

November 14, 2023

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

Subject: Supplemental Services, ADOT Partnering Office Facilitator  
 Contract Number: 2024-008

Dear Selection Committee:

**Avenue Consultants** brings a fresh perspective and uniquely qualified communications and facilitation experts to support the ADOT Partnering Office. Collectively, we have worked on dozens of municipal and state transportation contracts for over 30 years and are very interested in continuing to build our relationship by supporting ADOT on this contract.

Our team of nine facilitators is committed to exemplifying the ADOT Partnering mission and vision to *lay the foundation for successful partnerships to inspire a culture where every team reaches full potential*. Throughout this proposal, you will see examples of how our capabilities meet and exceed the needs identified in the RFP. We bring best practices, tailored to specific project or task needs, with an eye for collaboration and consensus building — all critical attributes that qualify our firm above the rest.

Avenue’s unique qualifications to support ADOT include:

- » Facilitating government agency teams, industry partners, and stakeholder meetings.
- » Previous ADOT Partnering facilitation training, including writing scripts for training videos.
- » Working as a trusted partner with ADOT for more than 20 years.
- » Extensive experience working directly with a wide variety of civil engineering firms and contractors.
- » Having support from Avenue’s full-service engineering services team to stay ahead of industry standards.
- » Training through the International Association of Public Participation (IAP2) and the Center for Dispute Resolution.

Avenue is not a DBE firm and does not include subconsultants on our team. We are committed to providing the attention, availability, responsiveness, and quality necessary for you to deliver your projects successfully. We look forward to forging a strong relationship rooted in our enthusiastic dedication to your needs and fulfilling them in the most efficient and innovative ways possible. If you have any questions, please contact Marsha by phone at 602.697.9566 or by email at marsha@avenueconsultants.com.



**Marsha Miller Long**  
 Project (Contract) Manager  
 Avenue Consultants



**Blake Unguren, PE**  
 Executive Vice President  
 Avenue Consultants



**Avenue's Arizona Office, 2201 E. Camelback Road, Phoenix**

## Engineering Consultants Section SOQ Proposal Certifications Form – SUPPLEMENTAL SERVICE

Contract Number:   2024-008  


Consultant Name: **Avenue Consultants**

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

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

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

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

Print Name:   Mel Bodily   Title:   President    
 Signature:      Date:   11/13/23

## Engineering Consultants Section

### ADOT Project Involvement Disclosure Statement – SUPPLEMENTAL SERVICE

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

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

**Consultant Name:** Avenue Consultants      **Contract Number:** 2024-008  
**Proposed Supplemental Service Personnel Name:** Marsha Miller Long  
**% of time available to work on the proposed contract:** 95%

No.	ADOT Section	Contract or Agreement Number	Detailed Description of Proposed Supplemental Service Personnel's Role in Project	Average Number of Hours per Week Working on Project	Anticipated Completion Date of Work
1.	ECS	2024-001	Environmental Planner/Scientist, Sr.; communications	<.5/week	fall 2025
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					

(Add additional sheets, as needed)


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

Marsha Miller Long  
 \_\_\_\_\_  
 Proposed Supplemental Service Name

*Marsha Miller Long*  
 \_\_\_\_\_  
 Signature

11/13/2023  
 \_\_\_\_\_  
 Date

Melvin Bodily  
 \_\_\_\_\_  
 Principal or Officer of Firm Name

  
 \_\_\_\_\_  
 Signature

11/14/2023  
 \_\_\_\_\_  
 Date

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

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

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

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

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


Under A.R.S. §35-393:

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

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

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

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

Avenue Consultants	
Company Name	Signature of Person Authorized to Sign
2201 E. Camelback Rd., Suite 355	Mel Borch
Address	Printed Name
Phoenix                      AZ                      85016	President    11/13/23
City                                      State                                      Zip	Title    Date



## FORCED LABOR OF ETHNIC UYGHURS BAN Certification Form

### Forced Labor of Ethnic Uyghurs Ban

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

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

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

Under A.R.S. §35-394:

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

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

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

Avenue Consultants  
 \_\_\_\_\_  
Company Name  
 2201 E. Camelback Rd., Suite 355  
 \_\_\_\_\_  
Address  
 Phoenix AZ 85016  
 \_\_\_\_\_  
City State Zip

