

ATTACHMENT A PROPOSAL COVER SHEET

RFP# 25134; Oregon Department of Transportation

This Proposal is for: PE/Design Services , (OR) Both PE/Design and CA/CEI Services

Legal Name of Firm as provided to IRS: David Evans and Associates, Inc.; a/an Oregon Corporation; DBA Name (if different than legal name):

Corporation Professional Corporation Ltd. Liability Company Partnership or Joint Venture
 Limited Partnership Ltd. Liability Partnership Sole Proprietorship Other _____
 Mailing Address 2100 SW River Parkway
Portland, Oregon 97201

Type name of primary Contact for this Proposal Walt Bartel, Contract Manager
 Email address wgb@deainc.com
 Telephone 503.830.3696 (cell) Fax 503-223-2701
 Type name of person(s) authorized to sign Contract/Price Agreement: Walt Bartel and Michael Reynolds

“PASS/FAIL” - PROPOSAL SUBMISSION CHECKLIST (for Proposer use)

- Submission Deadline Date and Time met
- Proposal Does Not Include Conditional Language about Terms and Conditions

“REQUIRED” ITEMS – PROPOSAL SUBMISSION CHECKLIST (for Proposer use)

- Proposal Cover Sheet Included and authorized original signature obtained
- Minimum Qualifications met and indicated on Proposal Cover Sheet
- Proposal Format and Page Length Requirements met
- Correct number of Proposals included along with CD for electronic submittals
- Reference Questionnaire forms
- Subcontractor/Supplier Solicitation and Utilization Form, completed and signed
- Checked off appropriate Conflict of Interest Disclosure certification on Proposal Coversheet (and included COI Disclosure Form(s) if there are required disclosures).

RESPONSES TO MINIMUM QUALIFICATIONS (See RFP Section 1.5.2)

➤ Registered Professional Engineer

Proposers must provide information below for at least one Registered Civil Engineer intending to perform civil engineering services under the Contract/Price Agreement.

DEA provides 18 project management staff who are Oregon Registered Professional Engineers

Name	Registration Number	Jurisdiction of Registration
Walt Bartel, PE, PLS	PE: 13626; PLS: 1980 PE: 38615	Oregon Washington
Mike Reynolds, PE	PE: 15420 PE: 24127	Oregon Washington
Mike Hickey, PE	PLS: 2506, PE: 14458 PE: 35936	Oregon Washington
Jeff Parker, PE	PE: 19472 PE: 44221 PE: 39607 PE: 5827	Oregon Colorado Washington South Dakota
Adrian Esteban, PE	PE: 46173 PE: 71287PE PE: C62795	Washington Oregon California
Lwin Hwee, PE	PE: 10494 PE: 15169	Idaho Montana

	PE: 14646 PE: 38148	Oregon Washington
Ed Chamberland, PE	PE: 17810	Oregon
Doug Johnson, PE	PE: 43111 PE: 59222 PE: 12542 PE: 42551	Washington Ohio Idaho Illinois
Terry Stones, PE	PE: 9511 PE: 27076 PE: C46926 PE: 12547	Arkansas Arizona California Idaho
Mike Baker, PE	PE: 481PE PE: 37100 PE: 10166	Oregon Washington Idaho
JD Deschamps, PE	PE: 32070 PE: 4929704-2203 PE: 98596 PE: 79472PE	Colorado Utah Quebec Oregon
Mike Hohbach, PE	PE: 60901PE	Oregon
Joel Tubbs, PE, SE	PE: 44618 SE: 72845SE PE: 7284PE SE: 44618	Washington Oregon Oregon Washington
Scott Emmens, PE	PE: 53060	Oregon
Jeremy Williams, PE	PE: 72572 PE: 46870	Oregon Washington
Scott Dreher, PE	PE: C62671 PE: 69226	California Oregon
Ken Stoneman, PE, PLS	PE: 11758 PLS: 2059	Oregon Oregon
Shon Heern, PE	PE: 5640PE	Oregon

➤ **Registered Professional Land Surveyor (PLS)**

Proposers must provide information below for at least one PLS intending to perform surveying services under the Contract/Price Agreement.

Name	Registration Number	Jurisdiction of Registration
Jeff Whitson, PLS	PLS: 34131 PLS: 2361	Washington Oregon
Jon Broadwater, PLS	PLS: 6130LS	Oregon
Dan Adsit, PLS	PLS: 75495 PLS: NY 049950 (inactive)	Oregon New York

All materials in this proposal were printed on recycled paper

CERTIFICATIONS. By signature below, the undersigned Authorized Representative on behalf of Proposer certifies that:

1. Agency shall not be liable for: a) any claims or be subject to any defenses asserted by Proposer based upon, resulting from, or related to, Proposer's failure to comprehend all requirements of the 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:

- a minority, women or emerging small business enterprise certified under ORS 200.055, or
- 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.
- Does Proposing firm have 50 or more employees? Yes, No.
 - 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 December 11, 2012

Authorized Signature

Michael W. Reynolds, Vice President
(Print Name and Title)

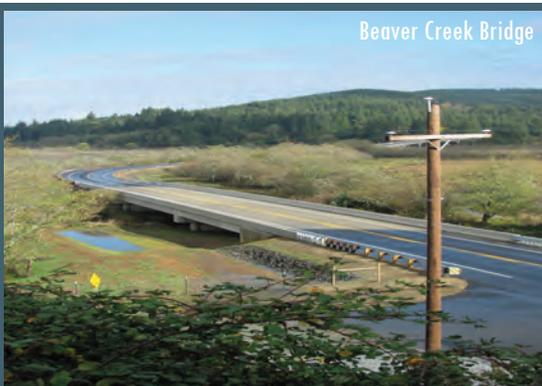
INTRODUCTION

The Oregon Department of Transportation (ODOT) and Oregon Local Public Agencies (LPAs) are seeking experienced staff to deliver CA/CEI services that support efficient and smooth construction processes, and that result in high quality facilities constructed to client expectations within budget and schedule.

David Evans and Associates, Inc. (DEA) will support ODOT and LPA's under this Price Agreement (PA) with highly experienced and certified staff. DEA has been performing CA/CEI services in Oregon for more than 16 years, with many DEA construction staff performing this work for more than 30 years. Many of the DEA team's staff and all but one of our Construction Project Managers (CPMs) are former ODOT employees. As a result we have an in-depth working knowledge of ODOT processes, procedures, and expectations for delivering successful construction projects.

Clients have told us that DEA is a top consultant in the delivery of full CA/CEI services, including project management, contract administration, quality control compliance and inspection services, and in meeting full ODOT and Federal Highway Administration (FHWA) standards. Through our ODOT experience, as well as subsequent experience delivering CA/CEI services for ODOT and LPA projects for DEA throughout Oregon, our project managers have established excellent relationships with current ODOT and LPA staff statewide, as well as with the construction contractors (CC) who work in Oregon.

Beaver Creek and Fish Trap Bridges, Coos County
DEA provided full design services, design office



engineering support, senior inspection and contract administration support during the construction phase of this project. The client was very satisfied with quality of the work performed by the DEA team. All construction quality requirements met or exceeded and all documentation was timely and complete, as verified by ODOT audits. The County, DEA and the construction contractor built a great relationship that allowed all project construction issues to be identified early, and dealt with quickly and fairly to all parties. The design, construction engineering and construction costs all came in under budget, and the construction was completed slightly ahead of schedule.

As a result of DEA's statewide CA/CEI knowledge, experience and relationships, we will provide the following key benefits under this PA:

- Efficient delivery of CA/CEI services that meet ODOT/FHWA requirements
- High quality transportation facilities constructed to client expectations
- Projects completed within budget and schedule, with the potential for cost savings and early schedule completion
- Minimized potential for contractor claims
- Ability to meet all FHWA requirements for full funding
- Smooth, successful construction processes that maintain support of local communities
- Quick project closeout

2.2.6 PROPOSER'S PROJECT MANAGEMENT FOR CA/CEI SERVICES

A. Describe your firm's management and organizational structure, and how that structure aids the delivery of project services - including chain of command.

DEA provides highly qualified CA/CEI professionals to deliver the services and results needed for the diverse project types anticipated under this PA. DEA provides a streamlined management and organizational structure that maximizes the capacity of project management staff, construction administration, Quality Control Compliance Specialists (QCCS) and inspection staff, and provides consistent, predictable, and responsive project support for clients.

Figure 1 on the following page shows the DEA team organizational structure, including subcontractors, and each team member's proposed role for this PA.

Our team structure features the following key roles:

- **Contract Manager** - This role provides ODOT and LPAs with a single point of contact for this PA for the umbrella on-call contract and escalation of contract issues, if needed. The contract manager for this PA is Walt Bartel, PE, PLS.
- **CA/CEI Program Manager** - The DEA CA/CEI team features Ken Stoneman as the CA/CEI Program Manager. In this role he will provide his extensive expertise to help select the CPM for each work order contract (WOC), provide additional support for ODOT and LPAs with strategic project approach and issue solution development, escalation of project issues, and DEA staff mentoring, if needed. Mr. Stoneman has more than 40 years of ODOT

INTRODUCTION

Under this Price Agreement (PA), David Evans and Associates, Inc. (DEA) will provide the Oregon Department of Transportation (ODOT) and Oregon Local Public Agencies (LPAs) with highly experienced and knowledgeable multidiscipline staff. They will provide the capabilities and capacity to fully support the varied and diverse work order contracts (WOC) that may be issued.

