



Guiding Teams – Building Success

November 14, 2023

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

Re: REQUEST FOR QUALIFICATIONS PACKAGE, CONTRACT NUMBER: 2024-008
SUPPLEMENTAL SERVICES, ADOT PARTNERING OFFICE, FACILITATOR

RHA, LLC is excited about continuing our working relationship with ADOT and are interested in being selected for the above referenced contract. We currently have the contract for Partnering Facilitation and we provide facilitation services for value engineering as a subconsultant for three on-call contracts for ADOT.

RHA commits the key personnel that are identified in this qualification package. We also ensure that RHA's services will meet or exceed ADOT's quality standards and we have several facilitators available to ensure schedules are met.

RHA is a professional firm specializing in facilitation and training services. Originally organized in 1992, as RH & Associates, we are a certified DBE/WBE/SBE in numerous states including Arizona and provide these services throughout the nation and abroad. RHA, as RH & Associates, has been providing Partnering facilitation services for ADOT, as well as other types of facilitation services, since 1993. Our services are extensive in facilitating various types of workshops in the transportation industry. These include:

- Partnering Facilitation (design and construction)
- Government and Stakeholder Team Facilitation
- Skills Training in Communication, Problem Solving, Issue Resolution and Negotiation
- Team Scoping/Partnering for Alternative Delivery (Design/Build & CMAR)
- Team Alignment and Project Scoping (Planning and Scope Development for Alternative Delivery)
- Value Engineering
- Risk Analysis and Management
- Team Building
- Strategic & Process Planning

Sincerely,

RHA, LLC

Patrice Miller, CVS
Managing Partner

Engineering Consultants Section SOQ Proposal Certifications Form – SUPPLEMENTAL SERVICE

Contract Number: 2024-008

Consultant Name: RHA, LLC

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

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

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

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

Print Name: Patrice Miller, CVS Title: Managing Partner

Signature: *Patrice Miller* Date: 11/13/2023

Engineering Consultants Section

ADOT Project Involvement Disclosure Statement – SUPPLEMENTAL SERVICE

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

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

Consultant Name: RHA, LLC **Contract Number:** 2024-008

Proposed Supplemental Service Personnel Name: All proposed RHA, LLC personnel

% of time available to work on the proposed contract: 25-50%

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.		2021-011.01	VE Facilitator for AECOM Technical Services, Inc. On-Call Alternative Project Delivery and Value Methodology Administration Consultant	Undetermined	On-Call
2.		2021-011.02	VE Facilitator for Kimley-Horn and Associates, Inc. On-Call Alternative Project Delivery and Value Methodology Administration Consultant	Undetermined	On-Call
3.		2021-011.03	VE Facilitator for WSP USA, Inc On-Call Alternative Project Delivery and Value Methodology Administration Consultant	Undetermined	On-Call
4.		CTR054376	Partnering Consultant Services	Undetermined	On-Call
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).

Proposed Supplemental Service Name

Patrice Miller, CVS, Managing Partner - RHA, LLC
Principal or Officer of Firm Name

Signature

Patrice Miller

Signature

Date

November 14, 2023

Date

FORCED LABOR OF ETHNIC UYGHURS BAN Certification Form

Forced Labor of Ethnic Uyghurs Ban

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

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

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


Under A.R.S. §35-394:

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

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

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

RHA, LLC	
Company Name	
6677 W. Thunderbird, Suite K183	
Address	
Glendale, AZ	85306
City	State Zip

 _____ Signature of Person Authorized to Sign	
Patrice Miller, CVS	
Printed Name	
Managing Partner	
Title	

1. Relevant Experience

RHA has been providing facilitation and training services over the past 32 years. Our general experience includes:

Team Alignment – The RHA team has facilitated more than 3500 workshops over the past 32 years for transportation and other agencies throughout the country including the following DOTs; Arizona, California, Colorado, Florida, Montana, Texas, Kansas, Alaska, Montana, Idaho, Nevada, North Carolina, and Louisiana. Additionally, RHA has provided facilitation/partnering with local Arizona agencies including almost every Arizona county as well as local cities and towns.

Alternative Delivery (CMAR and DB) - RHA has been providing specialized facilitation services, or as RHA refers to preconstruction services and design as Team Scoping, for CMAR and DB projects. The team starts with the end in mind. There is a strong focus on areas where there are traditionally challenges during the design phase but it then leads into the construction phase. RHA also provided a lessons learned report for ADOT for their CMAR and DB program.

