

RFP; or b) any expenses incurred by Proposer in either preparing and submitting its Proposal, or in participating in the proposal evaluation/selection or Contract/Price Agreement negotiation process, if any.

2. Neither the Proposer, a major partner or a major shareholder, (defined as a partner or shareholder owning 10% or more of your firm), a major subcontractor (defined as receiving 10% or more of the total Contract/Price Agreement amount), nor any principal officer of a Proposer, major partner, a major shareholder or major subcontractor:
 - a) is presently debarred, suspended, disqualified, proposed for debarment or declared ineligible for the award of contracts by any federal agency or agency of the State of Oregon, and is not listed on GSA's Excluded Parties List System which is available at <http://epls.gov>.
 - b) has, within the last 3-year period, been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of federal or state antitrust statutes relating to the submission of bids or Proposals; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property? {A "principal officer of a Proposer, major partner or major subcontractor," means an officer, director, owner, or partner and any person having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions)}.
3. Proposer has made all required **Conflict of Interest (COI) disclosures**, if any.
The ODOT COI Guidelines and COI Disclosure Form are available at the following link:
<http://www.oregon.gov/ODOT/CS/OPO/AE.shtml#Forms> (under "Misc. Procurement Related Forms")

(Check one of the following two certifications as applicable)

Proposer understands and has provided to all Associates (which includes subcontractors) the COI Guidelines and COI Disclosure Form. Proposer and, to the best of the undersigned's information, knowledge and belief, Proposer's Associates (as defined in the COI Guidelines) are in conformance with the COI Guidelines, have no employees that were employed by ODOT within the last one-year period, and have no conflicts of interest or other disclosures required per the COI Guidelines. The response to each question on the COI Disclosure Form was "no".

Proposer understands and has provided to all Associates (which includes subcontractors) the COI Guidelines and COI Disclosure Form. Proposer and, to the best of the undersigned's information, knowledge and belief, all Associates (as defined in the COI Guidelines) have provided on the COI Disclosure Form(s) submitted with this Proposal all disclosures required per the ODOT COI Guidelines.

4. Proposer has available (and can furnish to Agency upon request) the appropriate financial, material, equipment, facility and personnel resources and expertise, or ability to obtain the resources and expertise, necessary to indicate the capability of the Proposer to meet all contractual responsibilities.
5. Proposer recognizes this is a public document open to public inspection. Any portion(s) of the Proposal that Proposer considers exempt from disclosure under Oregon Public Records Law is/are clearly designated in the Proposal and listed on a separate sheet attached to this Proposal Cover Sheet with justification and citation to the authority relied upon.
6. Proposer does not discriminate in its employment practices with regard to race, creed, age, religious affiliation, sex, disability, sexual orientation or national origin. Nor has Proposer or will Proposer discriminate against a subcontractor in the awarding of a subcontract because the subcontractor is:
 - o a minority, women or emerging small business enterprise certified under ORS 200.055, or
 - o a business enterprise that is owned or controlled by or that employs a disabled veteran, as defined in ORS 408.225.

7. Proposer has an operating policy supporting equal employment opportunity. If proposing firm has 50 or more people, Proposer also has a formal equal opportunity program.
- o Does Proposing firm have 50 or more employees? Yes, No.
 - o Does Proposing firm have a formal equal employment opportunity program? Yes, No

Agency is an equal-employment-opportunity employer and values diversity in its work force. Agency requires its Contractors to have an operating policy as an equal employment opportunity employer. Firms of 50 people or less do not need to have a formal equal employment opportunity program, but shall have an operating policy supporting equal employment opportunity. Firms of 50 people or more shall also have a formal equal employment opportunity program.

8. The Proposal submitted is in response to the specific language contained in the RFP, and Proposer has made no assumptions based upon either (a) verbal or written statements not contained in the RFP, or (b) any previously-issued RFP, if any.
9. Proposer, acting through its authorized representative, has read and understands the RFP instructions, specifications, and terms and conditions contained within the RFP (including the sample contract) and all Addenda, if any. Failure to provide information required by the RFP may ultimately result in rejection of the Proposal.
10. Proposer agrees to and shall comply with, all requirements, specifications and terms and conditions contained within the RFP (including the sample contract) and all Addenda, if any.
11. Proposer and Proposer's employees and agents are not included on the list entitled "Specially Designated Nationals and Blocked Persons" maintained by the Office of Foreign Assets Control of the United States Department of the Treasury and currently found at <http://www.treas.gov/offices/enforcement/ofac/sdn/t11sdn.pdf>.
12. All contents of the Proposal (including any other forms or documentation, if required under this RFP) and this Proposal Cover Sheet, are truthful and accurate and have been prepared independently from all other Proposers, and without collusion, fraud, or other dishonesty. **False Claims.** Proposer understands that any statement or representation it makes, in response to this solicitation, if determined to be false or fraudulent, a misrepresentation, or inaccurate because of the omission of material information could result in a "claim" {as defined by the Oregon False Claims Act, ORS 180.750(1)}, made under the resulting PA/WOC being a "false claim" {ORS 180.750(2)} subject to the Oregon False Claims Act, ORS 180.750 to 180.785, and to any liabilities or penalties associated with the making of a false claim under that Act.
13. The signatory of this Proposal Cover Sheet is a duly authorized representative of the Proposer, has been authorized by Proposer to make all representations, attestations, and certifications contained in the Proposal document and to execute this Proposal document on behalf of Proposer.

[Note: Any alterations or erasures to the proposal shall be initialed in ink by the undersigned authorized representative.]

 _____ Date 12/10/2012

Howard Perry, P.E., Principal

(Print Name and Title)



Introduction

Anderson Perry & Associates, Inc. (AP) was established in La Grande, Oregon, in 1975 to provide consulting engineering services to local, state, and federal agencies in Eastern Oregon. AP has grown from a two-man shop to a firm of more than 90 employees, 65 of whom are located in our La Grande office. AP has established itself as Eastern Oregon’s largest full-service civil engineering, surveying, and natural resources firm.

Being based in Eastern Oregon for 37 years, and having completed hundreds of transportation projects on the east side of the state, **ODOT’s Region 5 staff and local agencies have come to rely on AP’s accessibility, responsiveness, experience, and cost-effective transportation engineering services.** Our clients recognize that having AP’s experienced staff close to their projects produces solutions that ultimately cost less to construct and maintain. Our clients have told us that utilizing consultants from the west side of the state is more expensive and less convenient because the key designers are so far removed from the project and project stakeholders.

2.2.1 PROJECT MANAGEMENT FOR PE-DESIGN SERVICES

2.2.1 (A) Management and Organizational Structure

AP offers a straightforward approach to doing business. We have a flat management and organizational structure that allows us to conduct business in a simple, straightforward, and responsive manner. This approach allows us to be efficient and therefore keep our overhead costs down.

The vast majority of AP’s engineering staff members have been with the firm for over 10 years and, in general, the firm has very little employee turnover. **ODOT can be confident that the staff members proposed in this submittal will be available over the life of the contract.**

The following table outlines AP’s management and organizational structure.

Exhibit 1: Roles/Responsibilities for Key Team Members

Role	Responsibilities
Principal-in-Charge	<ul style="list-style-type: none"> Oversee Price Agreement with ODOT Ensure adherence to AP’s Quality Control Policies Coordinate contract matters with ODOT and the Contract Manager
Contract Manager	<ul style="list-style-type: none"> Oversee development and execution of work orders Make sure resources are available for successful project delivery Be final authority in resolution of design issues that may impact project scope, schedule, or budget
Design Quality Manager	<ul style="list-style-type: none"> Manage Design Quality Plan Identify quality control (QC) reviewers for each work order contract Verify quality reviews on deliverables
Project Manager (PM)	<ul style="list-style-type: none"> Work with ODOT and Local Public Agency (LPA), if applicable, to develop and negotiate scope and budget for each work order Serve as primary point of contact for ODOT and LPA for specific work orders Develop Work Plan/ Schedule Manage project team Monitor scope, budget, and schedule Manage project deliverables
Interdisciplinary Design Team	<ul style="list-style-type: none"> Specific task execution as assigned by PM



AP's Principal-In-Charge (PIC) will be responsible for finalizing and managing the Price Agreement and billing rates with ODOT. The PIC will also provide general oversight, management, and quality assurance for the PA. To facilitate the management of project efforts and to optimize delivery of services, we are structuring our team around a core group of transportation engineers who will operate under the direction of AP's Contract Manager. AP's Contract Manager will be responsible for making sure PM assignments are appropriately coordinated, reflecting other work orders that may be in process with ODOT as well as services AP has under contract with other clients.

To aid in the delivery of project services, under the direction of the Contract Manager and specific to each WOC, AP's PM will perform the following duties:

- **Select and assign team members to implement each component of the WOC.** Work order assignments will be made to reflect the scope of work to be performed, utilizing staff with the necessary skills and abilities to meet the objectives of the work order. At this time, and if appropriate, the key construction administration, engineering, and inspection (CA/CEI) staff will also be identified so that they can have appropriate input on constructability and specifications during the PE-Design phase.
- **Develop scope of work tasks, a Work Plan/Schedule with milestones, and a budget to meet project objectives.** The list of work tasks will be comprehensive so no task is overlooked. Also, critical paths will be shown so all team members know how their work tasks relate to other work tasks. In addition, the schedules will facilitate making proper staff assignments to help ensure work is completed in a timely and cost-effective manner.
- **Closely monitor the schedule and budget for each task.** The PM will track the percent

complete, cost, and schedule of each work task separately. AP utilizes a customized timekeeping software system where all personnel track their time spent on each task of a work order in real time, which updates project billing and progress reports instantly. This allows the Contract Manager and PM to evaluate and monitor the project budget on a daily basis, if necessary.