DEA has been performing transportation preliminary engineering (PE) and design services in Oregon for ODOT and LPAs for 35 years, and many of our staff are former ODOT employees. This provides our staff with an in-depth working knowledge of state and local agency processes, procedures and expectations for delivering successful projects. We have augmented DEA staff with key subcontractors who bring speciality services, office locations throughout all regions, local knowledge of communities statewide, and additional capacity. Based on the DEA team’s statewide understanding, experience and relationships, we will provide the following key benefits under this PA:

- Efficient delivery of PE and design services that meet all local, state and federal agency requirements
- High quality PE and design solutions that meet or exceed client expectations
- Projects completed within budget and schedule, with the potential for cost savings and early schedule completion
- Smooth, successful PE and design processes that maintain the support of local communities
- Integrated project delivery services
- Proven project managers who exhibit collaborative leadership of multidiscipline project teams
- Technical expertise and speciality services to support a wide range of agency needs, from discrete services to the delivery of large, complex projects

2.2.1 PROPOSER’S PROJECT MANAGEMENT FOR PE-DESIGN SERVICES

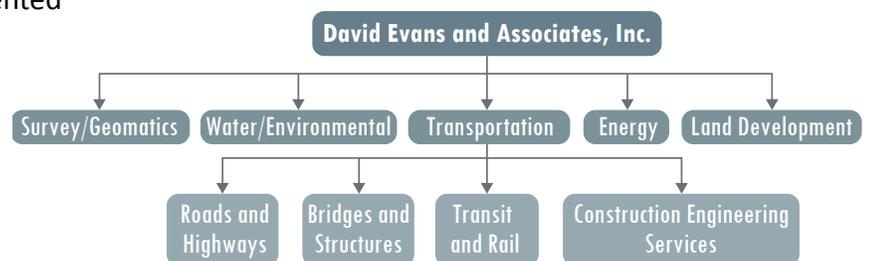
A. Describe your firm’s management and organizational structure, and how that structure aids the delivery of project Services - including chain of command.

DEA is a full-service engineering consulting company established and headquartered in Oregon. The company is organized into five key focus groups: transportation, energy, land development, water/environmental, and survey. This company structure was developed to most effectively support DEA’s

varied clients and project types across all of the geographic regions we serve.

The transportation group includes 230 transportation professionals and is the largest group in the company. Within the transportation group, there are four key practice areas: Roads and Highways, Bridges and Structures, Transit and Rail and Construction Engineering Services (refer to Figure 1 for an illustration of the company organization). Within this structure, DEA project managers can efficiently access the appropriate staff anywhere within the organization to effectively allocate the company’s multidiscipline transportation resources to meet client’s needs.

Figure 1 - Company Structure: The DEA company structure supports the effective management and delivery of multidiscipline services to the diverse clients we serve throughout the Western United States.



Under this PA, ODOT and Oregon LPAs will be served by more than 100 DEA Oregon transportation staff, supplemented as needed by Oregon subcontractor staff. DEA staff are located in our Portland, Salem and Bend offices, with subcontractor staff located throughout all ODOT regions. Using local staff is efficient and cost-effective for ODOT and LPAs, and the DEA team staff are vested members of local communities who understand the importance of successful Oregon projects. In addition, DEA has the ability to augment local transportation staff with our national resources during peak workloads and/or for specialty assignments.

Under the management and organizational structure for this PA, the DEA team includes the following roles:

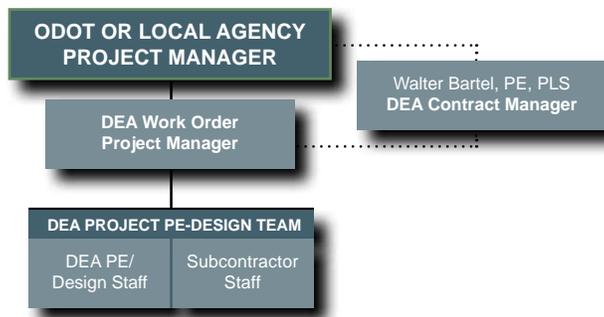
- **Contract Manager** - Walt Bartel, PE, PLS, a DEA Vice President, is the contract manager and is authorized to execute this PA as well as any resulting WOCs. He is the point of contact for the PA and subsequent amendments. Mr. Bartel will answer to the ODOT PA administrator. In this role he will also provide oversight to help manage resources, support strategic solution development and be the point of escalation to help resolve project issues, if needed.
- **Project Managers** - The DEA team provides a pool of skilled project managers who will manage individual work order contracts (WOC). The work

order project managers (WOPMs) will assemble project teams, be the primary point of contact and manage projects on a day-by-day basis. The WOPM’s will report to the client project manager.

- **Discipline-Specific Staff** - Project team members, including, DEA staff and subcontractor staff, will report to the WOPM.

Describe how subcontractors will be selected for specific WOC assignments, utilized, and managed to complete the projects.

Figure 2 - Chain of Command: The following graphic illustrates the DEA project team’s chain of command for project work orders under this PA.



Our WOPM will select subcontractors for specific WOC assignments in two key steps. The first step is to identify what work will go to subcontractors. This is achieved by the following:

- Discuss the project with the client and conduct research to clearly understand client objectives and project scope
- Break project scope into tasks by type of work and milestone deliverables
- Identify D/M/W/ESB requirements
- Determine tasks that DEA will self-perform
- Determine subcontractor-performed tasks

The second step is to select the actual subcontractor. DEA’s discussions with the client about the project may include solicitation of feedback regarding past subcontractor performance to identify the best fit. Once we understand the project and the opportunities for subcontractors, we apply the following criteria to select teaming partners:

- Positive work history/reputation with the client
- Staff expertise and experience
- Office location in relation to the project
- Project knowledge
- D/M/W/ESB certification
- Previous experience with similar projects
- Previous productive teaming experience with DEA
- History of high quality, cost-effective service
- Current project workload and availability

Once selected, subcontractors are utilized and managed as members of the DEA team. Subcontractors are seamlessly integrated into DEA’s project management system and engaged through the appropriate communication medium, participation in team work sessions, and inclusion in relevant team correspondence. DEA’s internal procedures and policies are utilized to ensure work quality and cost control extends to all subcontractors.

We regularly monitor our subcontractors’ performance and provide them with mentoring, if needed, to achieve project success and enhance subcontractors project delivery skills. The following project example is representative of DEA’s subcontractor decision making and team integration process.

Selecting Subcontractors for Project Success

For the Fanno Creek Trail: Hall Blvd. Crossing Project, DEA selected JLA Public Involvement (JLA) as a subcontractor to assist with public involvement (PI). DEA clearly understood the importance of PI for the project and specifically selected JLA because of their excellent PI capability, significant local knowledge, and positive work history with the City of Beaverton. During the project, the DEA WOPM coordinated stakeholder, open house, neighborhood and City Council meetings with JLA, including staying in scope, on budget, and ahead of schedule. As anticipated, JLA contributed to a successful project with positive outcomes for the City and local community.

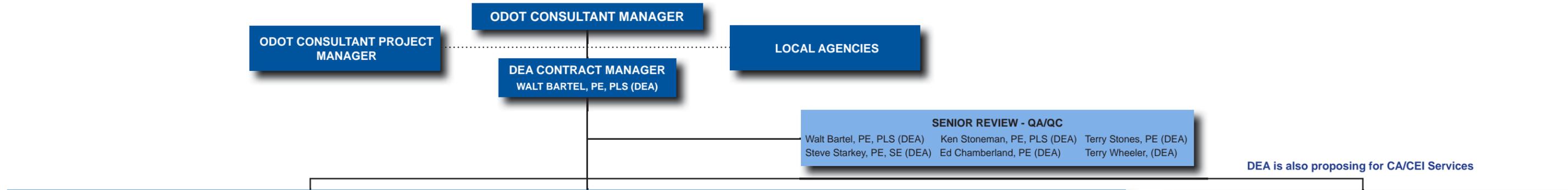
Include a list or org chart showing key staff of the prime and all subcontractors and their proposed role/discipline for PE-Design Services.

DEA’s PE-Design Services team organization chart is shown on the next page.

B. Describe your firm’s methods of coordinating and expediting all elements of projects to meet delivery schedules without sacrificing quality.