ADOT On-call Partnering Facilitation 1997-2013 (Design, Construction and Stakeholder) - RHA provided formal Partnering facilitation for many projects including design, governmental (stakeholders), construction and Design-Build projects throughout the state.

Governmental/Stakeholder Partnering/Integration – Over the last 32 years, RHA has been involved with helping agencies understand the importance of Partnered relationships to accomplish their goals. Several examples include working with FHWA, all of the counties within the Arizona County Engineer’s Association and ADOT local government to develop the most effective process to help deliver each of the county’s and the state’s transportation goals. Additionally, although this was a specific project, it was about helping the Federal Government, ADOT and numerous agencies come to grips with how to deliver the needed services for a Border Patrol facility. There have been other services including helping the City of Phoenix work with ADOT to understand the NEPA requirements for delivering transportation projects. RHA also worked with UDOT and the FHWA to determine how to deliver the projects that were necessary to accommodate the Winter Olympics. The following represents a sample list of stakeholder and governmental facilitation:

- Principal Investigator Partnering Research for State Transportation Departments, NDOT/FHWA
- Partnering Field Guide Update, UDOT
- Partnering Field Guide Update, WSDOT
- CMAR Lessons Learned Research, ADOT
- D/B Lessons Learned Research, ADOT
- National Partnering Research and Toolbox Development, NDOT & FHWA
- Cost-Benefit of a MLLRS in State DOT’s, NCHRP
- Headwall Standards Process Improvement Study, Kentucky Transportation Cabinet
- Project Delivery Improvement Process Improvement Study, MCDOT
- Hazardous Material Process Improvement Study, Caltrans, California
- GIS Corporate Structure and Process Improvement Study, Caltrans, California
- Project Information Document (PID) Process Improvement Study, Caltrans, California
- Purpose and Need Process Improvement Study, Caltrans
- Flexible Resource Utilization Process Study, Caltrans
- Project Initiation Document (PID) Process Improvement Study, Caltrans
- Risk Assessment Manual Development, Port of Long Beach
- Standards Manual Facilitation, Town of Gilbert
- Governor’s Traffic Safety Advisory Council Joint Sub Committee, FHWA and Arizona
- Maricopa County Emergency Mass Evacuation Plan Agency Development Plan Facilitation, Maricopa County Department of Transportation

RHA, LLC

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- North Entrance Road Wind Cave National Park Memorandum of Understanding Facilitation, FHWA
- Community Noise Reduction Program Team Development and Monitoring Facilitation, City of Phoenix
- Residential Sound Assistance Program Team Development and Monitoring Facilitation, City of Phoenix
- Tolt Slide Evaluation and Process Approach Facilitation, Seattle Public Utilities
- Environmental Process Development Facilitation, City of Phoenix & ADOT
- El Rio Visioning Committee Facilitation, Maricopa County
- El Rio Watercourse Master Plan Stakeholder Facilitation, Flood Control District of Maricopa County
- Administration and Court Facilities Stakeholder and Team Facilitation, Monterey County
- St. George Boulevard Visioning Facilitation, City of St. George, Utah
- Tonto National Forest Cattle Growers Meeting Facilitation, Arizona
- NDOT Erosion Control Master Plan & Sediment Transport Project, Tahoe, Nevada
- California Environmental Plan Stakeholder Meetings, Tahoe, California
- Child Protective Services Process Study, New York City, NY
- Quality Improvement Project, Fluor Daniel Hanford, Hanford, WA
- Organizational Process Improvement, Pinal County, AZ
- Organizational Process Improvement, Cochise County, AZ
- Organizational Process Improvement, Gila County, AZ
- Project Delivery Process Improvement Study, Maricopa County Dept. of Transp., AZ
- Housing Preservation and Development, Tenant Interim Program Process Improvement Study, New York, NY
- Street Repair Standards and Process Improvement - Development and Implementation Plan, New York, NY
- Environmental Process Improvement Workshop, City of Phoenix and Arizona Department of Transportation
- Excess Parcel Improvement Process Improvement, Arizona Dept. of Transportation
- Internal Project Management Multiple Prime Process Identification and Implementation, Monterey County, CA

Evaluation, Assessment and Process Improvement – RHA has been involved with many organizations and projects where evaluation, assessment and process improvement have been a key aspect. First and foremost, one of the benefits of hiring RHA is that we bring additional tools and techniques to ADOT to aid in these endeavors. We use our value management certification and experience, including leading process improvement studies as stated above. Additionally, RHA has other local experience working with the City of Phoenix with improving their internal Customer Satisfaction Process with their Rideshare Program and Project Delivery process.