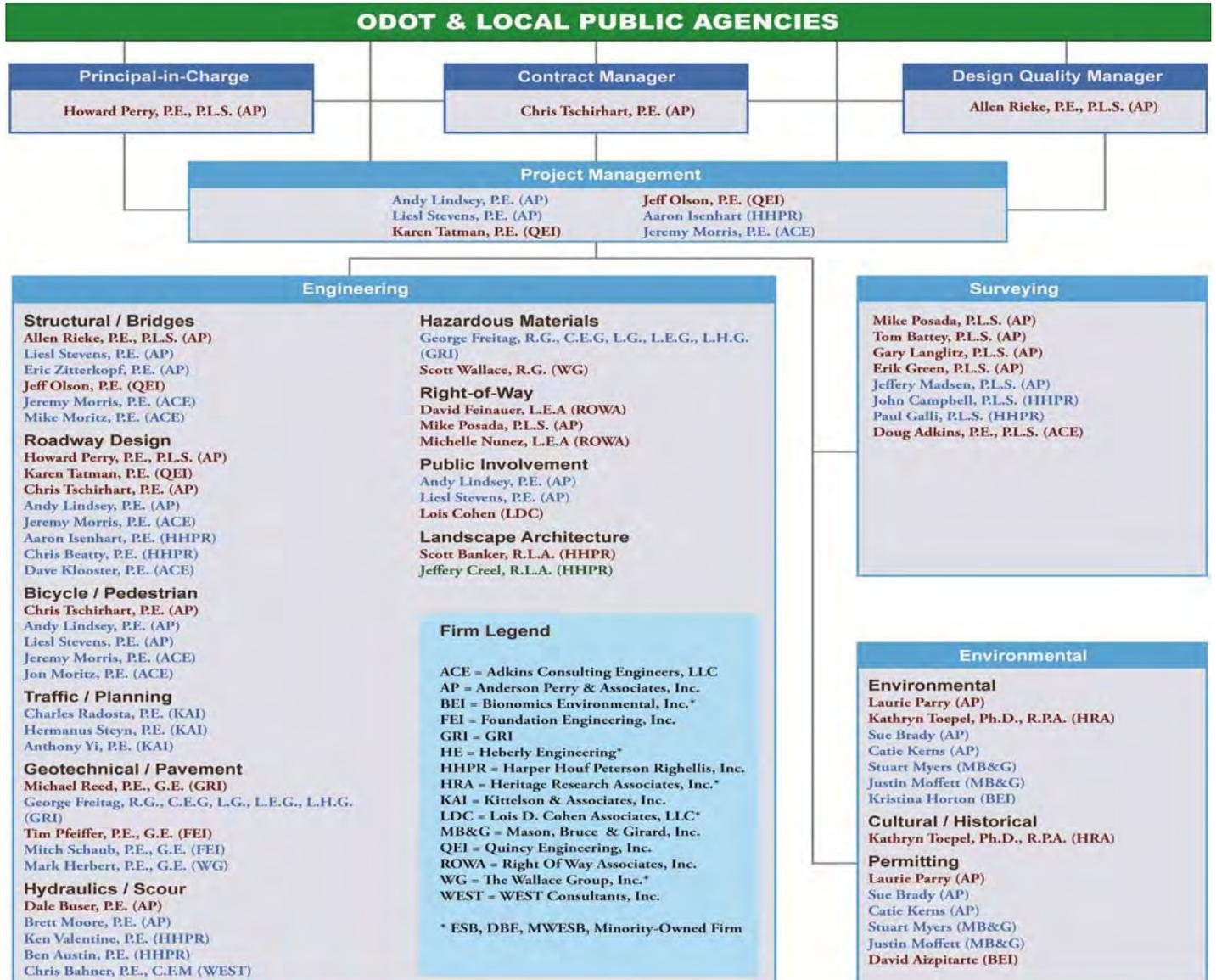
How AP's Management Structure Aids in the Delivery of Project Services

Our management structure aids in the delivery of project services by providing clear lines of communication, establishing roles and responsibilities, and enabling our team to respond quickly and efficiently to work order contracts. The organizational chart on the following page illustrates our team's chain of command for each WOC during the PE-Design phase. Our personnel selection, including subconsultants, will be based on several factors including technical expertise and skills relevant to services required, previous project experience related directly to the anticipated work, appropriate educational background and professional licensing, availability, and responsiveness.

AP's project managers and technical staff are experienced with PE-Design projects completed using ODOT standards, manuals, directives, guides, etc. ***Our team's familiarity with the requirements of federal and state funding programs administered by ODOT will provide ODOT and LPAs with a valuable Eastern Oregon-based resource for completion and delivery of projects assigned to AP.***



Exhibit 2: Organizational Chart



■ = 25+ Years of Experience ■ = 10 to 25 Years of Experience ■ = 5 to 10 Years of Experience

Subconsultant Selection Criteria

We have included multiple subconsultants on our team to provide services in each discipline outlined in the Request for Proposals. Additionally, we have included several subconsultants who are certified Disadvantaged Business Enterprises (DBE) to help meet ODOT’s possible DBE participation goals for specific WOCs. We have selected subconsultants with whom we have previously worked, and who have a proven ability to provide cost-effective, quality services in their respective disciplines. Our subconsultants have worked for ODOT in the past and are familiar with ODOT needs, procedures, and

expectations. Our process for managing subconsultants consists of:

- Clearly defining the scope, schedule, and budget at the onset of the project.
- Proactive, hands-on management through constant communication with subconsultant and client, including establishing clear lines of communication and accountability.
- Regular communication to ensure adherence to project schedule.
- Continuous budget and schedule management.



2.2.1 (B) Coordinating and Expediting Projects without Sacrificing Quality

As the largest full-service civil engineering firm located in Eastern Oregon, AP is uniquely positioned to coordinate and expedite ODOT and LPA projects on the east side of the state. AP’s more than 65 staff members based in La Grande are located within shorter driving distance of projects in Regions 4 and 5 than firms based on the west side of the state. ***Our project managers, surveyors, and other staff will spend less time traveling to a project site, which will result in more time and budget spent on engineering tasks.***

The methods we utilize to coordinate and expedite all elements of projects are:

- Assign a PM and technical team with ample experience in the appropriate disciplines and with ODOT procedures.
- Develop a well-defined scope, budget, and schedule.
- Maintain appropriate staffing levels, allowing agility for new project commitments.
- Utilize dedicated and motivated staff willing to “go the extra mile” to meet project commitments.
- Identify potential issues that may impact the schedule as early as possible so they can be addressed and mitigated.

Project Deliverable Checklist

AP has developed a proprietary Project Deliverable Checklist (see Exhibit 3 on the right) to ensure that AP’s strict Design Quality Plan is followed, even when projects have to be expedited to meet schedules. The checklist will be completed for each key deliverable identified in each ODOT work order. It clearly defines team members’ roles and responsibilities, due dates, and key personnel responsible for quality control checks and reviews. The checklist resides with the team member responsible for project delivery and requires a series of department head and quality control signatures at various stages of the deliverable life cycle. Prior to any documents being delivered, a final check of the

process and deliverables is performed by the PM in charge of the deliverables and verified by the Design Quality Manager. ***This process ensures accountability of the project team at all stages of the design process and produces results that are complete, accurate, on time, and within budget.***

Exhibit 3: Project Deliverable Checklist

GENERAL PROJECT INFORMATION		
Project Title	_____	
Client	_____	
Deliverable	_____	
Job No./Billing Group/Phase	_____	
Delivery Date of Final Product	_____	
PROJECT TEAM AND THEIR ROLES	STAMP	RESOURCES NEEDED
Principal _____	<input type="checkbox"/>	Drafting <input type="checkbox"/> Yes <input type="checkbox"/> No
Project Manager _____	<input type="checkbox"/>	Surveying <input type="checkbox"/> Yes <input type="checkbox"/> No
Staff Engineer _____	<input type="checkbox"/>	Environmental <input type="checkbox"/> Yes <input type="checkbox"/> No
Reviewer _____	<input type="checkbox"/>	Other _____
DELIVERY SCHEDULE/PROCESS CHECKLIST	Signature	Date
Brainstorm Project Approach and Complete Project Organizer	Reviewer _____	_____
Kickoff Meeting	Office Manager _____	_____
Preliminary Plans	Reviewer _____	_____
Advance Plans	Reviewer _____	_____
Final PS&E	Reviewer _____	_____
Department Head Review	Department Head _____	_____
Final Approval for Draft Production	Clerical _____	_____
	Drafting _____	_____
	Reviewer _____	_____
Agency/Owner Draft Comments Addressed In Final Deliverable	Reviewer _____	_____
Clerical - Final Review	Clerical _____	_____
Final Approval to Publish	_____	_____

Flexibility and Approach to Schedule and Staff Adjustments

AP’s management and organizational structure enables our PMs to be flexible in dealing with schedule and staffing changes. AP’s Contract Manager is responsible for working with our PMs to help coordinate staff and schedule changes utilizing scheduling and resource management software to monitor and track commitments. This system allows AP’s Contract Manager and PMs to quickly adjust schedules, analyze the effects, and reassign resources while ensuring that all commitments will be met.