  
 \_\_\_\_\_  
Signature of Person Authorized to Sign  
 Mel Bodily  
 \_\_\_\_\_  
Printed Name  
 President  
 \_\_\_\_\_  
Title

# 1. RELEVANT EXPERIENCE

Avenue has selected nine experienced staff members to provide ADOT with seamless staff augmentation and function as an experienced “on-call” extension of your team whenever the need arises. Our team has worked extensively with national, state, and local agencies, and developed strong relationships with ADOT, utilizing proven facilitation tools and techniques to engage and drive conversations effectively toward agreed-upon outcomes. Additionally, four members of our team recently received Certifications for Facilitation Services from the International Association for Public Participation (IAP2). The Avenue team is highly qualified, enthusiastic, and available to provide all the services listed in Section XXIII of the scope of work.

## Facilitation Team



### MARSHA MILLER LONG—PROJECT (CONTRACT) MANAGER 28 years of experience

Marsha’s experience in strategic communications, public outreach and involvement, and construction outreach spans the planning, environmental, design, and construction phases of public infrastructure projects. Given her experience, Marsha is exceptionally qualified to collaborate with ADOT and its partners to help teams

build relationships, establish trust, identify and meet their goals, and reach consensus. She is adept at engaging audiences using a wide variety of techniques that align with the needs of each team. Her experience spans highways, roadways, multi-modal, water, wastewater, stormwater, flood control, mining, solar energy, and recreation projects. She has facilitated in-person and virtual meetings, workshops, and groups for all sizes of construction partnering, citizen advisory groups, and public meetings. A sampling of her experience includes but is not limited to:

- » **ADOT, North-South Corridor Study**, Public Hearing facilitator.
- » **ADOT, San Carlos River Bridge Replacement**, Construction Partnering facilitator.
- » **ADOT, B-40 at SR 87 Traffic Signal Improvement**, Construction Partnering facilitator.
- » **California Department of Water Resources, CA Aqueduct Subsidence Program (CASP)**, strategic communications advisory and executive leadership meeting facilitator.
- » **Confidential client in Arizona, water supply, sustainability, resiliency, flood control**, facilitated stakeholder engagement – SWOT facilitator.
- » **Cities of Phoenix, Tempe, and Scottsdale, and SRPMIC, Papago Park Master Plan Update**, Meeting Facilitator.
- » **Valley Metro, Northwest Light Rail Extension II Construction Partnering**, Co-facilitator.
- » **City of Phoenix, 15<sup>th</sup> Avenue Sewer Main Replacement**, Construction Partnering Facilitator.
- » **City of Phoenix, Broadway Road Sewer Main Replacement**, Construction Partnering Facilitator.
- » **City of Chandler, Alma School Road and Ray Road Intersection**, Construction Partnering Facilitator.
- » **Maricopa Department of Transportation, El Mirage Road Meeting** Facilitator.
- » **Maricopa Department of Transportation, Elliot Road Corridor Improvement Study**, Power Road to the Central Arizona Project Canal in Pinal County Meeting Facilitator.



### CRYSTAL RUBIN—FACILITATOR | 20 years of experience

Crystal is a highly respected communications professional in Arizona and the Southwest with an excellent reputation for effectively engaging with diverse audiences, and soliciting valuable input that enhances projects and processes, while aligning with local, state, and federal regulations. She has facilitated politically sensitive and complex planning, design, and construction projects across the

Valley. As a skilled facilitator, Crystal’s experience includes planning and leading agency partnering meetings, elected official briefings, regional stakeholder summits, advisory group meetings, and public meetings for transportation and transit, parks and recreation, and water and wastewater projects. Highlights of her experience include:

- » **City of Phoenix, T2050 Project**, Co-facilitator.
- » **City of Phoenix, Avenida Rio Salado Broadway Road Improvement Project** (design and construction), Facilitator.
- » **City of Phoenix, South Mountain Park and Preserve Trails Master Plan**, Co-facilitator.
- » **City of Phoenix, Grand Canalscape Phases I and II from I-17 to 56<sup>th</sup> Street**, Co-facilitator.
- » **Maricopa Association of Governments (MAG), Southwest Valley Local Transit System Study**, Co-facilitator.
- » **MAG, Cave Creek/Carefree Transportation Framework Study**, Co-facilitator.
- » **Valley Metro, Northwest Phase I Light Rail Extension**, Co-facilitator.