Monitoring and Evaluation - Additionally, RHA has been providing evaluation and assessment for Partnering workshops since we first started working with ADOT, using the PEP program, as well as we have developed our own Team Maintenance on-line, web-based program. This was done to aid other states and local agencies to give them the tools that they do not have to help monitor and assess how teams are working together. We've also used these tools to aid teams in understanding how they are currently working together and help determine the best course of action. Additionally, RHA encourages **Executive groups** for larger projects.

ADOT Core Team - Renee Hoekstra served as a member of the Partnering Core Team for almost six years. This included attending and participating in quarterly meetings to help to develop and improve the Partnering processes adopted by ADOT and the AGC as well as developing governmental and stakeholder partnering approaches.

Everyday Counts Initiative 4 – Partnering and e-Construction – RHA had been involved with helping the FHWA to implement part of Initiative 4. We were hired by NDOT to develop and deliver a Partnering conference nationwide to engage various agencies and private sector individuals to discuss the status of Partnering, potential areas for growing and improving Partnering as well as develop a Partnering Toolbox of materials that would be available to all agencies. ADOT participated in this event.

FHWA Partnering Peer Exchange Workshops – RHA was engaged to organize and facilitate two Partnering Peer Exchange programs for Washington DOT and Texas DOT. This included engaging three state transportation departments for each one to participate in these Peer Exchanges to focus on the needs for each of the hosting states. These two-day peer exchanges helped to share information regarding programs, new means and methods for workshops, maintenance and monitoring activities, and training opportunities. ADOT participated in the Texas DOT to share information on their program.

Staffing

Project (Contract) Manager (Resume Attached)

Patrice Miller, CVS – Will be responsible for managing this contract and providing the correct staff to each assignment. She has extensive experience in this capacity and working with ADOT and Federal and local Arizona Agencies. Pat currently manages the on-call contracts with three consultants to provide facilitation services for value engineering workshops. This includes assigning the appropriate RHA staff member with the appropriate experience. Additionally, she has been providing this service to four IDIQ contracts for the U.S. Corps of Engineers across the country.

Supplemental Services Consultant-Facilitators (Resumes Attached)

Renee L. Hoekstra CVS – Senior Facilitator - Renee L. Hoekstra is the Managing Partner of RHA, LLC. She provides program development and facilitation services for teams, programs, processes, and projects. Her recent experience includes providing training and facilitation services for partnering, team integration, scope alignment, value engineering, team building, risk analysis and problem-solving workshops for various public and private clients. This has included over 3000 projects and teams nationwide. She has been providing facilitation and training to transportation agencies for the past 32 years. Renee has over 35 years of experience in the architecture, civil engineering and construction industry. We believe this experience in the industry provides her with a better understanding of the needs of public agencies, private owners, contractors and designers.

Gwen Flora, VMA, CCM – Facilitator - Ms. Flora has over 20 years of experience in the design and construction consulting industry, including program/project/construction management, budget/cost controls/estimating, schedule development/review, partnering/team building/training and conflict resolution. She has experience in transportation, water/wastewater, mining, electrical, Native American and hospitality industries. Her experience includes leading all phases of projects from pre-design through start-up and project close out. This experience includes federal, state and local government projects, as well as private-sector projects, utilizing traditional delivery methods as well as progressive and alternative delivery methods. Ms. Flora has managed and supported projects up to \$2 billion both in the United States and abroad. Her expertise in the industry will be valuable in understanding the work and challenges to be accomplished and aiding the teams throughout the partnering process.

2. Demonstrated Knowledge, Skills and Abilities

RHA has been providing formal facilitation and training for 32 years. Our experience and our facilitators possess the capability, experience, and expertise to provide a variety of facilitation and partnering services including, but not limited to:

Facilitation and Industry Practices – as has been demonstrated in our capabilities above, RHA has been engaged in the Partnering industry for transportation and related services almost since its inception in Arizona in 1991. Additionally, we have spent years working with various teams in building teams, developing relationships, working with testing instruments to build better teams with an understanding of how to work better together. Additionally, RHA has been on the cutting

edge of developing new and improved practices to continue to deliver exceptional workshops with high-functioning teams.

Prepare for Workshops and Customize Workshops - RHA believes that it is very important to have preliminary dialogues with the key representatives and partners prior to developing a workshop approach. We spend preparation time to gain insight into the past experience of each organization; learn specific details about the program, team, process, etc.; understand past working relationships of team members and the expectations for the workshop. RHA then develops a program and details a program outline that meets the customized needs of every workshop. Each team is different in what they may require. This is a key element in helping teams succeed.