AP is committed to maintaining project schedules. However, in the event that a project schedule may be impacted by an unanticipated issue, we will utilize the following approach to adjust our task schedules and staffing to meet the desired project schedule:

- Promptly notify ODOT of the potential delay.
- Discuss the issue that may cause a delay and determine the potential impact to the Work Plan/Schedule.
- Identify other areas of the project that could be expedited to maintain the project schedule.
- If necessary, bring in additional design team members to expedite the required tasks.
- Document and distribute all changes in writing to ODOT and the LPA, as required.

Project Example

As an example of AP’s flexibility and approach to making adjustments to meet a WOC schedule is the City of La Grande’s Grande Ronde River Greenway project with an \$800,000 construction budget. Our team was selected by ODOT to complete the work order including environmental, surveying, preliminary design, and final plans, specifications, and cost estimates (PS&E) for bidding with only 45 days from notice-to-proceed to Final PS&E. AP was able to meet this aggressive schedule because we had ample, highly committed, and qualified staff in our La Grande office willing to do whatever it took to get the project completed on time and within budget while still maintaining quality.

2.2.1 (C) Quality Control Procedures and Policies

Providing high quality professional services is one of our firm’s core values established by AP’s Board of Directors. It is the policy and objective of our firm to provide excellent customer service, engineering services, and work products. We have a written company Design Quality Plan that provides important quality control procedures that enable our staff to produce high quality products. A copy our Design Quality Plan is

on file at ODOT. At AP, each person takes personal responsibility and ownership for their work and takes great pride in the high quality of their work.

Our quality control procedures include:

- At the start of the PE-Design for a project, the Design Quality Manager and PM will utilize AP’s Project Deliverable Checklist to assign quality control reviewers for the various disciplines and deliverables, including subconsultants. Our Design Quality Manager and PMs are well-versed in our quality control policies and procedures and will be committed to seeing them followed through.
- Assign senior staff members to perform independent constructability and design reviews throughout all phases of the project and for all major milestones and final deliverables.
- Include adequate man-hours and budget in the respective WOC for implementation of quality control procedures and reviews.
- Follow established internal and external communication procedures.
- Follow procedures for filing, indexing, and storage of project records.
- Schedule and perform quality control reviews throughout the design to check calculations, plans, specifications, cost estimates, permit applications, reports, etc.
- Utilize quality review forms and checklists.
- Document completed reviews by PM and quality control reviewers before sending out deliverables.

Project Example

An example of the benefits of AP’s quality plans and specifications is the recently completed roadway improvement project for the City of Milton-Freewater. It was estimated that the construction was going to cost the City about \$700,000. Premier Excavation was the low bidder on the project at \$583,000. Premier Excavation informed the City the reason they were able to bid the project so competitively was that they had confidence in AP’s plans and specifications from working with AP on a



previous project in the nearby City of Athena.

Quality plans and specifications are one of the main reasons a majority of AP's business each year comes from repeat clients. Producing detailed and complete design drawings and specifications is critical to obtaining competitive construction bids from reputable contractors and avoiding the situation of a contractor underbidding a project with the hope of making it up in change orders during construction. Also, less complete plans and specifications increase a contractor's risk on the project, which can drive up their bid prices. It also opens the door for misunderstandings and miscommunication, which leads to excessive change orders during construction and which can greatly increase project costs, causing budget overruns.

2.2.1 (D) Approach to Insufficient Construction Budgets

We seek to confirm the project construction budget as early in the design phase as possible and well before the first project preliminary plan submittal. We do this by reviewing the project prospectus and scope of work, and talk to our experienced design team to confirm the validity of the budget as early as possible. Budget checks are also a part of all quality control reviews.

In the event we discover that a project has the potential to exceed the anticipated construction budget, our PM will immediately inform our Contract Manager. After an initial review and confirmation that a concern exists, and it is confirmed that there are no simple remedies, AP's PM and Contract Manager will contact ODOT to inform them of the issue. Appropriate meetings or conference calls will be scheduled as quickly as possible so AP can present and discuss the budget issue and potential alternatives for dealing with the issue.

As is commonly the case today, the needs for transportation facilities often far exceed the dollars available, which makes every available dollar count. This is particularly critical on federal-aid projects where LPAs are required to provide matching projects dollars. At AP, we believe it is our role to

understand and follow the requirements of the funding program and other state and federal requirements while at the same time to partner with ODOT and/or the LPA to design a project where the greatest amount of project dollars end up as tangible improvements on the ground.

2.2.2 COST EFFECTIVENESS FOR PE-DESIGN SERVICES

2.2.2 (A) Ensuring Tasks and Deliverables are Completed in the Most Cost-Effective Manner

AP's location, knowledge of, and working relationship with ODOT will be of utmost importance to completing tasks and projects in the most cost-effective manner without sacrificing quality for Eastern Oregon projects. AP's office, with a staff of more than 65 is located less than 5 minutes from the ODOT Region 5 headquarters. Team members can be on site on very short notice to meet with ODOT staff, local agency staff, stakeholders, and cooperating agencies, respond to contractors, evaluate site conditions, attend LPA meetings, etc. We find this open-ended availability to be very valuable and cost-effective in ensuring a high quality project is achieved during both the design and construction phases. In addition, this approach will minimize travel time and expenses.

AP has been involved in the majority of ODOT's local agency projects in Eastern Oregon and has assisted many communities with street, bridge, and bicycle/pedestrian projects. As a result, we are thoroughly familiar with various state and federal funding programs as well as ODOT requirements, which will help projects proceed smoothly and cost-effectively. We have established relationships with ODOT's Region 5 staff and every community located in Region 5, as well as many communities in Region 4. Often, federal funding programs have very specific processes, and understanding how to work through these requirements is critical to ensuring the majority of project dollars is directed toward improvements on the ground. AP's ability to ensure all tasks and deliverables are completed in the most cost-effective manner is



founded on established processes that have been refined by decades of experience delivering projects to ODOT and LPAs. These processes include:

- **Hire and Retain Exceptional Staff.** AP employs staff with proven track records of meeting projects budgets and completing work in an efficient manner.
- **Assign Experienced Staff.** Specific work tasks will be assigned to team members who have the most experience with that work task, minimizing billable hours.
- **Develop Specific Approach for Each WOC.** We understand the adage of “fail to plan, plan to fail.” As such, our PMs develop a specific and detailed work plan for each WOC outlining all tasks and subtasks to ensure that the most minute details and needs are considered early in the project.
- **Follow Quality Control Procedure.** Our Quality Control Plan not only ensures we produce quality products, but it also helps us to avoid costly errors and rework, allowing us to be cost effective.
- **Ensure Project Team Continuity through Design and Construction.** Retaining the same team members throughout each WOC project will avoid re-educating staff on the project, allowing us to function more efficiently and maintain the lines of communication.
- **Involve Stakeholders Early in the Design Process.** We understand public works projects often require a large cross section of stakeholders. Identifying and involving the key stakeholders early in the process often avoids design changes or rework, allowing us to deliver the PE-Design on each WOC cost-effectively and on schedule.
- **Keep Billing Rates as Low as Possible.** Being based in Eastern Oregon, with its generally lower cost of living, our billing rates are consistently lower than our competition. This leads to a cost-effective end product that still achieves high quality.
- **Minimize Overhead Costs.** By keeping our organizational structure flat, we are able to minimize the amount of management overhead

and other overhead costs. We also make every effort to make prudent and practical decisions with respect to office amenities. For example, AP’s office amenities do not consist of expensive glass and marble, but are functional; yet we do invest in state-of-the-art surveying and design software. This attitude and approach helps ensure the money we spend is always in our clients’ best interest.

- **Make Appropriate Investments in Technology.** AP has always looked to technology for ways to improve the accuracy and efficiency by which we deliver projects. We avoid expensive, unproven technology but we do quickly adopt new technology that will lower costs for our clients.

Travel and Per Diem Expense Cost Control

AP has established company policies for travel, lodging, and per diem expenses. We always try to work out weekly or monthly rates to further reduce costs. Our current per diem for meals is set by company policy at \$36 per day, which is \$10 less than the current allowable rate. Our ability to keep our travel, lodging, and per diem expenses as low as possible centers on three key points:

- **Office Location.** Our team will likely be the only team with a prime consultant whose office is located in Region 5. AP’s office in Eastern Oregon will benefit ODOT and LPAs by allowing us to minimize travel time and expense, increase our availability and accessibility, and reduce engineering costs for projects in Regions 4 and 5.
- **Cost Sharing.** Because our firm has numerous other ongoing and upcoming projects in Regions 4 and 5, we have the opportunity to combine travel costs and share expenses with other projects. This benefits ODOT and LPAs by maximizing our efficiency on costs related to travel and per diem.
- **Business Model.** AP was founded in 1975 with the goal of providing high quality, cost-effective engineering services to rural communities on the east side of the state. More than 37 years later, that goal has not changed. Our key service area is Eastern Oregon and our



office location allows us to serve clients in Regions 4 and 5 very cost effectively.