DEA uses the following methods to as a system of accountability for meeting delivery schedules without sacrificing quality:

1. **Develop a Project Execution Plan:** The WOPM prepares a project execution plan for use by the project team, including internal DEA staff and subcontractor staff. He or she uses this tool to communicate project goals and objectives to the team at the kickoff of the project. The project execution plan lays out project-specific expectations, so team members know what success looks like at the end of the project in accordance with client expectations and the WOC.
2. **Implement Project Controls:** The WOPM performs project controls to coordinate and expedite



PRELIMINARY ENGINEERING AND DESIGN WORK ORDER PROJECT MANAGERS

Walt Bartel, PE, PLS (DEA)	Jeff Parker, PE (DEA)	Ed Chamberland, PE (DEA)	Mike Baker, PE (DEA)	Joel Tubbs, PE, SE (DEA)	Jeremy Williams, PE (DEA)
Mike Reynolds, PE (DEA)	Adrian Estaban, PE (DEA)	Doug Johnson, PE (DEA)	JD Deschamps, PE (DEA)	Scott Emmens, PE (DEA)	Scott Dreher, PE (DEA)
Mike Hickey, PE, PLS (DEA)	Lwin Hwee, PE (DEA)	Terry Stones, PE (DEA)	Mike Hohbach, PE (DEA)	Kevin Bracy, PMP (DEA)	Scott Richman, AICP (DEA)

CA/CEI PROGRAM MANAGER/QUALITY MANAGER

Ken Stoneman, PE, PLS (DEA)

CONSTRUCTION PROJECT MANAGERS

Shon Heern, PE (DEA)	Dave Davies (DEA)
Larry Carson, PLS (HEA)	

ENGINEERING SERVICES

<p>ROADWAY DESIGN</p> <p>Mike Hickey, PE, (DEA)</p> <p>Mike Hohbach, PE (DEA)</p> <p>Ed Chamberland, PE (DEA)</p> <p>Gavin Oien, PE (DEA)</p> <p>Ted Stewart, PE (DEA)</p> <p>Danny Hori, PE (DEA)</p> <p>Terry Wheeler (DEA)</p> <p>BRIDGE DESIGN</p> <p>Guido Portier, PE (DEA)</p> <p>Terry Stones, PE (DEA)</p> <p>Steve Starkey, PE, SE (DEA)</p> <p>JD Deschamps, PE (DEA)</p> <p>Joel Tubbs, PE, SE (DEA)</p> <p>Amanda Blankenship, PE (DEA)</p> <p>Jeremy Williams, PE (DEA)</p> <p>Mikal Mitchell, PE (DEA)</p> <p>Richard Obisanya, PE (DEA)</p> <p>Alexandra Kuschell, PE (DEA)</p> <p>Paul Bandlow, PE (SBE)</p> <p>Frank Marzella, PE (HHD)</p> <p>Paul Kluyvers, PE, SE (CZE) DBE/MBE</p> <p>RAIL</p> <p>Susan Grabler (DEA)</p> <p>Kevin Jeffers, PE (DEA)</p> <p>Michele Alexander, PE (DEA)</p> <p>SURVEY/ROW MAPPING</p> <p>Jeff Whitson, PLS (DEA)</p> <p>Jon Broadwater, PLS (DEA)</p> <p>Dan Adsit, PLS (DEA)</p> <p>Marcus Reedy, PLS (DEA)</p> <p>Richard Bath, PLS (HEA)</p> <p>Charles Wiley, PLS (CMT)</p>	<p>RIGHT-OF-WAY</p> <p>Leslie Finnegan (UFS)</p> <p>Rod Bliss (ELS) DBE</p> <p>David Feinauer (ROW) ESB</p> <p>Roger Hanna (HMC) ESB</p> <p>GIS/PHOTOGRAMMETRY</p> <p>Scott Smith, RPP (DSA)</p> <p>BRIDGE HYDRAULICS</p> <p>David Bissel, PE, CWRE (DEA)</p> <p>Karina Nordahl, PE (DEA)</p> <p>Hans Hadley, PE, PhD (WCI)</p> <p>DRAINAGE/WATER QUALITY</p> <p>Melanie Gualotunia, PE (DEA)</p> <p>Hans Hadley, PE, CFM (WCI)</p> <p>Paul Agrimis, RLA, PE, PWS (VAI)</p> <p>Matt Brennan, PE (HEC)</p> <p>Nathan Black, PE, CFM (JUB)</p> <p>Paul Knox, PE (CZE) DBE/MBE</p> <p>SPECIFICATIONS</p> <p>Cyndi Twite (DEA)</p> <p>TRAFFIC ENGINEERING/ITS</p> <p>Jennifer Danzinger, PE (DEA)</p> <p>Charles Radosta, PE (KAI)</p> <p>Hermanus Steyn, PE (KAI)</p> <p>Brian Copeland, PE (DKS)</p> <p>Jim Peters, PE (DKS)</p>	<p>UTILITY DESIGN RELOCATION COORDINATION</p> <p>Christina Weber (DEA)</p> <p>Joe Eskew, PE (DEA)</p> <p>David Buhl, PE (IEE)</p> <p>SIGNALS/ILLUMINATION</p> <p>Keith Rudisil, PE, PTE, PLS (DEA)</p> <p>Charles Radosta, PE (KAI)</p> <p>Dan Johnson, PE (SAA)</p> <p>TP&DT</p> <p>Keith Rudisil, PE, PTE, PLS (DEA)</p> <p>Michael Laux (DEA)</p> <p>CIVIL ENGINEERING/DRAFTING SUPPORT</p> <p>Michael Erickson, PE, PLS (DYE)</p> <p>John Garlitz, PE (JUB)</p> <p>Herbert Fricke, PE (CZE) DBE/MBE</p> <p>Tina Adams, PE (CAS)</p> <p>Neil Fernando, PE (EME) DBE</p> <p>Vijay Deodhar (3DI) DBE/MBE/ESB</p> <p>Steve Lovemark (IEE)</p> <p>Rich Carson, PE (HEA)</p> <p>BRIDGE ARCHITECTURE</p> <p>Kevin Peterson (PDI)</p> <p>Donald McDonald (DMD)</p> <p>PUBLIC INVOLVEMENT</p> <p>KC Cooper (DEA)</p> <p>David Siegel, FAICP (DEA)</p> <p>Stacy Thomas (JLA)</p> <p>Lois Cohen (LCA)</p> <p>Mandy Putney (EVI)</p> <p>Michelle Gregory (SEP)</p> <p>Leslie Howell (HCL) WBE/ESB</p>	<p>GEOTECHNICAL ENGINEERING/PAVEMENT DESIGN</p> <p>Bill Nickels, PE, GE (FEI)</p> <p>Scott Schlechter, PE (GRI)</p> <p>George Freitag, CEG (GRI)</p> <p>Park Piao, PE, GE (SWI)</p> <p>George Saunders, PE, GE (GEO)</p> <p>Charles Radosta, PE (KAI)</p> <p>George Machan, PE, GE (COR)</p> <p>CONSTRUCTABILITY/COST ESTIMATES/SCHEDULING</p> <p>Shon Heern, PE (DEA)</p> <p>Dave Davies (DEA)</p> <p>LANDSCAPE ARCHITECTURE/EROSION CONTROL</p> <p>Bob Marshall, LA (DEA)</p> <p>Brookley Duke, LA (DEA)</p> <p>Gill Williams, LA (DEA)</p> <p>Carol Mayer-Reed, FASLA (MAR) WBE</p> <p>David Elkin, LA, CLARB (GRE)</p> <p>BIKE/PEDESTRIAN FACILITIES</p> <p>Adam Argo, AICP (DEA)</p> <p>Steve Durrant, ALSA, APA (APD)</p> <p>Mike Tresidder (APD)</p>
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ENVIRONMENTAL SERVICES

<p>ESA</p> <p>Kristine Marshall (DEA)</p> <p>John Macklin (DEA)</p> <p>Kim Geist (DEA)</p> <p>Loren Stucker (DEA)</p> <p>Jean Oschsner (ESA)</p> <p>NEPA</p> <p>Leslie Howell (HCL) WBE/ESB</p> <p>Scott Richman, AICP (DEA)</p> <p>Kristina Gifford (HEC)</p> <p>ENVIRONMENTAL/LAND USE PERMITTING</p> <p>Gillian Zacharias, AICP (DEA)</p> <p>Anneke Van der Mast (DEA)</p> <p>Mara Krinke (DEA)</p> <p>Kristine Marshall (DEA)</p> <p>Loren Stucker (DEA)</p> <p>John Macklin (DEA)</p> <p>Leslie Howell (HCL) WBE/ESB</p> <p>Jean Oschsner (ESA) DW/ESB</p> <p>Kristina Gifford (HEC)</p>	<p>CULTURAL RESOURCES</p> <p>Kathryn Toepel, PhD (HRA)</p> <p>Jo Reese, MA, RPA (AINW)</p> <p>Judith Chapman, MA (AINW)</p> <p>Bradley Bowen (HIS)</p> <p>HAZARDOUS MATERIALS</p> <p>Ryan Tobias, PE (CES)</p> <p>George Freitag, CEG (GRI)</p> <p>Jason O'Donnell, RG (GEO)</p> <p>Kim Elliott, CEG (SWI)</p> <p>Peter Jowise (HEC)</p> <p>WETLANDS</p> <p>Ethan Rosenthal (DEA)</p> <p>Loren Stucker (DEA)</p> <p>Phil Rickus (DEA)</p> <p>John Macklin (DEA)</p> <p>Kim Elliott (SWI)</p>	<p>NOISE</p> <p>Michael Minor (MMA) DBE/MBE/ESB</p> <p>AIR</p> <p>Michael Minor (MMA) DBE/MBE/ESB</p> <p>SOCIOECONOMICS/ECONOMICS</p> <p>Terry Moore (ECO)</p> <p>Chris Zahas, AICP (LEC)</p> <p>LAND USE PLANNING</p> <p>David Siegel, FAICP (DEA)</p> <p>Alex Dupey, AICP (DEA)</p> <p>SUSTAINABILITY/CS³</p> <p>Josh Proudfoot (GCO)</p>
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CONSTRUCTION SERVICES