### CRISSY HUNT—FACILITATOR | 20 years of experience

Prior to joining Avenue Consultants, Crissy worked with the United States Army Corps of Engineers (USACE) to help plan and facilitate workshops on Dam and Levee Safety throughout the U.S. She facilitated workshops on behalf of USACE with attendees from local American Council of Engineering Companies (ACEC) chapters to gather feedback and build consensus for the contents of

forthcoming Engineering Manuals (EMs). She is skilled at creating a respectful environment which allows participants to feel safe while communicating openly and honestly, and by setting ground rules and encouraging positivity throughout the meeting. Her work with the Nevada Department of Transportation included the facilitation of several public hearings for National Environmental Policy Act (NEPA) projects that required precise, accurate collection of comments while focusing on active listening, finding common threads, and driving thoughtful conversation.

- » **USACE Dam and Levee Workshops** Facilitator.
- » **NDOT I-11 PEL NEPA Public Hearings** Facilitator.



**RANDY PARK, PE (UT #176929-2203)— EXECUTIVE/  
ORGANIZATIONAL FACILITATOR | 32 years of experience**

Randy has been a key leader in the transportation industry for over three decades. Having spent most of his career with the Utah Department of Transportation (UDOT), he understands industry practices and has managed complex and multi-tiered projects while helping DOTs set goals at the division and project levels.

During his tenure in Senior Leadership as a Region Director and Project Development Director (Chief Engineer), Randy earned the “Service to the Industry Award” in 2018 from the Association of General Contractors (AGC), recognizing his contributions to the construction industry and his role in championing tools for alternate bidding (Design-build, CMGC, and PDB) including partnering and collaborating with leadership and legislators. He was also recognized with the AGC Service to the Industry Award in 2019 for Public Career Service. Randy understands every DOT has a distinct culture and works to maintain the values and goals of the organization, while managing expectations within each region. He has extensive experience in facilitation, consensus building, partnering efforts, and risk management that has led to optimized DOT processes. His efforts have changed the culture of project delivery and construction in Utah and around the country. His experience includes:

- » **UDOT I-15 Technology Corridor (\$1.6 B)**, Executive Partnering and Issue and Claims Resolution.
- » **UDOT West Davis Corridor (\$450 M)**, Project Team and Executive Partnering and Project Resolution.
- » **UDOT I-80, I-215 Interstate Reconstruction**, Project Team Building and Consensus Tools.
- » **NCDOT**
- » **KY Transportation Cabinet**
- » **TDOT process improvements Program and Project Delivery**, Project Management, Development of Manuals and Guides, Alternative Delivery, and Construction Management.
- » **ODOT Brent Spence Bridge over the Ohio River**, Project and Executive Partnering, Issue Resolution, and Progressive Design Build (PDB) Delivery.



**RICK TORGERSON, PE (UT #334214-2202) | EXECUTIVE/  
ORGANIZATIONAL FACILITATOR | 26 years of experience**

Rick’s experience with UDOT, TDOT, and NDOT provide ADOT the benefit of innovative ideas and streamlined processes around project delivery, internal process improvements, and performance metrics and dashboards. Rick has over 26 years of experience delivering and monitoring projects/processes for DOTs. His

collaborative leadership approach engages teams and allows for efficient delivery of projects and tasks. While working at UDOT (as Region Director, Program Manager, and Project Manager), Rick’s innovative mindset improved UDOT’s Project Delivery Network by streamlining processes through the development of the Project Definition Document (PDD). Rick’s experience working to improve various internal processes and

overall project delivery for NDOT and TDOT that will bring new perspectives to ADOT. Rick’s expertise includes:

- » **Leading UDOT in every facet from planning and environmental**, to design and construction, partnering with other agencies, to interfacing with local and state-wide elected officials.
- » **Participating on the MPO executive board** to align the MPO’s planning and project proposal with the needs of the department.
- » **Senior-level selection team member** for six design-build projects amounting to \$1.6B. that includes the West Davis Corridor, Mountain View Corridor, I-15 Tech Corridor, and I-15 Southbound Widening. This depth of experience with various contracting tools allows him to understand the challenges of risk management, schedule oversight, and budget controls that owners balance to deliver these types of critical projects.