Methods to Bring About Consensus – Each team is different, participants have their own distinct personalities and approaches, and these must be taken into account. Reaching consensus is about ensuring team members engage, voice their issues and concerns and, using various types of tools, determine the final approach that the team agrees to embrace. It's not about that they agree, but it is about their willingness to support goals and decisions.

Facilitation Techniques – RHA facilitators have been facilitating workshops of all types including Partnering, issue escalation meetings, facilitated dispute resolution workshops, value engineering, stakeholder integration, team building workshops, risk workshops, and many more. RHA also teaches facilitation skills to those individuals wishing to learn how to better run meetings and workshops.

Effective Issue Resolution and Conflict Management – As much as we'd like to say that team members should not take issues "personally," the truth is that this is their job and it is "personal." The skill is to help them see that the problem or issue at hand has nothing to do with them, it's about the project, program or process. We use various communication and resolution tools as well as teaching and integrating negotiation skills and tools to help the team members see the benefits and impacts to achieving success together. Depending on the issue, it is also sometimes important to educate team members about the potential impact of not resolving issues.

Steering Conversations – Items as listed above all are about steering conversations and bringing about a focus on the "project" and not on the "person." This requires expert facilitation skills and the ability of our facilitators to stay neutral, calm and help the teams stay focused on the issues at hand. It is very easy for teams to digress, and our understanding of design and construction allows us to understand when this has occurred and to keep the discussions on track.

Administering and Reviewing Progress Assessments – RHA has been helping teams to successfully maintain their teams throughout the length of a project or program. Team maintenance is a key factor in the overall success of teams. It provides an avenue for the team members to be able to provide a rating and then a subsequent discussion of how the team, overall, is performing on the goals and identified approaches that they identified would ensure a successful team. The ratings also provide an avenue for the Executive team to see how the team is performing and keep them up to date. All too often, if maintenance is not part of a team, specific behaviors, attitudes and processes begin to fail and if left unchecked, can have a very negative impact on the overall project. These include:

Monthly Evaluation – RHA has worked with ADOT and the PEP program for years, as well as offering their own on-line, web-based programs for teams without a formal process. We help to identify project champions to be the lead for the team and we work with them to review and evaluate the monthly evaluations to understand how to look for areas that may need a course correction or an opportunity for the champions to reward exceptional behaviors and attitudes.

Turn-around Workshops – When project teams need to refocus their efforts on effective issue resolution, conflict management and improving communication.

Maintenance Workshops – These short workshops help to keep teams and projects on track by allowing teams to discuss both the positive and negative aspects and focus on maintaining a strong team.

Facilitated Issue Resolution – Very specific facilitated sessions focusing on team issues and coming to resolution.

Keeping Team Members Engaged – The workshop itself is one thing and we pride ourselves on our continued efforts to keep the process fresh and new and to make sure that the actual workshops are focused on the project. We build teams throughout the workshop, engage the team members to take a strong role during the workshop as well as during the project. We are very careful to ensure that when we have repeat team members that we continue to provide new information about communication, problem solving, issue resolution and negotiation.

Encouraging Trust and a Safe Environment – Again, we have covered these aspects in other bullets; however, one of the things that we really focus on is the importance of Trust and our team’s ability to maintain open and honest lines of communication. We impress upon them the criticalness of Communication in building trust and especially the need to be able to speak freely, but what is important for the teams to understand is that they still must maintain a professional manner. We continue to promote the “Platinum Rule.”

Reflecting and Recording Vital Communication – One of the key elements of successful facilitation is our ability to realize what is important to record versus allowing the teams to just have more casual conversations that continue to help them build their relationships. The other element that is very important is our ability to maintain on-going conversations while still being able to record the vital information to be included in a final report for each team.

Meeting Coordination – RHA has been providing coordination for workshop venues for 32 years. Understanding that ADOT has specific rules related to procuring facilities is important and the amount of time it can take, so understanding the needs of the workshop is important. We are available to aid or take the lead in any of the workshop details.

Innovation and Creativity for Delivering Workshops – RHA has a vested interest in ensuring that Partnering succeeds and over the past 32 years, it has taken looking to new approaches, new tools and techniques, and new programs. As an example, RHA has developed a **Risk-based Partnering** approach to take Partnering to the next level. We also use the tools of risk management and value management to give us other tools to help teams reach understanding and consensus.