<p>INSPECTION</p> <p>Lane Ecker (DEA)</p> <p>Sue Chamblin (DEA)</p> <p>Dan Siebenthaler (DEA)</p> <p>Connie Tangen (DEA)</p> <p>Paul Meyers, PLS (DEA)</p> <p>Sherm Rohani (DEA)</p> <p>Galen Norgang (DEA)</p> <p>Laura Barker (DEA)</p> <p>Dan Boyle (DEA)</p> <p>Ken Norton (DEA)</p> <p>Dustin Altenburg (DEA)</p> <p>Lewis Friend (CZE) DBE/MBE</p> <p>James Smith (CZE) DBE/MBE</p> <p>Penny Painter (CZE) DBE/MBE</p> <p>Gail Hunt (CZE) DBE/MBE</p> <p>Richard McNichols (CZE) DBE/MBE</p> <p>Daniel Moyer (CMTS)</p> <p>Michael Christian (CMTS)</p> <p>Robert Dubanski (CMTS)</p> <p>David Demchak, EIT (CMTS)</p> <p>Rich Carson, PE (HEA)</p>	<p>CONSTRUCTION QUALITY COMPLIANCE</p> <p>Cyndi Twite (DEA)</p> <p>CONSTRUCTION DOCUMENTATION</p> <p>Carol Loewen (DEA)</p> <p>Connie Tangen (DEA)</p> <p>ENVIRONMENTAL COMPLIANCE</p> <p>Loren Stucker (DEA)</p> <p>Kristine Marshall (DEA)</p> <p>SCHEDULING</p> <p>Shon Heern, PE (DEA)</p> <p>Dave Davies (DEA)</p> <p>Brett Schneider, PE (DEA)</p>	<p>CONSTRUCTION SURVEY</p> <p>Jeff Whitson, PLS (DEA)</p> <p>Jon Broadwater, PLS (DEA)</p> <p>Dan Adsit, PLS (DEA)</p> <p>DISPUTE REVIEW/RESOLUTION</p> <p>Ken Stoneman, PE, PLS (DEA)</p> <p>Dave Davies (DEA)</p>
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Company	Discipline	
3DI *	3D Infusion	CADD
APD	Alta Planning and Design	Bike and Pedestrian Design
AINW	Archaeological Investigations NW, Inc.	Cultural Resources
CES *	Cascade Earth Sciences	Hazardous Materials
CAS	Casso Consulting, Inc.	Civil Engineering
CMT	CMTS	Construction Inspection
CZE *	Cooper Zietz Engineers/Cascade Design Professionals	Construction Inspection, Civil Engineering, Road, Bridge
COR	Cornforth Consultants, Inc.	Geotechnical
DSA	David C. Smith and Associates, Inc.	GIS/Photogrammetry
DKS	DKS	Traffic, Signals, ITS
DMD	Donald McDonald	Bridge Architecture
DYE	Dyer Partnership Engineers & Planners, Inc.	Full Service
ECO	ECNorthwest	Socioeconomics
EME *	Emerio Design	Land Use Permitting
EVI	Enviroissues	Public Involvement
ESA *	Environmental Science & Assessment	Environmental Studies
ELS *	Epic Land Solutions, Inc.	Right-of-Way
FEI	Foundation Engineering Inc.	Geotechnical
GEO	Geodesign	Geotechnical
GRI	Geotechnical Resources, Inc.	Geotechnical
GCO *	Good Company	Sustainability/CS³
GRE	Greenworks	Landscape Arch., Sustainable Design
HMC *	Hanna McEldowney	Right-of-Way
HBH	HBH Consulting Engineers	Traffic Engineering/Survey
HHD	Hardesty Hanover	Movable Bridges
HEA	Hardey Engineering & Associates, Inc.	Full Service
HRA *	Heritage Research Associates	Cultural Resources

Company	Discipline	
HEC	Herrera Environmental Consultants, Inc.	NEPA
HIS	Historical Research Associates, Inc.	Cultural
HCL *	Howell Consulting LLC	Public Involvement/NEPA
IEE	I.E. Engineering	Utility Design/Relocation/Coord./Survey
JLA *	JLA Public Involvement, Inc.	Public Involvement
JUB	JUB	Civil Engineering, Survey
KAI	Kittleson and Assoc., Inc.	Traffic Engineering
LEC	Leland Consulting	Economics, Socioeconomics
LCA *	Lois D. Cohen Associates	Public Involvement
MAR *	Mayer Reed	Landscape Architecture
MMA *	Michael Minor and Assoc., Inc.	Noise and Air
PDI	Peterson Design	Bridge Architecture
ROW *	ROW Associates	Row
SWI	Shannon & Wilson, Inc.	Geotechnical
SAA *	Singh and Associates	Illumination
SEP *	Soapbox Enterprises	Public Involvement
SBE	Stafford Bandlow	Movable Bridges
TEC	Tenneson Engineering Corporation	Construction Inspection
UFS	Universal Field Services, Inc.	Right-of-Way
UOO	U of O Museum of Natural and Cultural History	Historical, Cultural Investigation
VAI *	Vigil-Agrimis, Inc.	Drainage/Water Quality
WCI	WEST Consultants, Inc.	Bridge Hydraulics

* D/M/W/ESB certified

the work. This includes monitoring progress of work on a regular basis, monitoring the project schedule (especially the critical path), and monitoring the budget to ensure the appropriate level of effort is being made. By doing this, the WOPM has his or her pulse on performance, which provides the opportunity to proactively manage the project.

3. **Conduct Regular Project Meetings:** The project team has regular internal team meetings to coordinate and expedite the work. At these meetings, the WOPM, task leaders, and other key staff discuss recent Agency interaction, upcoming deliverables, upcoming quality reviews, and resource needs. The meeting is a forum for open communication on any item related to project delivery.
4. **Use Workload Forecasting Tool:** On a biweekly basis, the group leaders and project managers gather to prepare and monitor the workload forecast, or “look-ahead schedule,” for the next 10 weeks. The workload forecast conveys resource needs by person, by week, by project. This allows them to level the resources and meet project requirements.
5. **Adhere to Quality Assurance/Quality Control (QA/QC):** The project team must follow the QA/QC plan for the project. The WOPM and task leaders are monitored by the Quality Manager for adherence to the quality plan at the project level. Following the QA/QC plan includes setting aside enough time and budget for the appropriate person to do quality reviews prior to submittal.

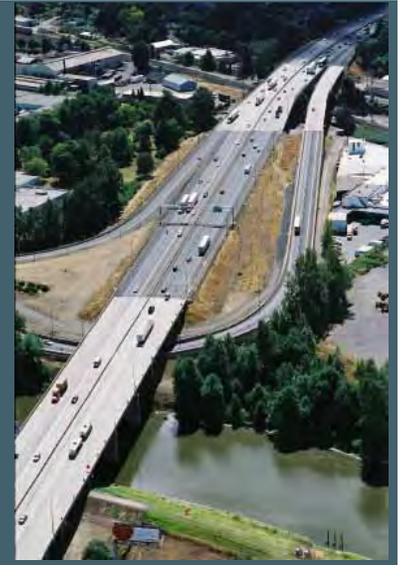
By using these tools and methods to coordinate and expedite all elements of the project, DEA teams are well-positioned to meet delivery schedules without sacrificing quality.

Describe your firm’s flexibility and approach to making adjustments to schedules or staffing in order to meet a schedule.

The DEA team’s organizational structure, depth of multidiscipline resources and proactive WOPMs enable us to efficiently make needed adjustments to avoid or minimize project schedule impacts in order to deliver projects on time. Our WOPMs use the following methods to proactively identify needed adjustments and respond in a timely manner:

- **Continuously Monitor the Schedule** - Throughout project delivery, the WOPMs continuously monitor the project schedule as it responds to changes. The WOPM compares the real-time conditions to the original plan to adjust anticipated completion times and then determine if any adjustments may impact the critical path.

Regarding the I-5: Victory to Lombard Project, Mark Beeson, ODOT Project Manager, remarked that “this is how a project is supposed to be” and that the success of this project was a case of “experienced people knowing what needed to be done.” He also said, “we will still be building upon lessons learned from this project 10 years from now.”