2.2.2 (B) Specific Methods, Tools, and Processes to Develop Estimate for Services

To ensure estimated costs for PE-Design services are fair and reasonable to both ODOT and our firm, AP utilizes the following methods, tools, and processes to understand the necessary tasks and the estimated man-hours required for each task.

Develop a Clear Understanding of the Scope of Work

We begin the process by carefully evaluating the scope of the project. First, we discuss the project with ODOT and we review the Project Prospectus including project description, cost estimate, anticipated task responsibilities, and the potential environmental impacts and anticipated studies and permit applications. If necessary, we further discuss important issues with ODOT's local environmental, right-of-way, and other personnel for more input. Another important part of the initial scoping work is conducting an initial site visit with ODOT as necessary to become familiar with the site and to evaluate potential issues, survey needs, environmental, traffic control, project location, right-of-way, etc.

Develop Statement of Work and Breakdown of Costs

After the project scope is defined, the tasks and subtasks can be identified and negotiated with the ODOT contracting representative. A draft Statement of Work would then be prepared. The next step is to identify our firm's staff assignments and subconsultant selection for the various tasks/subtasks. We would then develop an estimate of the number of man-hours we anticipate will be required to complete each subtask. Expenses are estimated such as travel, lodging, per diem, and equipment for the various tasks. For tasks to be performed by our subconsultants, if any, the

subconsultants are also required to furnish detailed man-hour and cost estimates. We would prepare a Breakdown of Costs spreadsheet that includes the following data:

- Detailed list of all tasks and subtasks.
- Personnel classifications and approved billing rates covering the anticipated team members who will be assigned to the project.
- Man-hour estimates for all subtasks.
- Estimated direct expenses.
- Total estimated labor and expenses for the WOC.

The next step in the process is to review/discuss the tasks/subtasks, man-hours, and cost estimates with ODOT. Revisions would be negotiated. We would then work with ODOT to finalize the Statement of Work and Breakdown of Costs. ODOT would then prepare a final WOC for signatures.

Cost Tracking Tools

AP utilizes a customized timekeeping software system where all personnel track their time spent on each task of a work order in real time, which updates project billing and progress reports instantly. This allows the Contract Manager and PM to evaluate and monitor the project budget on a daily basis, if necessary. Careful tracking of costs versus work completed ensures services are provided within budget and on schedule.

As project workflow proceeds, ongoing and frequent project progress reports are utilized to monitor and control project task budgets to identify potential areas of concern as soon as practicable. Timely and prompt delivery of submittals and deliverables ensures that overall project scheduling requirements are met and that labor resources are correctly applied.

2.2.3 PROJECT TEAM & QUALIFICATIONS FOR PE-DESIGN SERVICES



2.2.3 (A) Project Managers’ Experience with Similar Interdisciplinary Teams

Our Contract Manager, **Chris Tschirhart, P.E.**, is a seasoned engineer with over 25 years of program and contract management experience including procuring and managing multiple consultants and contractors, and crafting and administering contracts for multi-year, multi-million-dollar regional transportation projects. Chris is particularly well-qualified to manage this contract due to his assertive management style and his extensive experience managing transportation programs and leading large, multi-disciplinary project teams. In addition to being a Professional Engineer, Chris also has a Master of Business Administration (MBA) degree, which aids in his ability to lead, plan, organize, and monitor multiple programs, projects, and people. He offers proven management skills to ensure that ODOT’s expectations are met with regard to meeting scope,

schedule, budget, and quality objectives on these project efforts.

AP’s PMs have extensive experience working with interdisciplinary teams to successfully lead projects through design and construction. The specific personnel we will utilize are detailed in the organizational chart included on page 3 of this proposal. Each of our PMs is currently leading interdisciplinary teams on LPA projects administered by ODOT, and we have a long history of successful partnerships with our subconsultant partners on many multi-disciplinary transportation projects. Specific related project experience for each PM is included in the Key Staff Resumes section. These resumes include detailed information on licensing, education, and applicable related experience. ***Exhibit 4 on the following page demonstrates our PMs’ experience managing interdisciplinary projects that include the scope items for projects that would likely result under this Price Agreement.***



Exhibit 4: Project Managers' Interdisciplinary Management Experience

Project Manager	Prospectus Preparation	Field Surveying	Geotechnical	Hydraulics	Preliminary Design	Hazard Materials Assessments	Environmental/Permitting	Public Involvement	Right-of-Way	Final PS&E	Bidding Assistance	Landscape Architecture
Chris Tschirhart, P.E.	●	●	●	●	●	●	●	●	●	●	●	●
Liesl Stevens, P.E.	●	●	●	●	●	●	●	●	●	●	●	●
Andy Lindsey, P.E.	●	●	●	●	●	●	●	●	●	●	●	●
Jeremy Morris, P.E.	●	●	●	●	●	●	●	●	●	●	●	●
Karen Tatman, P.E.	●	●	●	●	●	●	●	●	●	●	●	●
Jeff Olson, P.E.	●	●	●	●	●	●	●	●	●	●	●	●
Aaron Isenhardt, P.E.	●	●	●	●	●	●	●	●	●	●	●	●

2.2.3 (B.1) Qualifications and Experience to Self-Perform Work

AP is a full-service multi-discipline civil engineering, surveying, and natural resources firm specializing in all facets of transportation and public works engineering. **AP has provided project management, planning and scoping, surveying, design engineering, environmental review and permitting, utilities and railroad coordination, and construction administration, engineering, and inspection on more than 250 transportation projects in Regions 4 and 5.**

AP has performed these services for a wide variety of transportation projects including bridge replacement, rehabilitation, and repair; culvert replacement; new roadways and roadway rehabilitation; multi-use bicycle/pedestrian paths; and sidewalk projects. Funding for these projects has included federal aid programs such as the Highway Bridge Program, Transportation Enhancement Program, Safe Routes to School, Flexible Funds Program, American Recovery and Reinvestment Act, etc., and state funds such as Oregon Transportation Investment Act (OTIA), Jobs and Transportation Act, ConnectOregon, etc.

The total project budgets exceed \$100 million for transportation projects in Regions 4 and 5 for which AP has provided services over the past 10 years.

Qualifications and Experience – Bridges

AP has provided civil-related engineering services on bridge projects since 1975. AP has been involved with permitting, designing, and constructing more than 150 bridges in Oregon and southeast Washington. The majority of these were built with precast prestressed concrete slabs, and about 20 of these are 120- to 200-foot single-span and multi-span precast prestressed concrete deck bulb tee girder structures. Following is a list of some of AP’s experience on bridge projects:

- Project management
- Project scoping and prospectus preparation
- Field surveys
- Geotechnical investigations, reports, and designs
- Hydrologic/hydraulic studies and reports
- Bridge condition inspections
- New bridge designs including:
 - Short and multi-span bridges
 - Cast-in-place concrete bridges
 - Precast concrete bridges



- Pedestrian bridges
- Precast prestressed concrete bridges
- Timber and glu-lam bridges
- Steel girder and decking bridges
- Driven steel piling foundations
- Drilled shaft foundations
- Concrete footing foundations
- Concrete box culverts/multi-plate culverts
- Bridge rehabilitation and repair designs
- Bridge load ratings
- Earth retaining wall designs

Qualifications and Experience – Roadways

AP's road design experience includes many miles of state highways, county roads, and city streets in Eastern Oregon. ODOT has demonstrated confidence in AP by repeatedly selecting our firm to provide roadway design services for the State of Oregon. The firm's experience with road work covers all aspects of the projects, from studies and planning efforts to surveying, design, and construction engineering for new construction, reconstruction, rehabilitation, realignment, repair, and stormwater improvements. Engineering services provided by AP on roadway projects include:

- Geotechnical investigations, reports, and designs
- Pavement design
- Storm drainage improvements
- Construction staging and signing
- Temporary traffic control
- Utility relocations and coordination
- Permanent traffic signing and striping
- Roadway illumination

Qualifications and Experience – Bicycle/ Pedestrian Facilities

AP regularly provides engineering services for sidewalks and multi-use bicycle/pedestrian paths and bridges. Our experience includes funding assistance, studies and cost estimates, environmental review and permitting, Americans with Disabilities Act (ADA) compliance, and design

and construction engineering. AP's experience and familiarity with bicycle and pedestrian design standards helps us find economic solutions to meet access needs for each project. Following is a list of some of AP's experience with bicycle/pedestrian projects:

- Decorative lighting
- Pedestrian furniture
- Bicycle/pedestrian bridges
- Landscaping and irrigation
- Parkways/pathways
- Restroom facilities
- Signage and pavement markings

Qualifications and Experience – All Projects

AP's design experience applicable to all types of projects includes:

- Project management
- Field surveys
- Environmental analysis, documentation, and compliance reviews
- Preparation of permit applications
- Utility and railroad coordination
- Right-of-way maps, legal descriptions, monumentation, and staking
- Public involvement on small to medium sized projects
- Final plans, specifications, and estimates
- Bidding assistance

2.2.3 (B.2) Examples of Multi-Discipline Design Projects Self-Performed by AP

The following are examples of three multi-discipline transportation design projects started in the last 5 years where AP was responsible for more than 51 percent of the PE-Design phase work under the contract.