Staff Skills Training – RHA has been providing training for UDOT, Caltrans, NDOT and WSDOT over the past 18 years. This includes skill development; including communication, problem solving, decision-making, issue resolution and negotiation. This is to aid team members to improve their abilities to be effective team members.

3. Knowledge of Industry Standards

What separates RHA from our competitors is our industry experience. We have been working in the planning, design, and construction industry since our inception in 1992 and with ADOT since 1997. Our facilitators have a strong background in the industry which allows us to better understand and aid project teams by understanding the issues and challenges they often face from the inception of a project or program to its final construction close-out. We also bring years of experience working with FHWA, other state and local agencies throughout Arizona.

Technical & Facilitation Capabilities

The firm’s key personnel have expertise in facilitating and training for public and private sector clients. They have provided services for major planning, design, design/build, CMAR construction projects, as well as community and public agency “internal” Partnering. **RHA’s** facilitators have extensive experience in the planning, design and construction industry. This includes experience and knowledge with various projects: roadways and highways, bridges, transit, rail, aviation, water/wastewater, ports, storm water, mining, environmental, power, commercial buildings and educational facilities.

RHA, LLC

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www.TeamRHA.com



Patrice Miller, CVS

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

Pat has over 20 years of experience in the architectural, civil engineering, and construction industry. This provides her with a better understanding of the needs of public agencies, private owners, contractors, and designers. Her experience working with public agencies and her familiarity with the challenges and limitations which can be associated with public sector projects is valuable in guiding teams to build success.

As managing partner, Pat also serves as RHA's contract manager responsible for all contract management for prime and subconsultant contracts. She has provided contract management on several local, state and federal contracts, including the Arizona Department of Transportation, Nevada Department of Transportation, Minnesota Department of Transportation, Kentucky Transportation Department, and Washington State Department of Transportation.

EDUCATION

Master of Business Administration,
Marketing and Managerial
Accounting/Finance, W.P. Carey School of
Business – Arizona State University

CERTIFICATION

SAVE Certified Value Specialist Certification
No. 201410500

PROFESSIONAL AFFILIATIONS

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

SECURITY CLEARANCE

Secret

CONTACT

Patrice@TeamRHA.com

Office:
6677 West Thunderbird Road, Suite K183,
Glendale, AZ 85306
602-493-1947 (phone)
602-275-2972 (fax)

TRANSPORTATION PROJECTS (LAST FIVE YEARS)

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

TRANSPORTATION

- ✓ Arizona DOT, I-17 Indian School Road Traffic Interchange (Maricopa County, AZ)
- ✓ Arizona DOT, Oak Creek Drainage and Sediment Control & Pump House Wash Bridge Rehabilitation
- ✓ Arizona DOT, I-10 SR85 to Verrado Way Traffic Interchange
- ✓ Arizona DOT, I-17 Anthem Way Traffic Interchange
- ✓ Arizona DOT, SR-303L, MC-85 to Van Buren Street
- ✓ Arizona DOT, SR 303L, 51st Avenue and 43rd Avenue Traffic Interchanges
- ✓ Kentucky Transportation Cabinet, Mountain Parkway Corridor Construction Sequence 1 – CVS Team Leader
- ✓ Kentucky Transportation Cabinet, US 150 Corridor Improvement
- ✓ Kentucky Transportation Cabinet, US 641 Reconstruction
- ✓ Indiana Department of Transportation/ Kentucky Transportation Cabinet, I-69 Ohio River Crossing
- ✓ Kentucky Transportation Cabinet, I-75 Widening Section 08-0006.30



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VALUE METHODOLOGY TRAINING FACILITATION

- VMF 1 Workshop 32-hour Training – Philippines (2020)
- VMF 1 Workshop 32-hour Training – Virtual Summit (2020)
- VMF 1 Workshop 32-hour Training – Austin, TX (2018)
- VMF 2 Workshop 32-hour Training – Portland, OR (2019)
- Module I Workshop 40-hour Training – Phoenix, AZ
- Module I Workshop 40-hour Training – Seattle, WA
- Module I Workshop 40-hour Training – Phoenix, AZ
- Module I Workshop 40-hour Training – Phoenix, AZ
 - (City of Mesa’s Val Vista Water Transmission Main was used as the “sample” project for this training; as a result, the City received a mini VE report from the effort)
- Module I Workshop 40-hour Training – Frankfort, KY
- Module II Seminar 24-hour Training – Phoenix, AZ

PUBLICATIONS

- How the FCDMC Uses Value Management The Path to CVS® in 12 Steps (White Paper presented at SAVE International Conference, Niagara Falls, Canada, June 2016)
- Applying VE Via the Vine (SAVE International InterActions, January 2012)
- Phoenix Uses Value Engineering to Provide “Best Value” for Avenida Rio Salado Western Segment (APWA-AZ Chapter Newsletter)

- ✓ Kentucky Transportation Cabinet, I-71 Widening to Six Lanes from Downtown to I-265 Project (Item Nos. 5-48.10 and 5-557.00)
- ✓ Washington State DOT, I-5/Secret Creek – Fish Passage

TRANSPORTATION (CONT.)