- **Actively manage staff and resources** - DEA’s WOPM, working with project team task leaders, develop project work plans that break down projects tasks into individual staff assignments and deadlines. Working from this plan, WOPMs continuously balance staffing needs, project deadlines, and quality reviews. Work plan progress is discussed and reviewed at internal project team meetings. At the office level, the WOPMs and task leaders meet on a biweekly basis to discuss staff management and project progress. This continual communication loop enables the WOPM to proactively make staffing adjustments to maintain a project schedule, if needed, such as:
 - Leveling the resources within a work group,
 - Assigning additional staff from other work groups or offices,
 - Directing staff to work additional hours, and
 - Assigning work to qualified subcontractors already on the team
- **Make Adjustments to Meet Critical Path Milestones** - WOPMs focus on the project critical path to meet milestone deliverables. If the team’s ability to meet a milestone appears in jeopardy, WOPMs make timely adjustments to stay on track, which may include:
 - Rearranging project tasks to be completed in parallel instead of in sequence,
 - Accelerating work on current tasks to get back on track for future tasks,
 - Identifying future tasks that can be started earlier to make up time,
 - Discussing schedule opportunities and constraints with the client, and
 - Developing solutions to work around fixed constraints, such as in-water work periods.

- **Proactively Communicate with Client** - To avoid “surprises” for clients, WOPM’s identify and communicate potential schedule impacts early. This also provides the opportunity for client input and collaboration in making appropriate adjustments, if desired.

Due to the WOPMs proactive schedule management, depth of staff and process of resource management, the DEA team has the flexibility to quickly make staffing adjustments to effectively respond to changes to meet project schedules.

C. Provide a concise summary of your firm’s Quality Control procedures and policies for PE-Design.

DEA has a company policy for quality assurance and quality control for each and every project. According to this policy, a project cannot begin until a budget is established for quality control, a project Quality Manager is identified, and a project-specific quality control plan is initiated. The objectives of the quality control plan at DEA are to:

- Perform contracted services within the industry standard of care,
- Perform contracted services within the scope of services, and
- Promote greater client satisfaction.

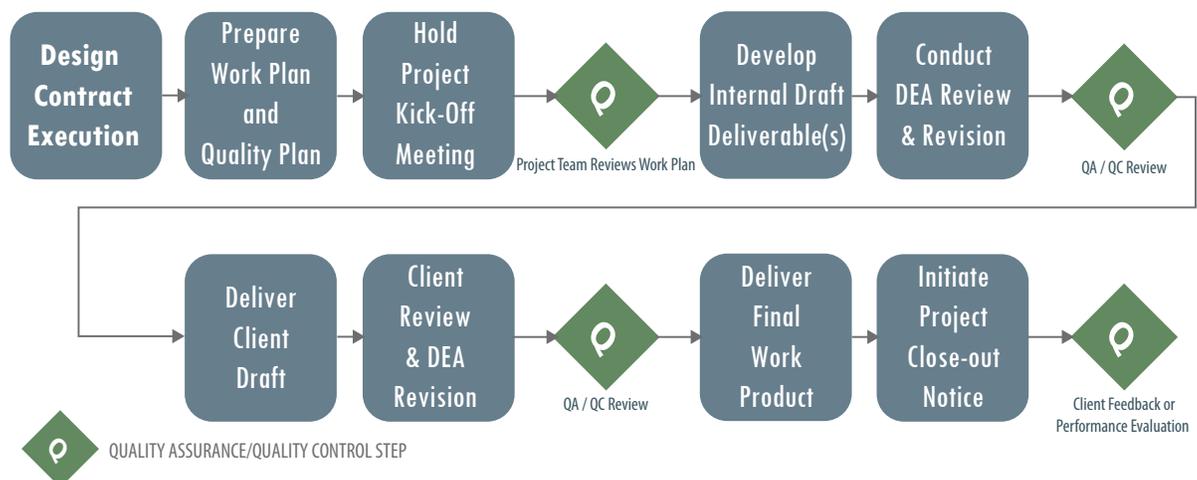
DEA’s quality program is based on sound judgment, disciplined project management, comprehensive training, use of senior staff for quality reviews, use of constructability reviews, and a commitment to delivering a quality product that exceeds client expectations.

Quality control plans range from very simple ones on small projects to substantial plans for large, complicated projects. The quality control plan will guide the team in providing a quality product to the client, and it must be communicated to the team. The minimum criteria for the quality control plan includes:

- Appropriate project charge numbers for quality control tasks;
- Identification of quality control personnel such as:
 - Project manager,
 - Quality manager,
 - Engineer of record,
 - Design reviewer,
 - CADD reviewer, and
 - Others as needed;
- List of deliverables and quality control documentation required for each deliverable;
- Quality control review periods planned into the project schedule; and
- Description of project-specific quality control procedures such as:
 - Client quality control requirements,
 - Discipline-specific design checklists,
 - Milestone-specific checklists, such as 30% TS&L, 60% In-Progress, 90% Advance PS&E, 100% Final PS&E, and Bid Ready Documents,
 - Using color-coding for plan reviews, either in hard copy or electronically,
 - Using the check stamp or the QC traveler form for plan or document review,
 - Performing design, document and calculation reviews,
 - Tracking and responding to client review comments, and
 - Tracking and filing quality control documents.

Company requirements and client expectations drive DEA quality control policies and procedures to be an integral project component.

Figure 4 - DEA Quality Control Process: DEA’s continuous quality process produces high quality design deliverables that support a successful construction process.



D. Describe how and when you would determine that a client's total construction budget was insufficient to meet the objectives of a given project and the approach you would use to demonstrate that to the client as early as possible during the PE-Design phase.

DEA starts early in the process with our clients to help clearly identify project needs and priorities. With this understanding, we work with them to identify total construction budgets. DEA also evaluates the adequacy of the total construction budget at each phase of a project and communicates our findings with the client. The points at which DEA conducts cost estimates are:

- **Project Need Identification** - With a thorough understanding of the project, DEA can help assess the adequacy of total construction budgets. DEA understands the differences between an ODOT led project and a LPA led project. We use our firm's 35 years of experience in assisting ODOT and LPA's in the development of accurate construction budgets to support a project development process that is fully compliant with FHWA and ODOT requirements.
- **Scoping/Prospectus** - DEA's approach to determining the total construction budget for projects starts with a review of the scoping reports and project prospectuses. Through delivery of hundreds of projects in Oregon we have the cradle-to-grave experience and the knowledge of true design and construction costs. We apply lessons learned from these projects to identify areas where costs were lower and also where they were higher than the prospectus amounts.
DEA has developed scoping documents for clients and offers to review client-developed scoping documents or those that have been prepared by others. This advance review helps identify funding gaps prior to signing an intergovernmental agreement when the client is responsible for the funding gap. We also review the STIP monthly and follow up with the client to understand their projects fully.
- **Inclusion in the STIP** - Once a client obtains federal funding for a transportation project in Oregon, the project is entered into the ODOT STIP for design and construction. These costs are often determined many years before the project is issued for bidding. The project prospectus reflects the amount of

programmed funds developed during the scoping phase. Years later, when a project is put out to bid, the client may have limited options available to address a funding shortfall.

- **Requests for Proposals** - DEA often prepares and includes design alternatives or drawings in our proposals. This helps us get a feel for the project issues and to evaluate the construction costs.
- **Award** - The first thing DEA does during the PE-Design phase is to go through the following steps to verify that we have complete information and can validate the project costs.
 - Review prospectus and scoping notes to identify alternatives and issues
 - Interview the client to determine goals and objectives, asking clarifying questions based on prospectus review and discussing alternatives that may have been in DEA's proposal
 - Review the client's cost estimate and assumptions
 - Prepare independent cost estimate with assumptions
 - Share cost estimate with the client, including assumptions and spreadsheet with calculations to evaluate the sufficiency of construction funding

After this review, most projects have adequate total construction budgets. If they do not, DEA immediately works with the client to identify alternatives to reduce costs or find alternative funding.

- **Design Acceptance Phase (DAP)** - The DAP is the next, and often last, opportunity to make significant changes to the project and meet schedule and budget requirements. The DAP report includes 30% design and assumptions, and a cost estimate.

DEA uses several different methods to prepare and verify the total construction cost estimates for clients. Using different methods to cross check costs helps verify the estimate and provides the client with assurance in its accuracy.

DEA uses the following cost estimating approaches:

- Historical data comparison from DEA's past projects,
- PE-Design and CA/CEI costs (bridge, roadway, trail, paving, etc.),

Figure 5 - Project Cost Estimates:

DEA performs project cost estimates at key points and refines them at each phase of the project development to adjust for additional information.



- Construction costs (bridge, roadway, trail, paving, etc.),
- ODOT cost estimating tools and templates, including ODOT Average bid prices, and
- DEA's cost estimating tool, with adjustments for inflation, location in state and complexity.

Even with the best reviews, unexpected issues sometimes arise (deeper depth to bedrock, revision to environmental requirements, public does not approve of temporary road closure, etc.). When these things happen, DEA informs the client and quickly prepares revised cost estimates. The team uses the revisions to immediately evaluate alternatives that meet the project goals but that are still cost-effective.