**JASON DAVIS, PE (UT #95653-2202) | EXECUTIVE/  
ORGANIZATIONAL FACILITATOR | 30 years of experience**

Jason is a transparent and honest communicator whose prior experience working for UDOT provides the department with the benefit of a proactive coordinator who understands the true value of the work. Jason’s 30 years of Project Development has been, and continues to be, driven by his passion for leading teams that

specialize in optimizing deliverables, whether that be a construction project, technological and software improvements, or organizational change. Recently, for NDOT, he has led an effort to complete a statewide SWOT analysis with the Operations and Maintenance Division. He and his team have been accepted as a part of the NDOT team and many of their recommendations have been implemented and funded in a very short timeframe. The relationships he has built with other state DOTs are a direct result of the value he places on collaboration and communication. Jason’s innovative accomplishments include:

- » **Implementation of an Accelerated Bridge Construction program.**
- » **Alternative project delivery methods** including CMGC, PDB, and Design Build.
- » **Multi-modal projects** that included transit and roadway in a single contract.
- » **Development of a TSMO program.**
- » **Emerging Technologies** such as Connected Vehicle Technologies as well as UAV rules and regulations.
- » **As UDOT Director of Operations and Deputy Director**, he worked directly with Legislators and the Transportation Commission to review Regions’ STIP project list and influence final funding selection. Jason truly understands the STIP process.



**DUKE RICHARDSON—COMMUNICATIONS/FACILITATOR  
10 years of experience**

Duke leads Avenue Consultant’s Communications and Public Involvement team and brings a strategic communications perspective to facilitation. In addition to his experience as an International Association of Facilitators (IAF) certified trainer, Duke

has been involved in multiple DOT projects leading workshop, meeting, and facilitation efforts with Community Coordination Teams, Stakeholder Working Groups, and Technical Advisory Committees to name a few. He utilizes his experience with Public Outreach and Involvement to help identify risks and establish a clear path forward in his role as a facilitator. Duke's accomplishments include:

- » **UDOT I-15 Widening from Exit 6 to Exit 8 and Exit 7 Environmental Assessment**, Public Involvement Lead / Community Coordination Team Facilitator.
- » **UDOT I-84/US-89 Interchange Environmental Assessment**, Public Involvement Lead / Community Coordination Team Facilitator.
- » **Park City Lower Park Avenue Improvements Community Visioning Project**, Stakeholder Engagement Lead / Stakeholder Working Group and Technical Advisory Committee Facilitator.
- » **Natural Resources Conservation Service (NRCS), Upper Price River Watershed Plan-EIS**, Public Involvement Lead / Government Agency Committee Facilitator.



**SHARICE WALKER—COMMUNICATIONS/FACILITATOR**  
**18 years of experience**

Sharice's experience involves expressing complex concepts in a way that her audiences can understand, and interacting with communities about emotionally charged topics. She excels at cultivating relationships, collaborating with teams, and creatively solving problems. Through her communications and engagement work in multiple fields, Sharice has facilitated discussions and open communication among a variety of stakeholder groups to craft solutions for complex issues. She has worked with groups made up of organization personnel, elected officials, representatives from multiple entities, property owners, and community volunteers. As a former journalist, she is skilled in guiding conversations and capturing information. Examples include:

- » **Five County Association of Governments Safe Streets for All Safety Action Plan** for Washington County Safety Subcommittee, Meetings Facilitator.
- » **UDOT I-15 Widening from Exit 6 to 8 and Exit 7**, Environmental Assessment Facilitator.
- » **NDOT Northern Nevada Traffic Management Center**, Stakeholder Meeting Facilitator.
- » **UDOT Region Four State Route 18**, Community Meeting Coordinator.
- » **Fairbanks North Star Borough School District**, Parent Engagement Committee Facilitator.