- ✓ Washington DOT, I- 90 Snoqualmie Pass East Stampede Pass to Easton
- ✓ Nevada DOT, Henderson Interchange Feasibility
- ✓ Nevada DOT, I-15 South Phase 2
- ✓ Nevada DOT, I-515 Downtown Access Project
- ✓ Oregon DOT, I-5: Kuebler Blvd to Delaney Rd Widening
- ✓ Wyoming DOT, Gillette-Montana State Line (Garner Lake Road)
- ✓ Las Vegas Paving, Reimagine Boulder Highway
- ✓ Mississippi DOT, Tippah SR2 Connector

PRESENTATIONS

- ✓ Performance Based Decision Making, APWA-WA Chapter Fall Conference (October 2016)
- ✓ How the FCDMC Uses Value Management Tools in Early Project Planning, APWA-AZ Chapter Statewide Conference (August 2016)
- ✓ Using VM Tools to Build Better Proposals, SAVE International-AZ Chapter Meeting (March 2016)
- ✓ Part 1 - History 101: VE & SAVE; Part 2 - Why VE?, SAVE International-AZ Chapter Meeting (September 2014)
- ✓ Developing A Value Management Program for Your Organization, APWA-AZ Chapter Statewide Conference (July 2014)
- ✓ Using VE Tools to Build Better Proposals, SAVE International Conference (Chicago, June 2014)
- ✓ Effective Meetings Facilitation, APWA Public Works Institute (November 2010)
- ✓ Creativity Presentation, APWA Public Works Institute



Renee L. Hoekstra, CVS



Renee is the founding Partner of RHA LLC. She provides all program development and facilitation services for planning, design, and construction projects including extensive experience with alternative delivery with CMAR, CMGC, and Design/Build. Her recent experience includes providing training and facilitation services for team scoping/integration, value engineering, risk analysis, partnering, team building and problem-solving workshops for various public and private clients. This has included over 3500 projects with over 30 years of experience as well as 15 years in alternative delivery on a nationwide basis. Renee has over 35 years of experience in the architecture, civil engineering and construction industry. Renee has worked with Caltrans to deliver skills training throughout the state as well as with WSDOT on their Partnering program, leading training and delivering DB projects. Additionally, with ADOT, to delivery both scoping and Risk and VE workshops to their DB and CMAR projects, and with Caltrans and CDOT with their CMGC projects.

EDUCATION

University of Northern Arizona
Arizona State University
Phoenix Community College

CERTIFICATION

SAVE Certified Value Specialist

PROFESSIONAL AFFILIATIONS

American Public Works Association
SAVE International, The Value Society
FHWA Region IX Road Advisory
Arizona Association of County Engineers
Arizona Transportation Quality Initiative
Steering Committee
Associated General Contractors
Construction Industry Institute
Alliance for Construction Excellence

CONTACT

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Glendale, AZ 85306
623-764-7490 (cell)
602-493-1947 (office)
602-275-2972 (fax)
Renee@teamrha.com

RELEVANT PROJECTS

STAKEHOLDER AND GOVERNMENTAL ENGAGEMENT/PARTNERING

- ✓ Child Protective Services Process Study, New York City, NY
- ✓ Quality Improvement Project, Fluor Daniel Hanford, Hanford, WA
- ✓ Organizational Process Improvement, Pinal County, AZ
- ✓ Organizational Process Improvement, Cochise County, AZ
- ✓ Organizational Process Improvement, Gila County, AZ
- ✓ Project Delivery Process Improvement Study, Maricopa County Dept. of Transp., AZ
- ✓ Flexible Resource Usage Process Study, Caltrans, CA
- ✓ Project Delivery Process Improvement Study, Caltrans, CA
- ✓ Identifying Purpose and Need Process Improvement Study, Caltrans, CA
- ✓ Housing Preservation and Development, Tenant Interim Program Process Improvement Study, New York, NY
- ✓ Street Repair Standards and Process Improvement - Development and Implementation Plan, New York, NY
- ✓ Environmental Process Improvement Workshop, City of Phoenix and Arizona Department of Transportation
- ✓ Excess Parcel Improvement Process Improvement, Arizona Dept. of Transportation
- ✓ Internal Project Management Team Multiple Prime Process Identification and Implementation, Monterey County, CA
- ✓ WSDOT Backoffice Team Integration, WA
- ✓ NDOT Erosion Control Master Plan, Stakeholder Partnering