Record of Reliable Cost Estimates

In 2010, ODOT procurement informed DEA that ALL of DEA's ARRA projects, eight in total, were successfully bid at or below DEA's engineer's estimate.

2.2.2 PROPOSER'S COST EFFECTIVENESS FOR PE-DESIGN

A. Describe the specific efforts your firm makes to ensure tasks and deliverables are completed in the most cost-effective manner.

DEA manages the scope of work and project performance to ensure tasks and deliverables are completed in the most cost-effective manner. The following two sections detail the specific efforts that DEA takes to cost-effectively deliver PE and design services.

MANAGING SCOPE OF WORK

DEA has successfully partnered with ODOT and LPA's on several hundred projects to deliver services that are cost-effective, responsive and meet the needs of the agency and community. This experience gives us a deep understanding of ODOT policies and procedures. Our process is to define a clear and accurate scope of work and then deliver the project quickly. This results in efficiencies for ODOT

Proactive Planning for Cost Effective Project Delivery

To ensure the best overall cost-effectiveness for the recent Beaver Creek and Fishtrap Bridges project for Coos County, Mike Reynolds sought to develop strategic subcontractor relationships while working within the region. Subsequently, DEA teamed with local full-service firm The Dyer Partnership, who brought their local knowledge and understanding to the project team. DEA brainstormed with The Dyer Partnership to identify efficiencies and cost effective approaches to reduce project costs. It was determined that having The Dyer Partnership perform key work elements and lead some of the on-site meetings would result in a quicker turnaround and lower project costs.

and lower project costs. Our process includes the following steps:

- Clearly define work scope and estimated hours to perform the work,
- Verify with the client that the level of effort is consistent with performance expectations,
- Develop a set of project-specific instructions, including the Statement of Work (SOW), budget, and time-charging instructions for each task, and
- Hold a team kickoff meeting where all this information is shared.

Additionally, DEA performs the following tasks to support the on-schedule and within-budget delivery of entire projects:

- Conduct peer reviews of schedules by another project manager to verify accuracy and availability of staff
- If specific staff are not performing as anticipated, replace team members or project managers who are unable to deliver on schedule and within budget

MANAGING PROJECT PERFORMANCE

After developing the scope of work and fee, DEA turns the focus of the team to project delivery. DEA teams, led by experienced WOPMs, will provide accurate tracking of costs and schedules, as follows:

- Initiate work only upon written Notice to Proceed
- Conduct periodic internal team meetings to ensure all team members are fully informed on project issues, budget, and delivery schedule
- Proactively monitor work progress
- Update the schedule monthly and track against the baseline schedule
- Send timely reminders of requested information by telephone and email to ensure that all team members understand the importance of their work in relation to the entire project delivery schedule
- Conduct a weekly review of project charges to ensure that time is properly coded to appropriate tasks for each project and assess the level of effort being expended on each task relative to the actual project needs

A key element of managing a project is managing changes that occur. When necessary, WOPMs take timely corrective actions to make sure that work progresses within schedule and with the appropriate level of effort, that the project budget is maintained, and that the client's interests are protected.

DEA will provide clients with timely notification of:

- Tasks that are going to be completed well under budget
- Out of scope work required to complete the project. DEA will then promptly:
 - Update schedule and develop strategies to complete the project on schedule, and/or
 - Update budget and develop strategies to complete the project on budget.

As contract manager, Mr. Bartel is ultimately responsible for the delivery of all projects. During monthly meetings with WOPMs he will evaluate status of each project, staffing issues, and lessons learned.

Explain how your firm ensures all travel, lodging, and per diem expenses are as low as possible.

DEA’s statewide team will minimize costs by reducing the amount of daily travel, overnight accommodation, and meal expenses, as well as long-term per diem expenses, whenever possible. DEA has identified firms in all five regions as strategic partners. These partners are located in key geographic locations across the state, and were chosen to enhance our statewide project delivery abilities and help reduce travel expenses. In addition, their knowledge of local issues and resources will assist in lowering overall project costs and provide a value-added service to ODOT and/or the LPA.

In addition to the use of strategic partners, DEA uses the following project management techniques to provide efficient project delivery across the state:

- Staff projects with the most experienced personnel
 - Select from DEA’s highly experienced staff, who have delivered hundreds of projects and know ODOT/FHWA documentation requirements, which expedites project closeout
- Staff projects with experienced team members who are located in offices closest to the project(s)
- Use available technology to reduce the number of on-site or face-to-face meetings required to deliver a project:
 - For example, DEA has teleconferencing in all of our offices. We can conduct a meeting with ODOT Region 4 or Deschutes County out of DEA’s Bend office and conference in DEA’s Portland and Salem offices
 - DEA uses an electronic design review process in PDF format of the plan sheets to expedite ODOT review and save printing and mailing costs.
- Limit meeting travel to most appropriate staff, who will carpool whenever possible

“The US 97: Lava Butte - South Century Drive project has been a great success for us here at the ODOT...The project also demanded strong partnership and commitment across ODOT, the consultant team (led by DEA), the USFS, the FHWA and other partners, in order to meet an aggressive schedule of completing design and construction within the unique environment. A collaborative process, the experience and expertise of the project team, and a willingness on the part of all team members to address issues proactively and creatively, were all keys to success for this project. The result is a great project that exemplifies many important values for us at ODOT, and much positive feedback from many both inside and outside Oregon.”

- Gary Farnsworth, ODOT Area 4 Region Manager, regarding the US 97 - Lava Butte project



- Seek to “piggyback” project and public meetings and travel when they coincide with other travel in the region
- Conduct project meetings at logical milestones to reduce the number of meetings required and eliminate replication of efforts
- Limit total duration of site visits and minimize need for overnight accommodations

B. Describe the specific methods, tools, and processes your firm uses to develop the estimate for Services. How does your firm ensure that estimates for Services are fair and reasonable to both the government and your firm?

COST ESTIMATING METHODS, TOOLS, AND PROCESSES

DEA uses a number of methods to develop an estimate of our services, which are detailed below:

- **DEA Scope of Work Template (based on the ODOT template)** - DEA has taken ODOT’s standard SOW templates for individual services (survey, right-of-way, etc.) and created an all-inclusive template. The template includes information on commonly occurring deliverables and indicates where mutually exclusive options can be chosen.
- **Historical comparison** - From our 35 years of ODOT and LPA project experience, DEA has accumulated in-depth historical data for project costs. DEA’s accounting system allows us to track the actual project costs for all of our projects. This historical data allows us to refine and adjust our cost estimates. We can identify tasks where the entire

fee was not used and decrease the cost estimate accordingly. It also identifies where we may have had additional costs in the past and where we need to refine the fee or add contingency tasks to address the situation.

- DEA tracks actual design costs according to type of work (single span bridge, bridge widening, trail design, intersection improvements, paving, etc.)
- DEA tracks actual percentage of work per task (utility coordination, geotechnical, roadway, permitting, roadway and bridge, etc.)
- **Knowledge of Repeat Clients** - Delivering similar services for repeat clients helps us understand their desired levels of effort and involvement for each project, which increases efficiencies in developing estimates.
- **Tailored SOWs and Fees** - DEA applies our knowledge and experience to tailor the SOW and fee to meet the preferences of ODOT Consultant Project Managers and Local Agency Liaisons.
- **Contract Review Teams** - DEA assigns an independent Contract Review Team (CRT) to review and compare the scope of work and/or fee estimate against similar recent scopes and actual costs prior to submitting them to the client. This review helps minimize the comments and edits needed to be made by ODOT or the LPA.

FAIR AND REASONABLE ESTIMATES FOR SERVICES

Throughout decades of successful price negotiations with ODOT and LPAs, DEA has consistently achieved fair and equitable price agreements. Our goal of retaining clients for life is reflected in fees, which provide exceptional value for the level of service we provide. A fact which is recognized by our clients.

An important factor in arriving at a reasonable estimate for services is reaching a mutual understanding of the project goals, opportunities to reduce design costs, and the requirements of Federal funding. Using our experience DEA can help clients anticipate and quantify these opportunities and requirements. This may include:

- **Federal funding requirements** - These requirements can result in a larger level of effort than a client may anticipate. DEA will use our knowledge and significant experience in delivering federally funded projects to help anticipate and develop appropriate level of effort and fee estimates that fully respond to federal requirements while remaining cost-effective.
- **Public involvement** - Some clients prefer a lower level of effort for public involvement based on

Cost-Effective Design

Throughout the design process for the Rock Creek Trail Extension project, DEA worked with the City of Hillsboro to incorporate low cost features that fully met project needs. This included use of a pre-fabricated bridge versus a designed bridge, a cedar boardwalk, a grass shoulder that doubled as a bioswale, and use of asphalt versus more expensive concrete. DEA also supported the City in navigating the requirements for the ODOT process and TIP funding that made the project possible.



project knowledge, and may plan to self-perform much of this work. DEA will work with the client to clarify and appropriately estimate the amount of support that will be needed.

- **Local subcontractors** - Use of subcontractors familiar with projects or general client service areas may lower costs for project delivery (e.g., WEST Consultants have been working for many years on the Sandy River and offer years of hydraulic analysis data and expertise). DEA will select subcontractors that can help minimize the level of effort for key project tasks through local experience and successful client relationships.