**STACEE ADAMS—FACILITATOR | 16 years of experience**

Stacey designs and leads strategic communication and public engagement for transportation projects. She is a trained facilitator and skilled in strategic planning and conflict resolution. Her education, training, and experience inform her approach, allowing project teams to avoid unnecessary controversy by reaching consensus on goals and resolving complex problems, building strong project buy-in, and establishing and maintaining trust among teams. Stacey has experience managing complex, interdisciplinary teams and stakeholder groups to identify issues, develop mitigation strategies, and leverage collective strengths to achieve desired outcomes. She fosters a safe and productive environment for open communication, to explore solutions, and resolve conflict. Stacey's recent experience includes:

- » **City of Salt Lake, 300 West**, community/public meeting facilitator.
- » **UDOT, Cougar Boulevard**, community/public meeting facilitator.
- » **UDOT, East Zion**, community/public meeting facilitator.
- » **UDOT, Vulnerable Road User Safety Assessment**, facilitator for Technical Advisory and Stakeholder committees involved in consultation.



## 2. DEMONSTRATED KNOWLEDGE, SKILLS AND ABILITIES

We understand facilitation is a critical tool for moving groups of people forward to reach consensus; in the workplace, facilitation enables teams to overcome differences and achieve their full potential. Successful facilitation is built upon a foundation in which all parties pledge to communicate openly and respectfully; commit to finding a resolution; and cooperate with one another. It requires the ability to assess each situation and identify all perspectives, determine the best approach(es) for participants, create a collaborative environment, and guide participants toward a solution. With this understanding, we are confident we can support every aspect of the scope of work. We are also well versed with the innovative techniques and additional skills shown below. The projects listed in our team members' biographies involved elements of these techniques and innovative applications in Table 1.

For brevity, we have grouped the facilitation requirements based on the scope of work into the following categories. *All of our staff meet the requirements of the position.*

- a. Team development, relationship building, establishing trust, reaching consensus.
- b. Effectively plan, execute, and follow up on strategies of group needs.
- c. Facilitate high-level, large, executive meetings to reach expected outcomes and resolution of complex issues.
- d. Conduct and manage breakout groups, sub-groups, and committees.
- e. Provide a safe, participatory, inclusive environment for open communication and engagement.
- f. Capture and report accurate information from workshops and meetings and summarize.

**Table 1**

Facilitator	Proven Facilitation Techniques									Innovative Applications of Organizational Consulting				
	Brainstorming	Sounding Board	Cardstorming	T-Charts	Dot Polling	Facilitated Ranking /Rating	SWOT	Performance Dashboards	Project/Team Surveys	*CCT/Champions Group	Program Evaluations	Process Improvements	ID and Establishing Goals	Claim Avoidance/Risk Resolution
Marsha Miller Long	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓			
Crystal Rubin	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
Crissy Hunt	✓		✓		✓	✓	✓	✓	✓	✓	✓			
Randy Park	✓						✓	✓	✓	✓	✓	✓	✓	✓
Rick Torgerson	✓						✓	✓	✓	✓	✓	✓	✓	✓
Jason Davis	✓						✓	✓	✓	✓	✓	✓	✓	✓
Duke Richardson	✓		✓	✓	✓	✓	✓	✓	✓	✓			✓	✓
Sharice Walker	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓
Stacey Adams	✓		✓		✓	✓	✓	✓	✓	✓			✓	✓

We worked with the following DOTs providing these innovative applications:

\*Community Coordination Team (CCT) involves a group of stakeholders who are passionate and engaged in project decisions and can champion solutions. Champions Group involves identifying employees within the organization who can lead key change management processes as well as ensure the culture of the organization embraces the proposed change.

### 3. KNOWLEDGE OF INDUSTRY STANDARDS

We have read and will follow the ADOT Partnering 101 Guide to provide facilitation for the following partnerships and meetings:

**Types of Partnerships:**

- » Design and Construction Projects (bring project teams together)
  - Champion groups that involve internal staff with consultant team to support organizational culture and improve upon existing practices.
- » Public (local, state, or federal agencies, tribal and nongovernmental orgs.).
- » Internal (improve business processes and relationships, which are key to department integrity).