Project Name, Location, Year Started Chandler Lane Reconstruction, Baker County, 2011	Project Details Reconstruction of 5 miles of roadway and construction of asphalt concrete pavement in Baker City, Oregon (Region 5). Chandler Lane was badly deteriorated with transverse thermal cracking the full length of the project. It also had several safety issues due to poor sight distance at the Powder River Bridge and two 90-degree corners that had been the site of multiple fatalities. By raising the roadway profile at the approaches to the Powder River Bridge, rebuilding the 90-degree corners to adequate standards, and reconstructing the asphalt pavement surface the full length of the roadway, the project enhanced freight mobility and increased roadway safety. The project was funded by the Oregon Jobs and Transportation Act.
Total PE-Design Contract Amount \$128,000	
Total Construction Amount \$2,000,000	
Percent of Contract Self-Performed by AP 100%	
Tasks Self-Performed by AP Project Management, Surveying, Roadway Design, Environmental, Permitting, Bridge Repair Evaluation, Pre-Bid Assistance, Construction Administration, Construction Engineering/Inspection, Public Relations	
Project Name, Location, Year Started OBDP Bundle 426 Bridges, Wheeler and Grant Counties, 2008	Project Details Structural repair of eight state highway concrete bridges located on Oregon Highway 19 and U.S. Highway 395 in a remote agricultural and recreational area of Wheeler and Grant Counties in Eastern Oregon (Regions 4 and 5). The bridges ranged from 48 to 71 years old and were in need of a variety of repairs for shear and/or moment strengthening to be sufficient for modern truck loads. The repairs included internal shear anchors, external post-tensioning, fiber reinforced polymer, crack injection, bridge rail retrofits, concrete patching, and a microsilica concrete structure overlay. Funding for the project was provided by the OTIA III State Bridge Delivery Program.
Total PE-Design Contract Amount \$1.4 million	
Total Construction Amount \$5 million	
Percent of Contract Self-Performed by AP 85%	
Tasks Self-Performed by AP Project Management, Environmental, Permitting, Bridge Design, Roadway Design, Surveying, Traffic Mobility, Pre-Bid Assistance	
Project Name, Location, Year Started Leo Adler Pathway and Bicycle/Pedestrian Bridge, Baker City, 2009	Project Details The City of Baker City (Region 5) was awarded Transportation Enhancement funds to connect two existing portions of a multi-use path, creating a continuous 2-mile long path. The project constructed 1,500 feet of new multi-use path and included two steel truss pedestrian bridges and the widening of an existing vehicular bridge. A preliminary plan was developed to identify engineering constraints, utility conflicts, right-of-way needs and environmental issues. The project was designed and administered to meet state and federal-aid requirements.
Total Design Contract Amount \$211,000	
Total Construction Amount \$2,000,000	
Percent of Contract Self-Performed by AP 95%	
Tasks Self-Performed by AP Project Management, Surveying, Environmental, Permitting, Bridge Design, Pathway Design, Public Involvement, Construction Administration, Construction Engineering, Inspection	

CA/CEI SERVICES PROPOSAL



Introduction

Anderson Perry & Associates, Inc. (AP) was established in La Grande, Oregon, in 1975 to provide consulting engineering services to local, state, and federal agencies in Eastern Oregon. AP has grown from a two-man shop to a firm of more than 90 employees, 65 of whom are located in our La Grande office. AP has established itself as Eastern Oregon's largest full-service civil engineering, surveying, and natural resources firm.

Being based in Eastern Oregon for the last 37 years, and having performed construction administration, engineering, and inspection (CA/CEI) services on hundreds of transportation projects on the east side of the state, **ODOT's Region 5 staff and local agencies have come to rely on AP's accessibility, consistency, experience, and cost-effective CA/CEI services.** Our clients recognize that having AP's experienced staff close to their projects produces solutions that ultimately cost less to construct and maintain. Our clients have told us that utilizing consultants from the west side of the state for CA/CEI services is more expensive.

Providing competent CA/CEI services is the key to ensuring that a design on paper becomes a quality constructed facility in the field. As our proposal will show, AP has the experience and qualifications to provide ODOT and Local Public Agencies (LPA) with CA/CEI services that take away worry and provide properly functioning facilities that meet ODOT and Federal Highway Administration (FHWA) quality and quantity documentation requirements. Many of our CA/CEI staff have worked for contractors on construction crews and/or on ODOT or other public agency engineering crews, which helps them understand the process and effectively work with contractors to administer contracts. **AP has provided CA/CEI services on more than 200 transportation projects in the last three decades, the majority of which have included federal-aid funding.**

We are a company that is known by regional contractors to be fair in our administration of

construction contracts. ODOT can benefit from the peace of mind that comes from knowing that projects will be built as specified and that ODOT's and the public's best interests are protected.

2.2.6 PROJECT MANAGEMENT FOR CA/CEI SERVICES

2.2.6 (A) Management and Organizational Structure

AP offers a straightforward approach to doing business. We have a flat management and organizational structure that allows us to conduct business in a simple, straightforward, and responsive manner. This approach allows us to be more efficient and therefore keep our overhead costs lower.

For CA/CEI projects, ODOT would have the support of a Project Manager (PM) who is a licensed engineer in the State of Oregon who would perform overall construction project management functions. Our proposed PMs have performed construction services for numerous ODOT and federal-aid transportation projects and are experienced with ODOT's construction processes and procedures.

A key advantage of retaining this management and organizational structure is the continuity it provides from the PE-Design phase of the project to the CE phase. By being involved in both the design and construction phases, our designers gain valuable firsthand experience seeing their design projects constructed. It also enables them to perform CA/CEI services more effectively because they are well acquainted with the project.

"One of the greatest benefits to working with AP is the peace of mind that comes with knowing that they have always kept the County's best interests in mind. In addition, they pay attention to the small details so that we don't have to and we can rest assured that nothing will be missed."

~ Tom Fellows, Public Works Director, Umatilla County



The following table outlines AP's management/organizational structure and responsibilities for each key role within the structure.

Exhibit 1: Roles/Responsibilities for Key Team Members

Role	Responsibilities
Principal-in-Charge	<ul style="list-style-type: none"> • Oversee Price Agreement (PA) with ODOT • Ensure adherence to AP's Quality Control Plan policies • Coordinate contract issues with ODOT and the Contract Manager
Contract Manager	<ul style="list-style-type: none"> • Oversee development and execution of work orders • Make sure resources are available for successful project delivery • Be final authority in resolution of construction matters that may impact schedule or budget
Quality Assurance Manager	<ul style="list-style-type: none"> • Manage Quality Control Plan • Perform quality reviews on deliverables
Project Manager	<ul style="list-style-type: none"> • Serve as primary point of contact for ODOT and LPA for specific work orders • Work with ODOT and the LPA, if applicable, to develop and negotiate scope and budget for each work order • Develop Work Plan/Schedule • Complete Construction Quality Assurance and Contract Administration Plan • Lead Preconstruction Conference • Record and distribute monthly meeting agendas and minutes • Check shop drawings/submittals • Manage project team • Monitor scope, budget, and schedule • Manage project deliverables including Monthly Project Status Report, Invoices, and backup documentation
Contract Administrator	<ul style="list-style-type: none"> • Maintain project quantity and quality documentation as required in the ODOT Construction Manual • Generate/validate quantity calculations to support Construction Contractor (CC) Monthly Progress Estimates in the Contractor Payments System, and submit to ODOT's Contract Administration Unit via ODOT's Project Manager or Local Agency Liaison no later than the 8th of each month • Prepare/negotiate change orders and submit as required to ODOT for approval • Conduct labor compliance interviews and reports • Prepare and submit EEO compliance reports • Complete DBE field inspections and interviews • Prepare, maintain, and update the Project Activity Schedule (in Gantt style format) • Conduct reviews of CC performance • Prepare Records of Decisions for disagreements, protests, and claims • Prepare project supporting data • Monitor project budget and costs • Maintain FHWA funding eligibility • Maintain a daily diary and an Inspector's Daily Progress Report of CC's project activity • Prepare and submit progress reports in support of payment to the CC



Role	Responsibilities
Construction Monitoring and Inspection	<ul style="list-style-type: none"> • Provide construction monitoring and inspection with certified inspectors • Monitor and report that CC's project work is progressing as scheduled and is completed according to the construction contract plans and specifications • Make project decisions within authority • Draft Change Orders, Extra Work Orders, and State Force Orders as required for ODOT approval • Prepare CC punch lists • Immediately notify ODOT of any Project Work permanently incorporated that fails to conform to the federal or state standards applicable to said contract specifications • Immediately notify ODOT of any safety incident or traffic accident involving the public • Provide one or more persons to perform the function of a Quality Control Compliance Specialist (QCCS) as outlined in the ODOT QCCS manual and the Manual of Field Test Procedures (MFTP). Persons performing the duties of the QCCS shall be certified according to the above manuals • Assure that materials to be incorporated into the work by the CC meets contract requirements • Assure Contractor has properly performed all required testing according to the MFTP • Collect and review all Quality Control and Quality Assurance materials and test reports for compliance with the contract documents • Coordinate with the appropriate ODOT Region Quality Assurance Coordinator to assure all Quality Assurance testing is complete according to the MFTP • Field-testing and inspection of material • Project close-out

AP's construction engineering staff would work with the PM to execute all day-to-day CA/CEI tasks. AP's PM would be the primary contact person for ODOT construction and quality control staff and help with contracting procedures, submittal review, etc.

