ADOT. *Drainage 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. The project includes modifying a canal owned by the San Carlos Irrigation and Drainage District and relocating utilities. Billie provided drainage design, profiles, drainage reports, and quantity and cost estimates.

US 191 Cochise Railroad Overpass Bridge Replacement, Cochise, AZ, ADOT. *Drainage Engineer. This* project replaces the existing three-span steel girder bridge crossing UPRR with a new precast girder bridge. The structure is built on a new roadway alignment to eliminate impacts on traffic. Protective measures are required to minimize settlement, especially around the existing railroad tracks. The project includes ROW, utility, and environmental clearances. Section 404 permitting to allow construction access in the creek. Billie provided quality review of the drainage design at the bridge crossing.

Lower Buckeye Road, 67th Avenue to 71st Avenue, Buckeye, AZ, MCDOT. *Drainage Engineer. This* project widened Lower Buckeye Road from 67th Avenue to 71st Avenue. The project was extended to include the intersection at 72nd Avenue. Billie performed onsite drainage design, which included several catch basins, new storm drain trunk line and laterals. The new storm drain connects to the existing 96-inch storm drain under 67th Avenue. The drainage design required coordination of irrigation drainage structures and delivery/tailwater ditches for ongoing farming operations.

AECOM



60%

KATE BONDY, PE, PTOE
TRAFFIC LEAD

Education:
- BS, Civil Engineering, Arizona State University

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

Years of Experience: 24

Company Title: Vice President, responsible for managing traffic design and analysis while also assisting in traffic/technology business operations

VALUE TO ADOT

- *Kate has successfully led traffic design and scoping on ADOT final design projects for over 20 years u 24 years of ADOT traffic analysis and design experience*
- *Knows ADOT Standards and Design Implementations u Understands key traffic issues during design that help keep design and construction schedules on track*
- *Knows AECOM quality process; works proactively with design staff to verify QC procedures are followed and documented savings.*

PROJECT EXPERIENCE

I-17 Auxiliary Lane Widening, I-10 to 19th Ave, ADOT, Phoenix, AZ. *Traffic Lead*. The project includes freeway widening to include new auxiliary lanes between traffic interchanges along this 3.5-mile segment of freeway. AECOM's scope includes roadway lighting upgrades, ITS, signal plans, traffic control plans, and signing and pavement marking plans. Kate provided Project Management for AECOM and served as the overall traffic lead for the project.

I-10 (Maricopa Freeway) Near-Term **Improvements, Phoenix, AZ, ADOT.** *Traffic Lead.* The project included preliminary design services for near-term spot improvements on approximately 10 miles of freeway between SR 143 and SR 202L (Santan Freeway). Major tasks included an assessment of adding one GPL in each direction and collector-distributor roads near the Broadway Curve. Kate provided traffic analysis services for the project, including forecasting future traffic volumes; developed a Vissim model for existing, no-build, and alternative networks; and level-of-service analysis. Prepared build alternative models for years 2020, 2025, 2030, and 2035, with the goal of assessing how and at what time level of service will degrade to failing on the network.

SR 101L System TI Improvements with I-10, DCR, Environmental Document, and Final **Design, Phoenix, AZ, ADOT.** *Traffic Lead*. This project evaluated possible alternatives to enhance regional travel and mitigate weaving and safety issues to improve connectivity at the I-10/SR 101L system interchange. As a subconsultant, AECOM performed traffic analysis to support the COAR, as well as portions of the roadway, drainage, and structural design for the SR 101L/I-10 system TI.

- Kate led the team through the COAR process, including analyzing Year 2050 traffic patterns and system performance to develop alternatives. She assisted in evaluating the preferred recommendations that have progressed to construction efforts.

SR 101L, Price Freeway, Baseline Road to SR 202L DCR/ED, Chandler & Tempe, AZ, ADOT. *Traffic Lead.* AECOM completed a DCR and CE for improvements to the SR 101L corridor. This project completed the ADOT scoping document and received FHWA clearance for the addition of a general-purpose lane in each direction travel between Baseline Road and Frye Road (6 miles). Improvements included bridge widenings, drainage modifications, environmental analysis, and alternatives analysis. The CE was completed in compliance with NEPA requirements for approval by the FHWA. Stakeholders included ADOT, MAG, FHWA, MCDOT, and the cities of Mesa, Tempe, and Chandler. Kate performed traffic projections using the MAG regional travel demand model, and traffic operational analysis of the corridor.