DEA understands that clients are working with constrained budgets and it is important to find ways to reduce PE phase costs. However, we have found that just reducing up-front PE and design costs, without looking at the total project, can lead to significant cost increases in the construction phase. DEA assesses PE phase decisions to identify the likely impacts they will have on construction costs. With this information, our WOPM's work with the project team task leads and DEA's construction management staff, starting in project scoping, to develop strategies that will reduce overall project costs from the PE phase through the construction phase.

Also, DEA project managers use a standardized, detailed SOW and fee estimate template that clearly identifies all assumptions, inclusions and exclusions. This tool helps minimize missed items, clearly identify contingency tasks and incorporate best practices to consistently provide accurate cost estimates.

This effective combination of approaches help us consistently arrive at a fair and reasonable estimates for PE and design services, and supports long term partnering with ODOT and LPAs.

2.2.3 PROJECT TEAM & QUALIFICATIONS FOR PE-DESIGN SERVICES

A. Describe experience of Project Manager(s) with similar interdisciplinary teams.

Our project managers have extensive experience leading multidisciplinary project teams for diverse projects ranging from high-profile and complex projects, such as the Sellwood Bridge project, to small, targeted improvements, such as local street enhancement projects. DEA will evaluate the specific requirements of each project under this PA to identify the most appropriate WOPM. The table summarizing representative WOPM experience (Figure 6) illustrates the DEA team’s ability to manage and deliver project with diverse elements and needs.

DEA’s pool of 18 WOPMs has the capacity to deliver multiple transportation projects simultaneously and provides ODOT and LPAs with project managers that

Successfully Reducing PE Phase Costs

When reviewing the design options for a necessary culvert on Jefferson-Marion Project, DEA was able to determine that, through developing a Biological Assessment (BA)



for the project, that we would be able to reduce the overall size and length of the culvert with minimal increased environmental impacts. Construction cost savings were significantly greater than the additional cost of a BA over that of providing SLOPES documentation. The result was a successful reduction in the overall project cost.

are experienced in all ODOT regions. DEA will assign WOPMs to specific WOCs based upon how well client and project needs match their project management experience, and the WOPM’s knowledge and local agency relationships within the project area. To support the most successful project outcomes, we align project needs with the strength of each WOPM, and support them with a team of experienced discipline leads.

Figure 6 - Project Manager Experience: DEA project managers have experience leading multidiscipline teams to successfully deliver a wide range of transportation projects. The table below provides a representative snapshot of our project manager’s experience by type of project and project tasks managed.

DEA Project Managers	# of PM Projects by Type			Project Management for Multidiscipline Teams: Types of Project Tasks Managed																													
	# of Roadway Projects Managed	# of Trail Projects Managed	# of Bridge Projects Managed	Roadway design	Rail	Bridge design	Surveying/right-of-way mapping	Right-of-Way	Bridge hydraulics	Drainage/water quality	Utility design relocation coordination	Traffic engineering/ITS	Signals/illumination	TP&DT	Specifications	Civil engineering/drafting support	Bridge architecture	Geotechnical engineering/pavement design	Constructability/cost estimates/scheduling	Landscape architecture/erosion control	Bike/pedestrian facilities	NEPA	Environmental/land use permitting	Cultural resources	Hazardous materials	Wetlands	Noise	Air	Socioeconomics	Sustainability/cs3			
Mike Reynolds, PE	10	0	125	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
Walt Bartel, PE, PLS	25	5	0	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
Ed Chamberland, PE	40	3	20	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
Doug Johnson, PE	3	2	7	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
Kevin Bracy, PMP	43	6	12	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
Mike Hohbach, PE	14	0	0	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
Mike Hickey, PE, PLS	15	2	1	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
Scott Richman, AICP	10	1	0	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
Mike Baker, PE	10	6	4	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Scott Emmens, PE	12	3	0	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Adrian Esteban, PE	20	5	0	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Scott Dreher, PE	10	0	0	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Lwin Hwee, PE	0	0	10	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

For complex unique projects, DEA can assign a project management team consisting of a senior project manager and an assistant project manager. The addition of an assistant project manager enables the senior project manager to focus on critical tasks, such as highly political and/or large dollar items, multi-agency coordination, and other key project elements as identified with the client. The assistant project manager, typically with a more internal team focus, will provide day-to-day management of the DEA team. This management team approach has resulted in the successful delivery of complex projects for ODOT and LPAs, with on-time schedules and lower overall project costs. DEA recently used this approach for the successful 38th Street (Franklin Avenue) bridge project in Astoria.

DEA assigns staff to projects with a preference for those individuals with relevant local experience, preferably directly with the LPA. As all of our WOPMs have experience with various LPAs within Oregon, the DEA team provides LPAs with choice and flexibility in selecting a DEA WOPM who it believes will best achieve the goals for the project.

B. Agency, in the majority of cases, does not intend to assign WOCs to consultants that cannot self-perform a minimum of 51% of the PE-Design phase of a given WOC assignment. Describe the types of Services Proposer (prime consultant’s firm) has qualifications and experience to self-perform.

As an Oregon-based firm of 650 people, DEA is a true full-service firm. We have the capacity to perform more than 75% of the work that is typically performed under an ODOT or LPA work order. The table below illustrates DEA’s internal capacity to satisfy ODOT requirements of consultants having the capacity to self-perform more than 51% of PE-Design phase services.

Discipline	Oregon Staff	Firm Wide
Project Management	43	90
Roadway Design	45	100
Bridge Design	26	55
Traffic Engineering	10	25
Survey	48	109
Storm Water and Surface Hydraulics	12	20
Right-of-Way	1	1
Public Involvement	4	6
Environmental Analysis	7	11
Preparation of Permit Applications	11	13
Utility Coordination	17	66
Landscape Architecture	6	21

Provide 2 or 3 examples of multi-discipline (i.e., full-service) transportation design projects started in the last 5 years where Proposer was responsible for 51% or more (based on cost) of the PE-Design phase work under the contract.

As a local design firm with a significant depth of in-house, multidiscipline resources, DEA typically self-performs more than 51% of the work on transportation projects for ODOT and LPAs. The following table provides recent Oregon project examples and the percentage of work DEA self-performed.

DEA Project	DEA Tasks Self Performed	% Work
US 97: Lava Butte – South Century Drive, for ODOT, Deschutes County, Oregon Year Started: 2008 Total Contract Amount: \$1,900,000	<ul style="list-style-type: none"> – Project management – Road widening – Bridge design – Agency coordination – Bridge engineering – NEPA documentation – Plans and specification and estimate package – Project alternatives 	86%
Beaver Creek and Fishtrap Bridges, for Coos County, Coos County, Oregon Year Started: 2010 Total Contract Amount: \$1,694,566	<ul style="list-style-type: none"> – Project management – Bridge engineering – Roadway design – Traffic design – Site restoration design – Erosion control design – Permitting – Stormwater/surface water design – Utility coordination – Bidding and award assistance – Surveying 	83%
Rock Creek Trail (Orchard Park), for ODOT/City of Hillsboro, Hillsboro, Oregon Year Started: 2009 Total Contract Amount: \$783,463	<ul style="list-style-type: none"> – Project management – Topographic survey – Alignment alternatives – Environmental services – Trail design – Bridge & boardwalk engineering, – Utility coordination 	85%

Using the “Key Staff Resumes” form, provide the requested information for the proposed Key Staff anticipated to perform Services under assigned WOCs as the lead or manager role for the following disciplines:

DEA has attached resumes for our most experienced staff in the requested disciplines, including subcontractor staff. We have highlighted within their resumes both their ODOT and LPA experience. These staff are representative of the experienced, high quality staff that DEA will provide under this PA.

Our history of successfully delivering Oregon transportation projects and our excellent reputation demonstrates our capabilities, technical skills and passion for this work. **DEA is excited to continue our partnering relationships with ODOT and Oregon LPAs.**

INTRODUCTION

The Oregon Department of Transportation (ODOT) and Oregon Local Public Agencies (LPAs) are seeking experienced staff to deliver CA/CEI services that support efficient and smooth construction processes, and that result in high quality facilities constructed to client expectations within budget and schedule.

David Evans and Associates, Inc. (DEA) will support ODOT and LPA's under this Price Agreement (PA) with highly experienced and certified staff. DEA has been performing CA/CEI services in Oregon for more than 16 years, with many DEA construction staff performing this work for more than 30 years. Many of the DEA team's staff and all but one of our Construction Project Managers (CPMs) are former ODOT employees. As a result we have an in-depth working knowledge of ODOT processes, procedures, and expectations for delivering successful construction projects.

Clients have told us that DEA is a top consultant in the delivery of full CA/CEI services, including project management, contract administration, quality control compliance and inspection services, and in meeting full ODOT and Federal Highway Administration (FHWA) standards. Through our ODOT experience, as well as subsequent experience delivering CA/CEI services for ODOT and LPA projects for DEA throughout Oregon, our project managers have established excellent relationships with current ODOT and LPA staff statewide, as well as with the construction contractors (CC) who work in Oregon.