- ✓ El Rio, Flood Control District of Maricopa County, Stakeholder Partnering
- ✓ Tres Rios, Corps of Engineers, Stakeholder Partnering
- ✓ Environmental Streamlining, U.S. Institute for Environmental Conflict Resolution, FHWA, Provided formal facilitation for the working group for Region 8
- ✓ Dos Pobres/San Juan Project Environmental Streamlining, Bureau of Land Management, Stakeholder Partnering
- ✓ Peoria Area Drainage Master Plan, Stakeholder Partnering
- ✓ Middle New River Watercourse Master Plan, Flood Control District of Maricopa County, Stakeholder Partnering
- ✓ Mariposa Border Entry Stakeholder Partnering, ADOT

AGENCY TRAINING

- ✓ CMGC Training, MARTA, Atlanta Georgia
- ✓ Washington Department of Transportation - Skills Development (Current)
- ✓ Utah Department of Transportation - Skills Development (11 years)
- ✓ Caltrans – Skills Development (2019-2020)
- ✓ Nevada Department of Transportation RE Academy – Leadership and Skill Development (3 years)

PROJECT PARTNERING

Renee has been providing design and construction partnering for the past 32 years. This includes developing all programs and approaches, material development, facilitation, report preparation and team maintenance approaches. She has extensive experience in alternative delivery including CMAR and Design Build. She also completed a Lessons Learned paper for ADOT for CMAR and Design Build to improve the internal processes of this delivery method.

PUBLICATIONS

AASHTO, *Improving Alternative Delivery from Cradle to Grave*, 2011
 AASHTO, *Value Engineering and Risk Analysis in Construction Manager at Risk*, 2013
 NCHRP, Multi-Level Linear Referencing System Research, Paper, and Presentation
 ADOT, *Resolving Construction Issues in a Timely and Effective Manner*, 2005
 SAVE International, *Effective Facilitation*, 2016
 SAVE International, *Function-Based Design*, 2015





Gwen Flora, CCM, VMA

Ms. Flora has over 20 years of experience in the design and construction consulting industry, including program/project/construction management, budget/cost controls/estimating, schedule development/review, partnering/team building/training and conflict resolution. She has experience in transportation, water/wastewater, mining, electrical, Native American and hospitality industries. Her experience includes leading all phases of projects from pre-design through start-up and project close out. This experience includes federal, state and local government projects, as well as private-sector projects, utilizing traditional delivery methods as well as progressive and alternative delivery methods. Ms. Flora has managed and supported projects up to \$2 billion both in the United States and abroad. Her expertise in the industry will be valuable in understanding the work and challenges to be accomplished and aiding the teams throughout the partnering process.

RELEVANT PROJECTS

PARTNERING AND CONSULTATION

- ✓ **Partnering Facilitation, Arizona American Water Company.** Developed and facilitated a partnering program for the owner's project management, designers, contractors, and end-users throughout the project delivery lifecycle of a \$40 million arsenic removal program with seven well head treatment systems.
- ✓ **Housing Program Meeting Facilitation and Consulting, Navajo Housing Authority (NHA).** In conjunction with NHA's management team, developed and implemented a program to gain support and direction from the tribal members for the housing program. Facilitated a series of meetings to create an inviting environment to share ideas and concerns, with the goal of creating a charter with actionable goals to support the NHA housing program.
- ✓ **Mediation Consultation, City of Tolleson, AZ.** Provided expert support in construction claims, scheduling, cost estimating, change order management, documentation and contract compliance during mediation to resolve final close out of a wastewater treatment plant upgrade that experienced quality and scheduling issues. The mediation resulted in avoiding further legal action, with a resolution that favored the client in regards to financial responsibility and closure to avoid further damages.