SR 101L, I-17 to Princess Drive DCR, Maricopa County, AZ, ADOT. *Traffic Lead.* AECOM completed a DCR and CE for improvements to the corridor from I-17 to Princess Drive. We completed the ADOT scoping document and received FHWA clearance to add a general-purpose lane in each direction, and additional lanes near the I-17 TI and the SR 51 TI. The CE was completed in compliance with NEPA requirements and was approved by the FHWA. Kate coordinated with multiple stakeholders, including ADOT, MAG, FHWA, MCDOT, USBR, CAWCD, ASLD, and the cities of Phoenix and Scottsdale. This project included traffic projections using the MAG regional TDM, and traffic operational analysis of the SR 101L corridor.

US 60, Crismon Road to Ironwood Drive DCR, Apache Junction, AZ, ADOT. *Traffic Lead.* The project includes the preparation of a DCR to widen 3 miles of US 60 with an additional GPL and an HOV lane in each direction between Crismon Road and Ironwood Drive. The project also includes the study and analysis of an ultimate location/configuration for a full-access TI at Meridian Road. Kate led the effort to prepare the traffic report, perform crash analysis, and evaluate the operational analysis of the corridor. This analysis includes the use of the Corsim and Synchro traffic modeling software to analyze existing and future conditions with and without the additional lanes and an ultimate traffic interchange at Meridian Road.

- Kate coordinated with MAG to develop future traffic projections for a new TI at Meridian Road.

SR 101L, Princess Drive to Raintree Drive **Traffic Alternatives Study, Scottsdale, AZ,** MAG. *Project Manager.* Kate managed this traffic study that evaluated the corridor's existing and future needs, including mainline, TIs, and frontage roads. The study included various alternative interchange configurations, including a DDI, single-point interchange, roundabout interchange, and diamond interchanges. The team used VISSIM software to analyze various scenarios of recommendations. AECOM developed a recommended solution through alternatives analysis and created 15% design plans. | Kate led the team in developing concepts for each of the TIs within the project and presented them to stakeholders and MAG to build consensus on recommendations that advanced to ADOT for design

AECOM



50%

CRAIG RICKETTS, JR., PE, RSP1
MOT LEAD

Education:
- BS, Civil Engineering, Pennsylvania State University

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

Years of Experience: 14

Company Title: Project Manager and **Traffic Engineer**

VALUE TO ADOT

- *Develops traffic control plans and MOT strategies in accordance with MUTCD and ADOT design standards, supporting highways, arterials, and interchanges statewide*
- *Prepares maintenance of traffic concepts that establish safe, compliant work zones while maintaining traffic flow during construction*
- *Extensive experience coordinating with ADOT, contractors, and local agencies to implement MOT solutions aligned with ADOT guidelines, minimizing disruption and enhancing safety for the traveling public and work crews.*
- *14 years of ADOT design experience on ADOT freeways.*

PROJECT EXPERIENCE

US 60/35th Avenue/Indian School Road **Intersection Improvements, Phoenix, AZ,** ADOT. *Traffic Lead*. This project prepared a DCR (with 15% roll plot) and an Environmental Assessment and related studies to define a Preferred Alternative at the 35th Avenue/Indian School Road intersection at US 60. The study evaluated numerous alternatives to improve intersection operations and safety and to reduce vehicle/train conflicts, including grade-separating 35th Avenue from the BNSF Railway. The project includes significant stakeholder coordination regarding multi-modal improvements. Craig is leading the development of the final design traffic plans, including traffic control, signing and marking, and traffic signals.

SR 101L Price Freeway, Baseline Road to SR 202L (Santan) Design-Build, ADOT. *Traffic Lead.* This project included design and construction for one general-purpose lane on SR 101L in both travel directions. The work included design and construction of pavement, bridge structures, retaining walls, barriers, drainage facilities, signing, pavement markings, street lighting, traffic signal modifications, ITS, utilities relocation, landscape restoration, and rubberized friction course.

- Craig led traffic control and signing and marking plans. He led weekly traffic task force meetings with the contractor and ADOT staff to coordinate traffic design components. At project completion, the traffic design work was completed under budget.