**Types of Meetings:** » Construction workshops » Non-construction workshops  
 » Process-improvement sessions » Dispute resolution

Our facilitators shown in Figure 1, have industry knowledge and training from two international professional organizations who we look to for our code of ethics and guiding principles. We have worked on dozens of NEPA projects and follow the compliance requirements for Title VI of the Civil Rights Act, and the American with Disabilities Act. We have led design, construction, public, and internal partnerships to achieve common goals, consensus, and build stronger relationships. Our facilitators are also very experienced in the organizational and project spectrum of various project-delivery contract types for Departments of Transportation.

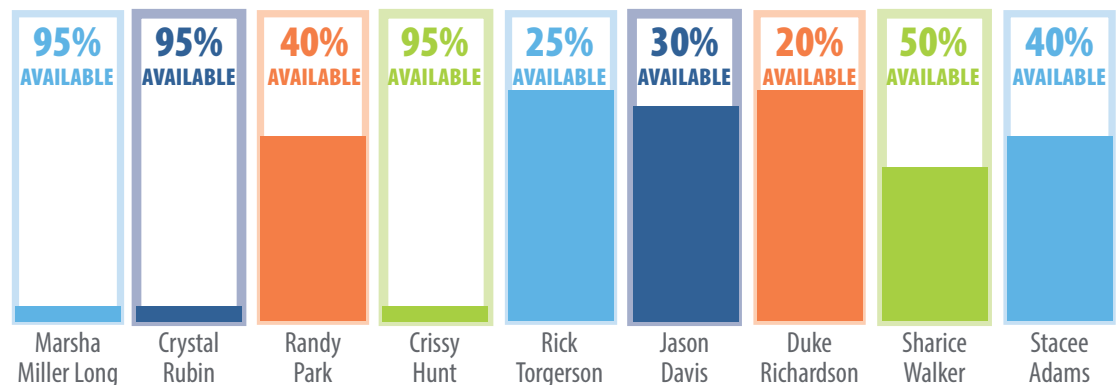
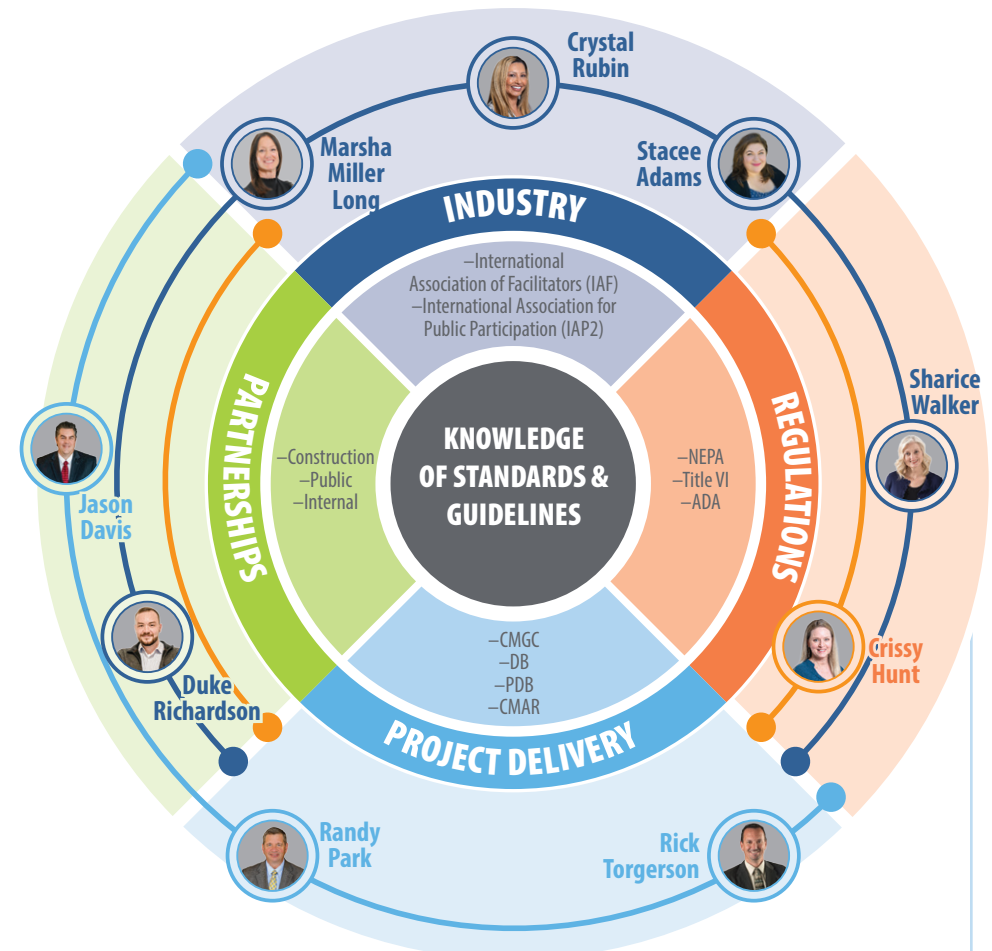
**Our facilitators will follow the IAF Core Competencies:**