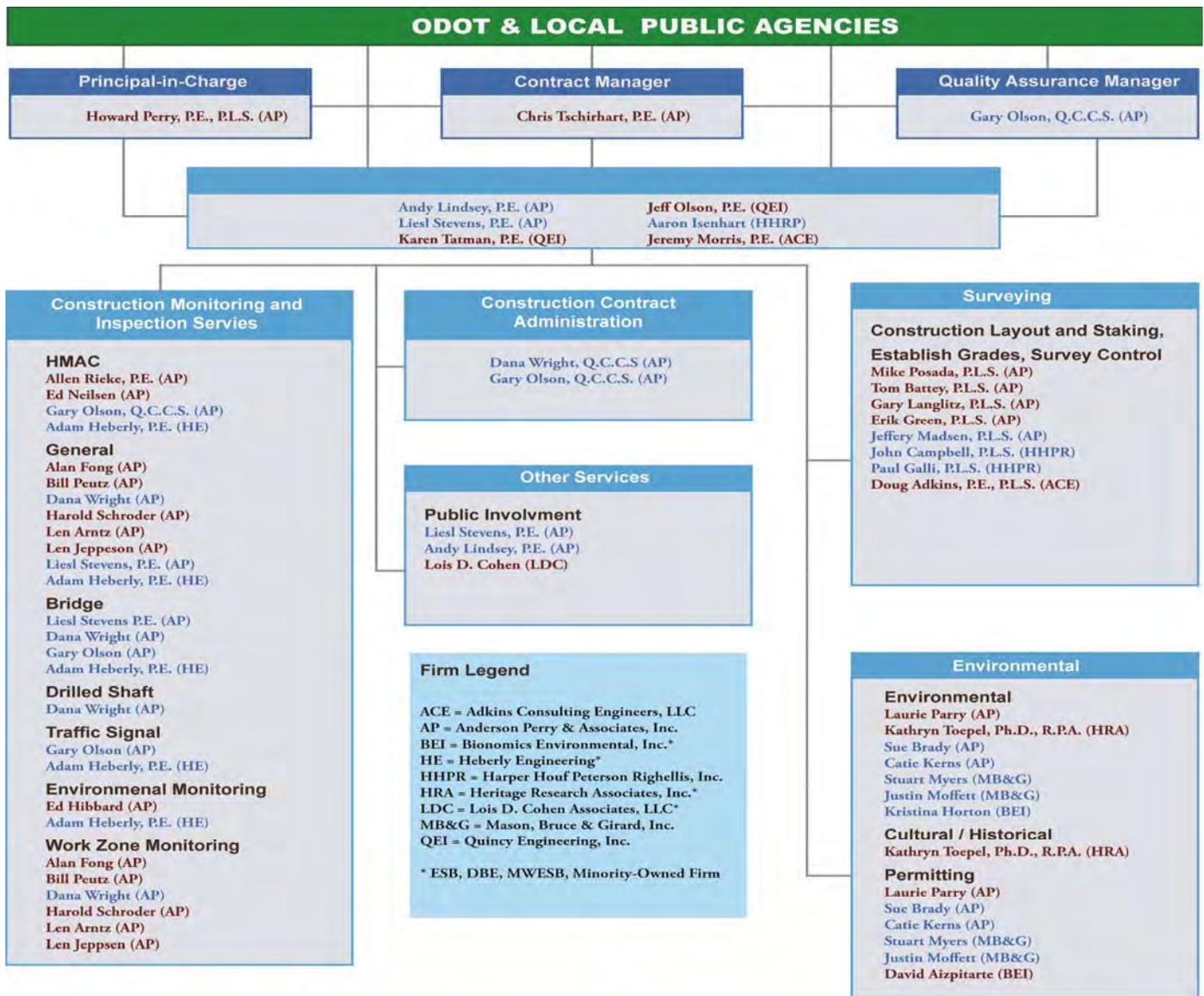
As required, AP would assign an ODOT-certified construction inspector for day-to-day construction monitoring and inspection. The construction inspector would verify compliance with the construction documents, track work and pay quantities, prepare general daily inspection reports and field inspection reports, anticipate upcoming construction activities so that the right people can be informed, and coordinate quality assurance testing.

“Anderson Perry has provided services for over 20 bridge projects and numerous road projects...Anderson Perry has always performed these services while considering the political climate and funding sources. [AP] has met our expectations and I would highly recommend them as a partner for anyone looking for a full service consultant to help construct a successful project.”

~ Richard Comstock, Public Works Director, Union County



Exhibit 2: Organizational Chart



■ = 25+ Years of Experience ■ = 10 to 25 Years of Experience ■ = 5 to 10 Years of Experience

AP also maintains a surveying group to provide construction layout and staking, establish grades, establish horizontal and vertical survey control, and perform remeasures and monumentation. AP’s environmental and permitting specialists will also be available to provide monitoring and other environmental services as required. **By having a qualified, certified, and experienced team based on the east side of the state, both ODOT and Eastern Oregon LPAs will have convenient access to quality CA/CEI services.**

The organizational chart above illustrates the chain of command and lines of communication that

would be followed for this Price Agreement. AP’s Principal-In-Charge will be responsible for finalizing and managing the PA and billing rates with ODOT. Upon being selected by ODOT or an LPA, AP’s Contract Manager will work with ODOT’s Contract Project Manager (CPM) to develop the scope of work, project schedule, and budget. With this project understanding, AP’s Contract Manager will select the appropriate PM to lead the project who will be responsible for assembling the CA/CEI team. If the project is a continuation from an AP-designed project, we will assign the same PM to the CA/CEI phase to provide project continuity.



Subcontractor Selection Criteria

AP has provided CA/CEI services for ODOT and LPAs on a variety of transportation projects for more than three decades, including many federal-aid projects. The vast majority of these projects were also designed by AP. When necessary, we have utilized subconsultants to provide various services when a project has specific DBE goals. As such, we have included several subconsultants who are certified DBEs to help meet ODOT's possible DBE participation goals. We would utilize these subconsultants, as needed, to meet ODOT's utilization goals.

"I wanted to take a few minutes to express my appreciation for the job AP did on Bundle 426/427. It's nice to work with a firm where quality and attention to detail is still a hallmark of the company. Thank you for your efforts and I hope that we will have future teaming opportunities."

~ Bryon Perry, P.E., Deputy Program Manager – Delivery, Oregon Bridge Delivery Partners (OBDP)

2.2.6 (B) Coordinating and Expediting Projects without Sacrificing Quality

As the largest full-service civil engineering firm located in Eastern Oregon, AP is uniquely positioned to coordinate and expedite ODOT and LPA construction projects on the east side of the state. AP's more than 65 staff members based in La Grande are located within shorter driving distances to projects in Regions 4 and 5 than firms based on the west side of the state. ***Our project managers, inspectors, surveyors, and other staff will spend less time traveling to a project site, which will result in more time and budget spent on CA/CEI tasks.***

The methods we use to coordinate and expedite all elements of construction projects are:

- Provide opportunities for PMs to perform both design and CA/CEI services.
- Base construction inspectors in various locations in Eastern Oregon.

- Establish an annual budget for training to maintain ODOT certifications for core PMs and CA/CEI staff.
- Complete Construction Quality Assurance and Contract Administration Plan.
- Assign a PM and technical team with ample experience in the appropriate disciplines and who are familiar with ODOT procedures.
- Develop a well-defined scope, budget, and schedule for each work order.
- Maintain appropriate staffing levels, allowing agility for new project commitments.
- Maintain dedicated and motivated staff willing to "go the extra mile" to meet project commitments.
- Identify potential issues, such as weather, in-water work windows, CC's delivery of supplies and materials, etc., and monitor the CC's operations that may impact the schedule as early as possible so they can be addressed.
- Provide regular training opportunities for staff to review the Standards of Construction Manual (Orange Book) and MFTP (Brown Book).
- Maintain good working relationships with area contractors so required documentation can be obtained efficiently.
- Encourage and train CA/CEI staff to develop habits of organization and documentation.

Following these methods have allowed AP to be a trusted partner to ODOT's Region 5 staff and provide decades of CA/CEI services on hundreds of transportation projects.

Flexibility and Approach to Schedule and Staff Adjustments

AP's management and organizational structure enables our PMs to be flexible in dealing with schedule and staffing changes. AP's Contract Manager is responsible for working with our PMs to help coordinate staff and schedule changes utilizing scheduling and resource management software to monitor and track commitments. This system allows AP's Contract Manager and PMs to quickly adjust schedules, analyze the affects, and reassign resources while ensuring that all commitments will be met.



Having PMs who have been involved in many CA/CEI work orders, as well as a significant number of cross-trained, ODOT-certified field inspectors, allows our team to respond easily to scheduling and staff need changes. AP’s CA/CEI staff members live in a number of communities throughout Eastern Oregon, which also aids our ability to be flexible and responsive. AP is committed to making every effort to help ODOT, contractors, and LPAs maintain project schedules. The following efforts outline AP’s approach to scheduling flexibility and making staff adjustments.

- Hold regular scheduling and staff allocation meetings.
- Maintain core staff with a wide variety of experience.
- Invest in cross training of staff to fulfill multiple roles and responsibilities.
- Utilize on-call construction inspectors who are partially retired to cover peaks in staffing needs.
- Hire construction inspectors who live in strategic locations throughout Regions 4 and 5.
- Communicate with contractor on a daily basis to anticipate schedule changes.
- If necessary, assign additional staff to expedite the required tasks.
- Prepare and plan for the unexpected.