US 93 Cane Springs Widening Final Design, ADOT. *Traffic Lead.* This project included widening from a two-lane undivided roadway to a 4-lane divided highway from milepost 106 to milepost 110. It also included construction of two new bridges over Cane Springs Wash and removing the existing bridge at milepost 109, improving drainage facilities, and reconstructing the intersection turnout at Upper Trout Creek Road and several smaller driveways.

- Craig served as the traffic lead developing signing and marking and traffic control to safely maintain traffic on the existing number of lanes during construction.

I-10/Fairway Drive TI Final Design, Avondale, AZ, ADOT. *Traffic Engineer.* Craig developed 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. The project includes a new two-span bridge over I-10, more than 41,000 square feet of retaining walls, new auxiliary lanes on I-10, 900 linear feet of arterial roadway and associated drainage, signal, FMS, and lighting improvements. The new TI will improve commercial truck access to I-10 for warehouses south of I-10.

I-40, Rancho Santa Fe Parkway TI DCR and Final Design, Kingman, AZ, ADOT/ City of Kingman. *Traffic Engineer.* This project evaluated design concepts and provided final design for a new TI and arterial street connections to improve access to the east Kingman area and relieve congestion at the existing I-40/ SR 66 TI. As part of the project, AECOM prepared a preliminary drainage report, traffic report, change of access report, and categorical exclusion documents.

- Craig developed final design traffic plans and estimate including traffic control plans to facilitate efficient construction of the new TI.

SR 101L, Shea Boulevard to SR 202L, ADOT, Scottsdale, AZ. *Traffic Engineer. T*his project added a general-purpose lane on the outside in each direction of travel for 5.5 miles between Shea Blvd. and Chaparral Road. Auxiliary lanes were also added. Project elements included widening seven bridges, drainage design, retaining and sound walls, FMS, traffic signals, and landscape and aesthetic improvements throughout the corridor.

- Craig developed final design signing and marking plans, traffic control plans, cost estimate, and construction support to the contractor by answering RFIs.

AECOM



60%

GRETA HALLE
ENVIRONMENT LEAD

Education:
- BA, Integrative Studies/Biology, Arizona State University

Years of Experience: 20

Company Title: Senior Environmental Planner

VALUE TO ADOT

- *Senior environmental planner and compliance expert with 20+ years of experience supporting transportation and infrastructure programs.*
- *Former FHWA Arizona Division Environmental Coordinator provided firsthand, comprehensive environmental compliance oversight and served as a trusted technical advisor on FHWA policy and NEPA implementation for federally funded transportation infrastructure programs across Arizona.*
- *Builds productive relationships with federal, state, tribal, and local partners.*
- *Drawing on experience spanning state government, engineering consulting, municipal roles, and federal service, Greta is skilled at translating complex environmental requirements into practical strategies that support project objectives.*

PROJECT EXPERIENCE

SR 85 Corridor Improvements (Gila Bend to Buckeye) EA, AZ. State and Consultant *Environmental Lead.* Greta played a key role in NEPA and environmental planning activities for approximately 35 miles of corridor improvements along SR 85 between Gila Bend and Buckeye, first as a member of ADOT's Environmental Planning staff and later as a consultant supporting project implementation. Over the course of the project, she worked with three general planning consultants and nearly 11 final design consultants, providing environmental continuity as the project advanced from planning and environmental review through design and implementation.

Serving in both agency and consultant roles, Greta contributed to environmental activities, providing unique insight into project development from both the owner and consultant perspectives. She conducted fieldwork, authored technical reports, and prepared permit applications supporting Endangered Species Act and Clean Water Act compliance, while also supporting agency coordination, mitigation implementation, and environmental review activities. Greta worked closely with planners, engineers, technical specialists, and resource agencies and participated in public meetings and formal hearings, helping address stakeholder concerns and public comments.

She supported coordination among ADOT, FHWA, the Bureau of Land Management, Arizona State Land Department, Arizona Game and Fish Department, the State Historic Preservation Office, and seven Tribal entities. This long-term involvement provided foundational experience in NEPA implementation, public engagement, interagency coordination, and the integration of environmental commitments and compliance requirements throughout project development, design, and construction.