TRAINING

- ✓ **Construction Management Training, Guam Waterworks Authority.** Developed and facilitated training in for Project

EDUCATION

Arizona State University (Tempe, AZ) - MS in Construction Engineering, 1998
Ball State University (Muncie, IN) - BS in Marketing and Natural Resources, 1993

CERTIFICATION

SAVE Value Management Associate
Certified Construction Manager (CCM), No. AI451, 2008

PROFESSIONAL AFFILIATIONS

SAVE International

CONTACT

Office:
6677 West Thunderbird Road, Suite K183,
Glendale, AZ 85306
602-493-1947 (phone)
602-275-2972 (fax)



Managers and Inspection Staff in the areas of Constructability, Operability and Biddability Reviews, Construction Claims, Construction Inspection, Contract Management, Schedule Management and Submittal Review.

- ✓ **In-House Staff Training and Mentorship, Brown and Caldwell.** Volunteered to develop and present training to engineers and inspectors throughout the country in the areas of Contract Management and Construction Management topics. Became a mentor to staff members.

PROGRAM MANAGEMENT

- ✓ **Sky Harbor On-Call Inspection Services, City of Phoenix, AZ.** As a subcontractor to Stantec, managed staffing and invoicing for on-call inspections for the airport expansion program.
- ✓ **Salt Lake City International Airport Program Management, Salt Lake City, UT.** Recruited and managed construction management, cost control, schedule and administrative professionals for the multi-phase, 10-year redevelopment of the Airport.
- ✓ **Morenci Mine 125K Expansion, Freeport McMoran, Morenci, AZ.** As a member of the Owner's management team, provided on-site cost control and change order management on this \$2 billion expansion of major infrastructure and process systems at this operational copper mine.
- ✓ **Potable Water System Expansion and Upgrade Program, City of Goodyear, AZ.** As the general contractor, managed five simultaneous design build projects to ensure that quality, schedule, budget and consistency were maintained. The program consisted of over \$20 Million dollars of planning, engineering, construction, quality control, operations services, and standards development.
- ✓ **North Black Canyon Corridor Infrastructure Project, City of Phoenix, AZ.** Acted as assistant program manager and senior inspector representing the City of Phoenix and a consortium of developers to place infrastructure for northwestern Phoenix and connect new developments to the future Lake Pleasant Water Treatment Plant. The construction cost was \$40 Million.
- ✓ **Cave Creek Road Pipelines, Booster Station and Pressure Reducing Stations, City of Phoenix, AZ.** Acted as the assistant program manager for six construction contracts with four construction companies, as well as four design engineer firms. The pipelines tie into the Cave Creek Water Reclamation Plant, Union Hills Water Treatment Plant and the future Lake Pleasant Water Plant. Construction costs were \$27.5 million.

CONSTRUCTION MANAGEMENT

- ✓ Extensive experience managing construction and inspection crews for small and large projects from \$250M to \$1.8M. **C**



From: [ADOT Business Engagement and Compliance Office](#)
To: [Renee Hoekstra](#)
Cc: ContractorCompliance@azdot.gov
Subject: Bidders List for RHA, LLC
Date: Tuesday, November 14, 2023 7:59:16 PM

RHA, LLC, AZUTRACS Number: [10943](#) has submitted a Bidder/Proposer list for **2024-008** on 11/14/2023 at 7:58 PM MST (UTC - 07:00).

RHA, LLC 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.

CONSULTANT INFORMATION PAGES (CIP)

CONTRACT NO.: _____

CONTACT PERSON: _____

E-MAIL ADDRESS: _____

TITLE: _____

CONSULTANT FIRM: _____

ADDRESS: _____

CITY, STATE ZIP: _____

TELEPHONE: _____

FAX NUMBER: _____

DUNS #: _____

ADOT CERTIFIED DBE FIRM? (YES/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.

Patrice Miller
Signature

Date

Printed Name

Title

SOQ SUBMITTAL CHECKLIST

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

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

Engineering Consultants Section

Katie Hobbs, Governor
Jennifer Toth, Director
Greg Byres, Deputy Director for Transportation/State Engineer
Steve Boschen, Division Director
Korina Lopez, Group Manager

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

The following revisions are made to the referenced RFQ:

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

From:

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

TO:

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

Jessica McCall
Contract Specialist
Engineering Consultants Section

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

RHA, LLC

Consultant Name

Patrice Miller

Signature

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

Engineering Consultants Section

Katie Hobbs, Governor
Jennifer Toth, Director
Greg Byres, Deputy Director for Transportation/State Engineer
Steve Boschen, Division Director
Korina Lopez, Group Manager

Date: October 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
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.

RHA, LLC

CONSULTANT NAME

Patrice Miller

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.

RHA, LLC
CONSULTANT NAME

Patrice Miller
SIGNATURE

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