Project Example

ODOT’s Airport Road Connector (Barnhart Road/I-84 Interchange) project for the City of Pendleton provides an example of AP’s flexibility and approach to making adjustments to meet the changing demands of a complex construction project. This project included 4 miles of new road construction that included over 150,000 cubic yards of embankment and 29,800 tons of new asphalt concrete pavement. AP had scheduled one construction inspector to oversee this project. As work began, the contractor accelerated his schedule by bringing in multiple crews to work on both ends of the 4 mile project, making observation difficult for one inspector. AP has a network of semi-retired construction inspectors who live throughout our service area who we can call on short notice. AP was able to quickly add additional ODOT-certified inspectors to the project to ensure complete observation for multiple construction crews. AP’s

available and experienced inspectors contributed to this project being constructed ahead of schedule.

2.2.6 (C) Quality Control Procedures for CA/CEI Services

AP has established a company-wide QC plan specific for CA/CEI services. The plan requires each PM to develop a project-specific QC Plan that utilizes AP’s CA/CEI Quality Control Form. This electronic form was developed from the ODOT CE and Inspection QA/QC program and is derived from the ODOT Construction Manual, MFTP, Non-Field Tested Materials Acceptance Guide (NTMAG), Inspector’s Manual, and QCCS Manual. The project-specific QC plan is developed and customized for each CA/CEI project.

Exhibit 3: Example CA/CEI QC Procedures

Deliverable	QC Action
Project Specific QC Plan/QC Form	Prepared and implemented by PM
Daily Field Inspection Reports	Reviewed by PM and forwarded to CPM
Contract Payment Processing	Verified by PM and entered into ODOT system
Plan Revisions	Reviewed by PM, verified by Engineer of Record, and sent to CPM for approval
Change Order Process	Independently reviewed
Quantity and Quality Records	Verified by PM, audited by ODOT Regional Assurance Specialist (RAS)
Maintain Staff Certifications	Ongoing training and certification tracking
Invoices	Reviewed by PM
Prepare As-Constructed Project Plans	Reviewed by PM

Utilize ODOT Certified Quality Control Staff

It is AP policy to assign staff with the appropriate ODOT certifications to perform QC tasks on projects. Two AP team members are QCCS certified, and all team members are familiar with ODOT’s QC policies, program procedures, and



plan requirements. This policy also requires all QA/QC staff and construction inspectors receive ongoing training and certification renewals. AP maintains a database of all our staff's ODOT technical certifications and renewal dates. This helps ensure that re-certification takes place as required. Semi-annual internal training sessions are held to review current and introduce new ODOT policies and procedures. CA/CEI staff have received "gold star" accolades from ODOT QA staff regarding AP's organization and compliance with the CA/CEI QC Plan's requirements.

AP field inspectors produce daily reports that are e-mailed or faxed on a daily basis to the PM. The PM reviews and monitors progress. The PM works with ODOT and the CC to quickly resolve issues and avoid possible delays or cost impacts. On a weekly basis, the AP Construction Administrator holds coordination meetings with the contractor and other stakeholders to review the past week's progress and plan for the upcoming week. Many quality control issues are addressed and resolved during these meetings. ***AP's tireless efforts to implement and refine these QC policies and procedures have enabled us to consistently deliver high quality CA/CEI projects on time and within budget and earn appreciation from ODOT's staff.***

2.2.7 COST EFFECTIVENESS FOR CA/CEI SERVICES

2.2.7 (A) Ensuring Tasks and Deliverables are Completed in the Most Cost-Effective Manner

AP's location, knowledge of, and working relationship with ODOT will be of utmost importance to completing tasks and projects in the most cost-effective manner without sacrificing quality for projects in Eastern Oregon. AP's office, with a staff of more than 65, is located less than 5 minutes from the ODOT Region 5 headquarters. Team members can be on site on very short notice to meet with ODOT staff, local agency staff, stakeholders, and cooperating agencies, respond to contractors, evaluate site conditions, attend LPA meetings, etc. We find this open-ended availability

to be very valuable and cost-effective in ensuring a high-quality project is achieved during both the design and construction phases. In addition, this approach will minimize travel time and expenses.

AP's ability to ensure all tasks and deliverables are completed in the most cost-effective manner is founded upon established processes that have been refined by decades of experience performing CA/CEI services for ODOT and LPAs. These processes include the following:

- **Hire and Retain Exceptional Staff.** AP employs staff with proven track records of meeting projects budgets and completing work in an efficient manner.
- **Utilize Semi-Retired and Experienced Staff.** AP makes efforts to recruit project inspectors who are semi-retired but willing to work during the construction season. These team members typically have decades of experience with large project construction. These part-time and seasonal staff cost less, allowing us to pass this savings on to clients.
- **Invest in Training and Certifications.** Each year, AP makes a significant commitment to sending CA/CEI staff to Salem to be trained and certified. By having certified and trained staff, we are able to offer high quality service.
- **Assign Experienced Staff.** Specific work tasks will be assigned to team members who have the most experience with that work task, minimizing billable hours.
- **Develop Specific Approach for Each Work Order Contract (WOC).** We understand the adage of "fail to plan, plan to fail." As such, our PMs develop a specific and detailed work plan for each WOC outlining all tasks and subtasks to ensure that the most minute details and needs are considered early in the project.
- **Ensure Project Team Continuity.** Retaining the same team members throughout each WOC project will avoid re-educating staff on the project, allowing us to function more efficiently and maintain the lines of communication.
- **Keep Billing Rates as Low as Possible.** Being based in Eastern Oregon, with its



generally lower cost of living, our billing rates are consistently lower than our competition. This leads to a cost-effective end product that still achieves high quality.

- **Minimize Overhead Costs.** By keeping our organizational structure flat, we are able to minimize the amount of management overhead and other overhead costs. We also make every effort to make prudent and practical decisions with respect to office amenities. For example, AP’s office amenities do not consist of expensive glass and marble, but are functional; yet we do invest in state-of-the-art surveying and design software. This attitude and approach helps ensure the money we spend is always in our clients’ best interest.
- **Make Appropriate Investments in Technology.** AP has always looked to technology for ways to improve the accuracy and efficiency by which we deliver projects. We avoid expensive, unproven technology but we do quickly adopt new technology that will lower costs for our clients.

“[AP’s] staff met all project challenges head on and responded in a timely fashion keeping the project moving forward. Your field staff did an exceptional job providing quality inspection and documentation.

~ Craig Sipp, P.E., ODOT Region 5 Project Manager

Travel and Per Diem Expense Cost Control

AP has established company policies for travel, lodging, and per diem expenses. We always try to work out weekly or monthly rates to further reduce costs. Our current per diem for meals is set by company policy at \$36 per day, which is \$10 less than the current allowable rate. Our ability to keep our travel, lodging, and per diem expenses as low as possible centers on three key points:

- **Office Location.** Our team will likely be the only team with a prime consultant whose office is located in Region 5. AP’s office in Eastern Oregon will benefit ODOT and LPAs by allowing us to minimize travel time and

expense, increase our availability and accessibility, and reduce engineering costs for projects in Regions 4 and 5.

- **Cost Sharing.** Because our firm has numerous other ongoing and upcoming projects in Regions 4 and 5, we have the opportunity to combine travel costs and share expenses with other projects. This benefits ODOT and LPAs by maximizing our efficiency on costs related to travel and per diem.
- **Business Model.** AP was founded in 1975 with the goal of providing high quality, cost-effective engineering services to rural communities on the east side of the state. More than 37 years later, that goal has not changed. Our key service area is Eastern Oregon and our office location allows us to serve clients in Regions 4 and 5 very cost-effectively.

Project Example

An example of our firm’s ability to control travel and per diem costs is how we managed the design and construction services for the North Fork Owyhee River (Fenwick) Bridge in Malheur County. This was an extremely remote location, 200 miles from our La Grande office, and it had the potential for incurring significant travel and per diem costs. At the time the bridge was being designed and constructed, our firm was performing work for the communities of Ontario, Vale, and Nyssa in Malheur County. As field data was needed or project meetings were held, we had the opportunity to share travel and per diem costs with the other projects, thus resulting in a mutual benefit and leading to the most efficient expenditure of funds.

2.2.7 (B) Specific Methods, Tools, and Processes to Develop Estimates for Services

To ensure estimated costs for CA/CEI services are fair and reasonable to both ODOT and our firm, AP utilizes the following methods, tools, and processes to understand the necessary tasks and the estimated man-hours required for each task. Our experience performing CA/CEI services on many projects has taught us that knowing task details is critical to developing fair and accurate fees. The following outlines our methods for developing our estimated fees.



Develop a Detailed Understanding of the Scope of Work

We begin the process by carefully evaluating the scope of the construction project. First, we discuss the project with ODOT, review the plans and specifications, and review the anticipated construction schedule.

Develop a Detailed Statement of Work and Breakdown of Costs

After the project's plans and specifications and the construction schedules are reviewed, and the scope of work is understood, the tasks and subtasks are identified and refined with the ODOT contracting representative. A draft Statement of Work would then be prepared. The next step is to identify our firm's staff assignments and subconsultant selection for the various tasks/subtasks.