- A** Create Collaborative Client Relationships
- B** Plan Appropriate Group Processes
- C** Create and Sustain a Participatory Environment
- D** Guide Group to Appropriate and Useful Outcomes
- E** Build and Maintain Professional Knowledge
- F** Model Positive Professional Attitude as a Process Facilitator

### 4. AVAILABILITY

We know that with supplemental services contracts, the amount of work for any given day or week varies. **Avenue’s collaborative methods and experience providing this type of support to other agencies and DOTs uniquely qualifies us to handle these types of fluctuations.** Avenue’s approach to staffing will provide ADOT with a primary lead in Marsha Miller Long and a secondary lead in Crystal Rubin when Marsha is not available. Our leads will act as the direct and initial contacts to ADOT staff and will manage Avenue task support teams, assigning specific resources to support ADOT as needed. See our availability matrix →

Figure 1: Each shared line indicates the knowledge of industry standards and guidelines each of our team members brings as an expert in their field.



# PART D. ATTACHMENTS



## Marsha Miller Long

Project (Contract) Manager and Facilitator

### EXPERIENCE

With 28 years of experience in strategic communications, public outreach and involvement, and construction outreach, Marsha's contract and project management experience spans the environmental, planning, design, and construction phases of public infrastructure projects to engage with interested communities in a variety of ways to communicate the value and benefits of those projects. Her project experience covers highways, roadways, multi-modal, water, wastewater, stormwater, flood control, mining, solar energy, and recreation.

Her project management experience includes working across the country and within Arizona for the Arizona Department of Transportation, Maricopa Association of Governments, Maricopa County Flood Control District and Department of Transportation, the cities of Phoenix, Chandler, Scottsdale, Surprise, Tempe, Glendale, Mesa, Casa Grande and Flagstaff and the towns of Youngtown and Paradise Valley.

### PROJECT MANAGEMENT AND FACILITATION EXPERIENCE

- ADOT, North-South Corridor Study EIS
- ADOT Construction Partnering Training and Video Production
- ADOT, San Carlos River Bridge Replacement
- ADOT, I-40 at SR 87 Traffic Signal Improvement
- California Department of Water Resources, CA Aqueduct Subsidence Program (CASP), strategic communications advisory and executive leadership meeting facilitator
- Confidential Arizona client, water supply, sustainability, resiliency, flood control, facilitated stakeholder engagement
- City of Chandler, Alma School Road/Ray Road Intersection Improvements construction
- City of Phoenix, WaterSmart CIP Website, design, development, and maintenance
- City of Phoenix, Public Involvement Guidelines development and training of internal staff and consultants
- City of Phoenix, 15th Avenue Sewer Main Replacement
- City of Phoenix, Broadway Road Sewer Main Replacement
- City of Chandler, Alma School Road and Ray Road Intersection
- Cities of Tempe, Phoenix, Scottsdale and Salt River Pima Maricopa Indian Community, Papago Park Master Plan
- Maricopa Department of Transportation, Riggs Road Archaeological Data Recovery
- Maricopa Department of Transportation, El Mirage Road Meeting Facilitation
- Maricopa Department of Transportation, Elliot Road Corridor Improvement Study, Power Road to CAP Canal, Pinal County
- CIGNA, Workshop Development/Meeting Facilitation, Atlanta, GA
- Valley Metro, Northwest Light Rail Extension II Construction Partnering



