



**Next Move Arizona
Statewide Listening Tour**

**American Council of Engineering Companies (ACEC) Listening Session
Meeting Notes**

June 12, 2026

Attendees

ADOT and Consultant Team

- Kristin Darr, Consultant Team Facilitator
- Mike Kies, ADOT Strategic Advisor
- Shannon Scutari, Consultant Central Metropolitan Liaison
- Elaine Mariolle, ADOT Active Transportation Planner
- Estella Hollander, Consultant Support

Agency and Public Participants

- Chris Bridges, ACEC
- Amerigo Berdeski, ACEC
- Dallas Hammit, Tristar Engineering and Management, Inc.
- Christina Estrada, RLF Consulting
- Madi Eremija, RLF Consulting
- Gus Terry, Dibble
- Luis Mota, Infernix
- Yvette LeDesma, Kiewit
- Quinn Quihui Castro, Stanley Consultants, Inc.
- Scott Sayles, WSP
- Elijah Williams, Will Solutions, LLC

Welcome

- Kristen opened the meeting with a welcome and a round of introductions.

Discussion

- Participants discussed a wide range of transportation challenges and priorities across Arizona, with a strong emphasis on system constraints, multimodal needs, and coordination gaps. Funding and ADOT workforce limitations were identified as foundational issues affecting system performance, with participants noting that ADOT is being asked to deliver an increasingly complex program with limited resources. Staffing shortages and the loss of experienced personnel were described as ongoing challenges that are impacting project delivery, communication, and long-term system management.
- Multimodal transportation was discussed as an important but misaligned component of the statewide system. Participants emphasized that transportation should be



viewed as a system for moving people and goods, rather than solely a roadway network. While there is interest in expanding transit, biking, and pedestrian infrastructure, participants noted that current funding, policy direction, and leadership priorities do not fully support these goals. Limited statewide coordination and leadership in transit planning were also identified as barriers to advancing a more integrated system.

- Safety and user experience were highlighted as key considerations. Participants discussed ongoing safety concerns, particularly on rural and non-interstate routes, as well as the impacts of construction and inconsistent processes across ADOT districts. These factors were noted as influencing both system reliability and public perception of the transportation network.
- Project delivery and process efficiency were also topics of discussion. Participants identified federal requirements, internal ADOT silos, and unclear roles between ADOT and local jurisdictions as contributors to delays and inefficiencies. While alternative delivery methods such as progressive design-build were viewed positively, participants noted inconsistencies in application and coordination with ADOT and partners as a challenge. Questions were also raised regarding ADOT's role in local projects, particularly related to locally funded improvements, transit, and multimodal infrastructure.
- Technology and innovation were discussed as areas of both opportunity and uncertainty. Participants identified emerging applications such as artificial intelligence, digital project delivery, and autonomous vehicles as rapidly evolving areas that are not yet fully addressed in policy or practice. This lack of clarity was described as creating challenges for both agencies and industry partners.
- Participants also emphasized the importance of coordination, communication, and alignment. Gaps between state, regional, and local priorities were seen as limiting the effectiveness of transportation investments. Participants noted the need for stronger partnerships among ADOT, local governments, and the legislature, as well as clearer definitions of roles and responsibilities to support more efficient and cohesive system delivery.

Key Takeaways

- Funding and ADOT workforce constraints remain significant challenges affecting ADOT's ability to maintain the system, deliver projects, and plan for future needs.
- There is a disconnect between multimodal transportation goals and current funding, policy, and leadership priorities, limiting progress toward a more integrated system.
- Staffing shortages within ADOT are impacting project delivery, communication, and overall system performance.
- Project delivery processes are often slowed by federal requirements, internal silos, and unclear roles between ADOT and local jurisdictions.
- Procurement and policy changes, including those associated with Prop 479, are creating uncertainty, particularly for locally led projects.



- Transit and regional connectivity remain underdeveloped, with limited statewide coordination and leadership despite strong interest and demand.
- Safety continues to be a major concern, particularly on rural highways and non-interstate routes.
- Unclear roles and responsibilities between state and local agencies are creating challenges for project delivery and system management.
- Emerging technologies, including artificial intelligence and autonomous vehicles, are advancing faster than existing policies and guidance.
- Stronger coordination, communication, and partnership among ADOT, local governments, and the legislature are needed to align priorities and improve outcomes.