We would then develop an estimate of the number of man-hours we anticipate will be required to complete each subtask. Expenses are estimated, such as travel, lodging, per diem, and equipment for the various tasks. For tasks to be performed by our subconsultants, if any, the subconsultants are also required to furnish detailed man-hour and cost estimates. We will prepare a Breakdown of Costs spreadsheet that includes the following data:

- Detailed list of all tasks and subtasks.
- Personnel classifications and approved billing rates covering the anticipated team members who will be assigned to the project.
- Man-hour estimates for all subtasks.
- Estimated direct expenses.
- Total estimated labor and expenses for the WOC.

The next step in the process is to review/discuss the tasks/subtasks, man-hours, and cost estimates with ODOT. Revisions would be negotiated. We would then work with ODOT to finalize the Statement of Work and Breakdown of Costs. ODOT would then prepares a final WOC for signatures.

Cost Tracking Tools

AP utilizes a customized timekeeping software system where all personnel track their time spent on each task of a work order in real time, which updates project billing and progress reports instantly. This allows the Contract Manager and PM to evaluate and monitor the project budget on a daily basis, if necessary. Careful tracking of costs versus work completed ensures services are provided within budget and on schedule. As project workflow proceeds, ongoing and frequent project progress reports are utilized to monitor and control project task budgets to identify potential areas of concern as soon as practicable. Timely and prompt delivery of submittals and deliverables ensures that overall project scheduling requirements are met and that labor resources are correctly applied.

2.2.8 PROJECT TEAM AND QUALIFICATIONS FOR CA/CEI SERVICES

2.2.8 (A) Project Managers' Experience with CA/CEI Services

Our Contract Manager, **Chris Tschirhart, P.E.**, is a seasoned engineer with over 25 years of construction engineering management experience including bidding and managing multiple construction contracts for a wide variety of transportation, civil engineering, and building construction projects. In his previous work experience, Chris managed a construction permitting and inspection program for a public agency. In addition to being a Professional Engineer, Chris also has a Master of Business Administration (MBA) degree, which aids in his ability to lead, plan, organize, and monitor multiple programs, projects, and people.

Over the years, Chris has found that, more often than not, construction teams tend to focus on the work in the field and fall behind on construction documentation, which can lead to delayed payment, delayed project closeout, and added work for all involved. To avoid this, he is firmly committed to contemporaneous preparation of the myriad construction documentation required for state and



federally funded projects, and he will monitor the construction teams for completion of this important, but often overlooked, work task. He offers proven management skills to ensure that ODOT’s expectations are met with regard to scope, schedule, budget, and quality objectives on CA/CEI project efforts.

AP’s PMs, Andy Lindsey, P.E., and Liesl Stevens, P.E., regularly perform CA/CEI services on the projects they design. They both have experience working with ODOT on state and federal-aid projects and understand the unique and complex requirements of this agency. On average, Andy and Liesl perform CA/CEI services on five to seven transportation projects annually, many of which are ODOT or LPA projects. Additionally, Gary Olson, AP’s Quality Manager and Contract Administrator, has over 20 years of construction experience including nine years of performing quality control and contract administration for ODOT on state and federal-aid transportation projects. **Andy, Liesl, and Gary are well-known and respected by ODOT’s Region 5 staff and local agencies for their high quality, cost-effective CA/CEI services.**

Specific related project experience for each PM is included in the Key Staff Resumes section. These resumes include detailed information on licensing, certifications, education, and applicable related experience. To demonstrate the capabilities of our project managers, we have prepared Exhibit 5 on the following page that illustrate the vast amount of transportation projects in Eastern Oregon for which Andy and Liesl have performed CA/CEI services in the last 10 years.

Ongoing Training for PMs and Other CA/CEI Staff

As the following table illustrates, our CA/CEI staff maintains current ODOT certifications in a variety of categories required for roadway, bridge, and pedestrian facilities project construction. Each of AP’s construction inspectors has decades of inspection experience that has involved a variety of transportation projects. AP provides construction engineering services for the completion of multi-million-dollar ODOT projects, such as the \$4.5

million City of Pendleton Airport Road Connector project and the \$14 million I-84 Pleasant Valley Interchange Bridge project.

Exhibit 4: AP’s Certified Inspection and QCCS Staff

Certification	Number of Staff
Certified Aggregate Technician	1
Certified Asphalt Technician 1	2
Certified Asphalt Technician 2	1
Certified Bridge Construction Inspector	3
Certified Density Technician	2
Certified Embankment Technician	2
Certified Environmental Construction Inspector	2
Certified Traffic Signal Inspector	1
Concrete Strength Testing Technician	2
Drilled Shaft Foundation Inspector	2
General Construction Inspector	5
HMAC Inspector	5
Quality Control Technician	3

Engineers, construction administration technicians, and on-site construction inspectors have an established knowledge of ODOT’s construction phase procedures and LPA procedures. Each spring, our firm conducts a Construction Training retreat. The retreat is a mechanism to update and refresh the knowledge base of our construction administrators and project inspectors. Training involves agency programs and policies, construction methods, and AP’s unique construction administration procedures. The training retreat is also a forum for our construction personnel to share experiences.

Each year, AP makes a large financial commitment to maintain a team of ODOT-certified staff. **Over the years, many Eastern Oregon LPAs have come to depend on AP’s regionally-based certified staff for the expertise and knowledge to help them move forward with their transportation projects.**



Exhibit 5: AP Project Managers' CA/CEI Projects in Last 10 Years

Client	Project	Type	Funding Source
Union County	Ellis Road Bridge	Bridge	County
City of La Grande	Main Street (Big H) Improvements	Pedestrian	City Urban Renewal Fund
Baker County	Chandler Lane Reconstruction	Roadway	JTA
City of Baker City	Resort Street Improvements	Roadway	JTA
Harney County	East Steens Road Widening	Roadway	JTA
City of Umatilla	Westland Road Realignment	Roadway	JTA
City of Milton-Freewater	South Main Street (Hwy 11) Widening	Roadway, Pedestrian	JTA
City of Milton-Freewater	Key Boulevard Improvements	Roadway, Pedestrian	JTA
City of Ontario	North Oregon Street Phase I Improvements	Roadway	ARRA
ODOT/City of Pendleton	Airport Road Connector (Barnhart Road/I-84 Interchange)	Roadway	Federal Highway
ODOT/City of La Grande	Grande Ronde River Greenway Bicycle/Pedestrian Bridge and Pathway	Pedestrian	Flex Funds
ODOT/City of Echo	Main Street: Bonanza to Front Street Sidewalk/Streetscape	Pedestrian	Transportation Enhancement
ODOT/City of Union	Dearborn Street Improvements	Roadway, Pedestrian	Transportation Enhancement
ODOT/City of La Grande	Spruce Street Overlay	Roadway	ARRA
ODOT/Wallowa County	Upper Diamond Road Overlay	Roadway	ARRA
ODOT/City of La Grande	Safe Routes to School – Central School	Pedestrian	ODOT Safe Routes to School
City of Lostine	Highway 82 Sidewalk Improvements	Pedestrian	ODOT Small City Stimulus
ODOT/City of Baker City	Leo Adler Memorial Parkway and Pedestrian Bridge	Pedestrian	Transportation Enhancement
OBDP	Bundle 426 Bridge Repairs	Bridge	OTIA
Union County	Mill Creek Culvert Replacement	Bridge	County
ODOT/Umatilla County	Pine Creek (Johnson Road) Bridge	Bridge	Highway Bridge Program
ODOT/City of Burns	Egan Avenue Sidewalk and Bicycle Lane	Pedestrian	Transportation Enhancement
City of Cove	French Street Sidewalk Improvements	Pedestrian	ODOT Bicycle/Pedestrian Program



Client	Project	Type	Funding Source
City of Imbler	Esther Avenue Paving	Pedestrian	ODOT Special City Allotment Program
City of Athena	High Street Paving	Pedestrian	ODOT Special City Allotment Program
ODOT/Malheur County	North Fork Owyhee River (Fenwick Ranch Road) Bridge	Bridge	Highway Bridge Program
ODOT/Malheur County	Willow Spring Creek (Harper-Westfall Road)	Bridge	OTIA
ODOT/Malheur County	Vale Main Canal (Harper-Westfall Road) Bridges	Bridge	OTIA
ODOT/Umatilla County	Stage Gulch Ditch (Cooper Road) Bridge	Bridge	Highway Bridge Program
Harney County	Drewsey Slough Bridges	Bridge	OTIA
Umatilla County	Despain Gulch (Despain Gulch Road) Bridge	Bridge	OTIA
Umatilla County	Greasewood Creek (Columbia Street) Bridge	Bridge	OTIA
Umatilla County	Vansycle Canyon (Butler Grade) Bridge	Bridge	OTIA
ODOT/City of Echo	Thielson and Gerone Street Pedestrian Path and Bicycle Lane	Pedestrian	Transportation Enhancement
ODOT/Harney County	Silvies River (West Loop Road) Bridge	Bridge	OTIA
ODOT/Wallowa County	Imnaha River (Lower Imnaha Road) Bridge	Bridge	Highway Bridge Program
ODOT/Wallowa County	Imnaha River (Morgan) and Imnaha River (Summit) Creek Bridges	Bridge	OTIA