### EDUCATION

BS, Advertising, Northern Arizona University

### MEMBERSHIPS

Women in Transportation Seminar (WTS)

International Association for Public Participation (IAP2)

### CERTIFICATIONS

- IAP2 Public Participation Practitioner
- IAP2 Public Participation Facilitator
- IAP2 Emotion, Outreach and Public Participation



**From:** [ADOT Business Engagement and Compliance Office](#)  
**To:** [Marsha Miller-Long](#)  
**Cc:** [ContractorCompliance@azdot.gov](mailto:ContractorCompliance@azdot.gov)  
**Subject:** Bidders List for Avenue Consultants  
**Date:** Monday, November 6, 2023 2:50:17 PM

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**Avenue Consultants**, AZUTRACS Number: [20882](#) has submitted a Bidder/Proposer list for **2024-008** on 11/06/2023 at 2:49 PM MST (UTC - 07:00).

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

# **PART E. AMENDMENTS**

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

The following revisions are made to the referenced RFQ:

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

**From:**

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

**TO:**

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



Jessica McCall  
 Contract Specialist  
 Engineering Consultants Section

**AN OFFEROR MUST ACKNOWLEDGE RECEIPT OF THIS AMENDMENT BY SIGNING BELOW AND INCLUDING ALL PAGES OF THIS AMENDMENT IN THE SOQ SUBMITTAL. FAILURE TO DO SO SHALL RESULT IN REJECTION OF THE PROPOSAL.**

Avenue Consultants - Mel Bodily  
 Consultant Name

  
 Signature

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

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

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

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

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

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

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

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

**Answer 3:**  
Two pages.

  
Jessica McCall  
Contract Specialist  
Engineering Consultants Section

**AN OFFEROR MUST ACKNOWLEDGE RECEIPT OF THIS AMENDMENT BY SIGNING BELOW AND INCLUDING ALL PAGES OF THIS AMENDMENT IN THE SOQ SUBMITTAL. FAILURE TO DO SO SHALL RESULT IN REJECTION OF THE PROPOSAL.**

Avenue Consultants - Mel Bodily  
CONSULTANT NAME

  
SIGNATURE

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



**Date:** November 8, 2023

**TO:** ALL INTERESTED PARTIES

**SUBJECT:** AMENDMENT NUMBER 03

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

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

**Question 1:**

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

**Answer 1:**

Yes.

**Question 2:**

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

**Answer 2:**

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

**Question 3:**

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

**Answer 3:**

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

**Question 4:**

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

**Answer 4:**

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

Question 5:

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

Answer 5:

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

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



Jessica McCall  
Contract Specialist  
Engineering Consultants Section

**AN OFFEROR MUST ACKNOWLEDGE RECEIPT OF THIS AMENDMENT BY SIGNING BELOW AND INCLUDING ALL PAGES OF THIS AMENDMENT IN THE SOQ SUBMITTAL. FAILURE TO DO SO SHALL RESULT IN REJECTION OF THE PROPOSAL.**

Avenue Consultants - Mel Bodily  
CONSULTANT NAME

  
SIGNATURE

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

**CONSULTANT INFORMATION PAGES (CIP)**

CONTRACT NO.: 2024-008

CONTACT PERSON: Marsha Miller Long

E-MAIL ADDRESS: marsha@avenueconsultants.com

TITLE: Communications Manager

CONSULTANT FIRM: Avenue Consultants

ADDRESS: 2201 E. Camelback Rd., Suite 355

CITY, STATE ZIP: Phoenix, AZ 85016

TELEPHONE: 602.697.9566

FAX NUMBER: \_\_\_\_\_

DUNS #: 016573658

ADOT CERTIFIED DBE FIRM? (YES/NO)

NO

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

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

**DBE GOAL ASSURANCE/DECLARATION**

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

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

  
\_\_\_\_\_  
Signature

11/13/2023  
\_\_\_\_\_  
Date

Mel Bodily  
\_\_\_\_\_  
Printed Name

President  
\_\_\_\_\_  
Title

**SOQ SUBMITTAL CHECKLIST**

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

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

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