Interstate 10 Outside and Median Widening (SR 85 to Loop 101) Individual Categorical **Exclusions, AZ.** *Consultant Environmental Lead*. Greta served as environmental lead for a major I-10 widening project that included constructing general-purpose lanes and HOV lanes, widening bridges, and constructing new and reconstructing existing noise barriers. She was responsible for developing and managing the environmental scope of work, budget, schedule, and deliverables. She directed environmental planning and compliance activities and led the environmental review process from initiation through clearance, including authoring the Categorical Exclusion document and conducting quality reviews of supporting technical studies and project documentation. Greta coordinated multidisciplinary technical specialists and facilitated agency coordination, integrating environmental, engineering, and regulatory considerations throughout project development. She collaborated closely with project managers, designers, and agency partners to identify environmental constraints, address compliance requirements, and integrate environmental commitments into project development, supporting successful environmental clearance and project delivery

Happy Valley Road (67th–35th Avenues) **Individual Categorical Exclusion, City of Phoenix, AZ.** *Environmental Lead.* Greta served as the environmental lead for the Happy Valley Road improvement project, successfully managing the comprehensive NEPA process for its final unimproved segment to widen this regionally significant arterial corridor connecting to Interstate 17. She ensured full regulatory compliance and successful project delivery by leading agency scoping, public outreach, and air quality conformity efforts. Additionally, Greta evaluated potential Section 4(f) resource impacts, performed rigorous technical reviews of traffic and intersection data, and facilitated the preliminary Class I review to streamline Section 106 historic preservation consultations.

I-40 Colorado River Bridge Environmental Assessment, FHWA, AZ. *Federal Co-Lead.* The Interstate 40 (I-40) Colorado River Bridge Replacement project will replace the aging bridge structure spanning the California-Arizona state line near Topock, Arizona. The construction scope includes deck deterioration, strengthening structural girders, and expand lane and shoulder widths to maximize travel safety and accommodate heavy commercial permit vehicles. Greta provided cross-divisional leadership from the FHWA Arizona Division to the FHWA California Division on this EA. She synchronized interstate NEPA compliance and managed interagency negotiations primarily involving CALTRANS and California regulatory agencies. Greta facilitated a complex Section 4(f) resource evaluation and supported the Section 7 Endangered Species Act consultation process. Furthermore, she coordinated Section 106 tribal consultations with multiple tribal nations across both Arizona and California and assisted with the execution of a bi-state MOU— to successfully mitigate cultural resource impacts, secure multi-agency alignment, and secure a Finding of No Significant Impact.

avenue CONSULTANTS



45%

MARSHA MILLER-LONG
PUBLIC ENGAGEMENT

Education:
• BS, Advertising, Northern Arizona University

Years of Experience: 31

Company Title: Communications Principal for the Arizona Office of Avenue Consultants

VALUE TO ADOT

- Has worked with ADOT since 2002 on 28 projects throughout Arizona.
- Produces and delivers clear, consistent messaging about project goals, benefits, and impacts—tailored to diverse audiences and sensitive political environments while following the ADOT PIP requirements.
- Applies the same level of detailed attention as she did on projects like the El Mirage Road EA/DCR, Loop 202 South Mountain Freeway, the I-17 Anthem Way to Sunset Point Flex Lanes, and the SR 30 DCR/EA projects. Each of these projects involved very high-profile agency and public engagement over a multi-year span-characteristics that match the needs of this project.
- Experienced working with Maricopa County Department of Transportation, the Maricopa Association of Governments, the city of Phoenix, and FHWA.

PROJECT EXPERIENCE

El Mirage, Loop 303 to Jomax Road Design Concept Report, EA and Final Design, Peoria, AZ, ADOT. *Communication Principal.* Led PI efforts during the multijurisdictional NEPA study including researching demographic data and writing the project Public Involvement Plan (PIP), developing a website, creating a stakeholder database, creating and maintaining public inquiry log, writing and distributing email alerts to the public and key stakeholders, developing collateral and print advertisements, creating a project survey, leading an online public scoping phase, and planning/implementing in-person public alternatives meetings and a virtual public hearing.

- Marsha provided QA/QC of all materials and direction for the virtual public hearing.

Loop 202 South Mountain Freeway **Construction, Phoenix, AZ, ADOT.** *GEC Communications Oversight Manager.* The $1.7B South Mountain Freeway project completed the Loop 202 from I-10 Papago Freeway to I-10 Maricopa Freeway, approximately 22 miles, in the southwest Phoenix metropolitan area. Marsha's responsibilities included developing and managing the overall community outreach strategy and program as a member of ADOT's Project Management Consultant team. She oversaw the Developer team's implementation of the outreach and communication program, in close coordination with ADOT technical staff and ADOT Communications Department. This was the State's first Design-Bid-Build contract. The highly controversial project saw hundreds of stakeholder questions, comments, and complaints, all of which were recorded and responded to within 24 – 72 hours.

- Marsha oversaw all aspects of construction communications and led the public involvement for the environmental re-evaluation of two new TIs.

North Valley Transportation Corridor Study, **I-17: Loop 101 to SR 74, Phoenix, AZ, MAG.** *Communications Manager.* Working together with MAG and TAG members including representatives from the City of Phoenix, ADOT, and MCDOT to prepare the project website and online survey for the assessment of existing and future travel demands and to develop recommendations to serve the demands, improve safety, enhance regional connectivity, and support planned development. In addition to the survey, a public meeting will be held to present recommendations for public input.

- Marsha led the development of the survey which received over 1,000 responses which helped to validate capacity and safety issues and identify additional public concerns.

SR-30/Tres Rios, SR-202L/South Mountain Freeway to I-17/Black Canyon Scoping Study and Planning and Environmental **Linkages (PEL) Statement, Phoenix, MAG.** *Communications Manager.* This project's key outcome was a corridor definition and implementation strategy documented as a Scoping Study to appropriately manage travel demand and movements between SR-202L and Interstate 17 along the SR-30 (Tres Rios Freeway) corridor. A PEL document was developed during this study and used to inform future NEPA actions resulting from the Scoping Study. Strategic communications involved developing a public involvement plan, conducting agency and public scoping meetings, public meetings for screening alternatives, and public meetings to present the recommended alternative.

- Marsha and her team worked with MAG to prepare all printed and presentation materials and coordinated with the public, businesses, and stakeholders between I-17 and 59th Avenue (Loop 202).

SR 30, Loop 303 – Loop 202 EA/DCR, **Goodyear, Tolleson, Avondale, Phoenix, ADOT.** *Public Involvement Manager.* This nearly 13-mile new facility will run parallel to I-10 between the future TI at Loop 303 and Loop 202 south of Broadway Road. Prepared for and managed the public hearing held in Avondale to present the final build and no-build alternatives to the public. Outreach included mailings, emails, newspaper advertising, and promotion through ADOT Community Relations GovDelivery.

- Marsha and her team worked with ADOT to proactively engage with the communities along the future SR 30 route and held a combined open house and hearing to encourage attendees to spend more time reviewing and commenting.

From: ADOT Business Engagement and Compliance Office <AZUTRACS-Support@azdot.gov>
Sent: Thursday, September 10, 2026 12:13 PM
To: Lassiter, Genie
Cc: ContractManagement@azdot.gov
Subject: Bidders List for AECOM Technical Services, Inc.

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Report Suspicious

AECOM Technical Services, Inc., AZUTRACS Number: 10053 has submitted a Bidder/Proposer list for **2027-006** on 09/10/2026 at 11:13 AM MST (UTC - 07:00).

Bidders/Proposers for this firm include:

Firm Name	Address	Age of Firm	Annual Gross Receipts	DBE Status	NAICS Codes
AeroTech Mapping Inc	3285 North Fort Apache LAS VEGAS, NV 89129	4-7 years	$5 million to $10 million	DBE	541370
Avenue Consultants	5353 N. 16th St., STE 380 Phoenix, AZ 85016	10+ years	$10 million to $50 million	Non-DBE	541820
Ethos Engineering, LLC	9180 South Kyrene Rd Tempe, AZ 85284	10+ years	$2 million to $5 million	DBE	541330
Harris Miller Miller & Hanson Inc.	700 District Avenue, Suite 800 Burlington, MA 01803	10+ years	$10 million to $50 million	Non-DBE	541620
Infrastructure Mavens, LLC	21001 N. Tatum Blvd., Suite 1630-603 Phoenix, AZ 85050	10+ years	Less than $500,000	Non-DBE	541611
Jacobs Engineering Group Inc.	1501 W. Fountainhead Parkway Tempe, AZ 85282	10+ years	More than $100 million	Non-DBE	541330
Newton Environmental Consulting, LLC	9859 East Winchcomb Drive Scottsdale, AZ 85260	8-10 years	Less than $500,000	DBE	541620
POINT ENGINEERS, LLC	7600 N 16th Street #202 Phoenix, AZ 85020	10+ years	$2 million to $5 million	Non-DBE	541330
T2 UES, Inc.	19621 N 23rd Dr Phoenix, AZ 85027	4-7 years	More than $100 million	Non-DBE	541330
Wilson & Company, Inc., Engineers & Architects	410 N. 44th Street, Suite 460 Phoenix, AZ 85008	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.

CONSULTANT INFORMATION PAGES (CIP)

CONTRACT NO.: 2027-006

CONTACT PERSON: Jennifer Bixby, PE, PTOE

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

TITLE: Vice President

CONSULTANT FIRM: AECOM Technical Services, Inc.

ADDRESS: 2398 E. Camelback Rd. Suite 520

CITY, STATE, ZIP: Phoenix, AZ 85016

TELEPHONE: 480.363.0447

FAX NUMBER: NA

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)
AeroTech Mapping, Inc.	Survey, Mapping, Aerial	Yes
Avenue Consultants	Public Engagement	No
Ethos Engineering, LLC	Geotech, Material Testing, Subsurface	Yes
Infrastructure Mavens, LLC	Cost Estimating, Constructability	No
Newton Environmental Consulting, LLC	Environmental Noise Analysis	Yes
Point Engineers, LLC	Roadway, Structural, Utilities Eng.	No
T2 UES, Inc	Utilities Engineering	No
Harris, Miller, Miller & Hanson, Inc.	Air Quality Analysis	No

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

Revised 05/02/2024

SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	AeroTech Mapping, Inc.
CONTACT PERSON:	Alicia Mendoza
E-MAIL ADDRESS:	aliciamendoza@atmlv.com
TITLE:	Business Development Manager
ADDRESS:	8433 North Black Canyon Highway
	Suite 120
CITY, STATE ZIP:	Phoenix, AZ 85021
TELEPHONE:	602.245.5088
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	J34PH4CCSMJ4

SUBCONSULTANT FIRM NAME:	Avenue Consultants
CONTACT PERSON:	Marsha Miller Long
E-MAIL ADDRESS:	marsha@avenueconsultants.com
TITLE:	Communications Principal
ADDRESS:	5353 N. 16th Street, Suite 380
CITY, STATE ZIP:	Phoenix, AZ 85016
TELEPHONE:	602.697.9566
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	W7ZXANLFJQC7

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

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

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SUBCONSULTANT(S) TABLE:

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

SUBCONSULTANT FIRM NAME:	Infrastructure Mavens, LLC
CONTACT PERSON:	Andrew Flecky
E-MAIL ADDRESS:	aflecky@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

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SUBCONSULTANT(S) TABLE:

SUBCONSULTANT FIRM NAME:	Newton Environmental Consulting, LLC
CONTACT PERSON:	Angela Newton
E-MAIL ADDRESS:	angie@newtonec.com
TITLE:	Principal
ADDRESS:	9859 East Winchcomb Drive
CITY, STATE ZIP:	Scottsdale, AZ 85260
TELEPHONE:	602.332.9642
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	UFLBN1TNC5H9

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

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Revised 05/02/2024

SUBCONSULTANT(S) TABLE:

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

SUBCONSULTANT FIRM NAME:	Harris Miller Miller & Hanson Inc.
CONTACT PERSON:	Diana B. Wasiuk
E-MAIL ADDRESS:	dwasiuk@hmmh.com
TITLE:	President & CEO
ADDRESS:	700 District Avenue
	Suite 800
CITY, STATE ZIP:	Burlington, MA 01803-5052
TELEPHONE:	781.229.0707
FAX NUMBER:	N/A
UNIQUE ENTITY ID #:	M1N2YBEFQF54

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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	Sept. 18, 2026 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:

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

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