As a result of DEA's statewide CA/CEI knowledge, experience and relationships, we will provide the following key benefits under this PA:

- Efficient delivery of CA/CEI services that meet ODOT/FHWA requirements
- High quality transportation facilities constructed to client expectations
- Projects completed within budget and schedule, with the potential for cost savings and early schedule completion
- Minimized potential for contractor claims
- Ability to meet all FHWA requirements for full funding
- Smooth, successful construction processes that maintain support of local communities
- Quick project closeout

2.2.6 PROPOSER'S PROJECT MANAGEMENT FOR CA/CEI SERVICES

A. Describe your firm's management and organizational structure, and how that structure aids the delivery of project services - including chain of command.

DEA provides highly qualified CA/CEI professionals to deliver the services and results needed for the diverse project types anticipated under this PA. DEA provides a streamlined management and organizational structure that maximizes the capacity of project management staff, construction administration, Quality Control Compliance Specialists (QCCS) and inspection staff, and provides consistent, predictable, and responsive project support for clients.

Figure 1 on the following page shows the DEA team organizational structure, including subcontractors, and each team member's proposed role for this PA.

Our team structure features the following key roles:

- **Contract Manager** - This role provides ODOT and LPAs with a single point of contact for this PA for the umbrella on-call contract and escalation of contract issues, if needed. The contract manager for this PA is Walt Bartel, PE, PLS.
- **CA/CEI Program Manager** - The DEA CA/CEI team features Ken Stoneman as the CA/CEI Program Manager. In this role he will provide his extensive expertise to help select the CPM for each work order contract (WOC), provide additional support for ODOT and LPAs with strategic project approach and issue solution development, escalation of project issues, and DEA staff mentoring, if needed. Mr. Stoneman has more than 40 years of ODOT

Beaver Creek and Fish Trap Bridges, Coos County
DEA provided full design services, design office



engineering support, senior inspection and contract administration support during the construction phase of this project. The client was very satisfied with quality of the work performed by the DEA team. All construction quality requirements met or exceeded and all documentation was timely and complete, as verified by ODOT audits. The County, DEA and the construction contractor built a great relationship that allowed all project construction issues to be identified early, and dealt with quickly and fairly to all parties. The design, construction engineering and construction costs all came in under budget, and the construction was completed slightly ahead of schedule.

Figure 1 - DEA CA/CEI Team Organization Chart



construction engineering experience, including 30 years as an ODOT construction staff member.

- **Quality Manager** - Ken Stoneman will also be the quality manager, he will provide ODOT and LPAs with ongoing monitoring of CA/CEI services to support consistently high quality results.
- **Construction Project Managers** - CPMs are the project primary point of contact for clients and construction contractors, leading project teams and addressing day-to-day service delivery and issue resolution. The DEA Team features proven CPMs who have many years of demonstrated experience leading project teams for multiple, concurrent projects.

- **Contract Administration Specialists (CAS) and Quality Control Compliance Specialist (QCCS)** - DEA’s expert CAS and QCCS staff support project efficiency and cost-effectiveness. These staff are able to support multiple projects concurrently, reducing individual project costs and providing consist results for all projects.
- **Project Inspectors** - Dedicated project inspectors provide focused and comprehensive oversight of day-to-day construction activities for one project at a time. The DEA team has more than 20 project inspectors immediately available to work on diverse projects statewide.
- **Subcontractors** - DEA uses CA/CEI subcontractors from various geographic locations to meet project schedule and budget needs statewide (minimizing travel expenses). Our subcontractors are able to perform a range of services, from construction project management to onsite inspection and survey.
- **PE-Design Project Manager** - On DEA-designed projects, based upon discussion with the client, the PE–Design project manager will work the CPM to provide “cradle to grave” continuity and a smooth transition, as well as address any design questions that arise.

Within our structure, the DEA CA/CEI team is able to support projects with flexibility and responsiveness, providing clients with reliable, efficient, and seamless delivery of project services and minimal number of hours required to deliver projects, as well as projects that are closed out soon after project on-site completion. Key factors that aid the DEA team’s ability to deliver projects successfully include:

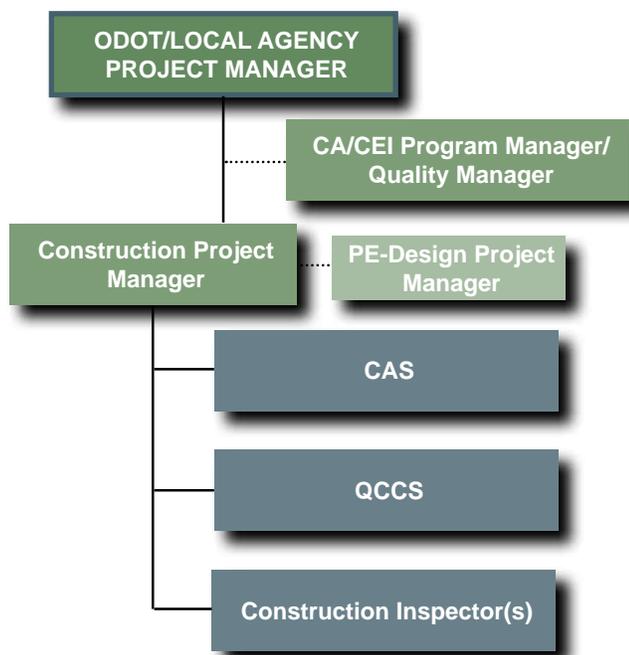
- Staff who clearly understand the expectations and processes for the delivery of CA/CEI services for ODOT and Oregon LPAs
- Staff with experience working together for many years, some for more than 25 years, which has resulted in highly productive working relationships that support efficiency and teamwork.
- Team structure and staff experience that enables inspectors closest to the work and issues to efficiently make decisions and resolve issues independently. (DEA CPMs work closely with DEA inspectors and are aware of each inspector’s specific skills and level of experience. Depending on their experience level, CPMs adjust the level of support to meet specific project needs most efficiently.)
- Project inspectors working in the field who are fully supported by CPMs, CAS, and QCCS, enabling inspectors to focus on assuring quality construction that is delivered on schedule and on budget.

- Versatile staff who are experienced in multiple CA/CEI roles, and who can perform multiple roles independently.
- Continued PE-Design project manager involvement (where DEA provided design) that provides continuity, and design support throughout the construction phase.

WORK ORDER CHAIN OF COMMAND

DEA’s chain of command for CA/CEI work is relatively straightforward. Mr. Stoneman is a Professional Engineer in the State of Oregon and the person ultimately responsible for all CA/CEI work. Although Mr. Stoneman will be monitoring the projects, staff, and performance from a high level, the CPMs will coordinate the CA/CEI work with the client and manage the rest of the CA/CEI work. This chain-of-command (shown in Figure 2 below) is clear for the client, contractor, and CA/CEI staff and aids in the delivery of the project.

Figure 2 - Chain of Command: The following graphic illustrates the DEA project team’s chain of command for CA/CEI project work orders under this PA.



Describe how subcontractors will be selected for specific WOC assignments, utilized and managed to complete the projects.

The selection of subcontractors for a particular project starts with understanding the project. Upon learning of a potential WOC, DEA meets with the client to identify its preferences and needs for the project. Once we understand the project and the opportunities for subcontractors, we apply the following criteria to select teaming partners:

- Positive work history/reputation with the client
- Staff experience and CA/CEI certifications

- Office location in relation to the project
- Project knowledge
- D/M/W/ESB certification
- Previous experience with similar projects
- Previous productive teaming experience with DEA
- History of high quality, cost-effective service
- Current project workload and availability

Once selected, subcontractors are utilized and managed as equal members of the DEA team. Subcontractors are seamlessly integrated into DEA’s project management system and engaged through the appropriate communication medium (face-to-face, phone, email, written documents, fax), participation in team work sessions, and inclusion in all team correspondence. DEA’s internal procedures and policies are utilized so that work quality and cost control extends to all subcontractors. We continually monitor our subcontractors’ performance, and provide any necessary mentoring, so that the project succeeds and they enhance their project delivery skills.

Recent projects for which we successfully used other firms to perform inspection work include:

- Mill Creek Drive (N. Fork Rogue River) - **Hardey Engineering & Associates**
- Dairy Loop Rd: Lookingglass Creek Bridge (Douglas County) – **i.e. Engineering**
- OR99E: Kellogg Creek – Harrison (Milwaukie) - **CMTS (formerly Crane & Merseth)**
- OR99E: Dunes Drive – 10th St. (Oregon City) - **Cooper-Zeitz**

Describe your firm’s methods of coordinating and expediting all elements of projects to meet delivery schedules without sacrificing quality.

Once a project reaches the construction stage, delays in completing construction can be expensive and can negatively impact the traveling public. However, DEA’s experienced staff has been doing this type of work in Oregon for more than 30 years and knows all the key methods for coordinating and expediting all elements of a project to meet delivery schedules without sacrificing quality. DEA’s proven methods include:

CA/CEI Program Manager/Quality Manager- Ken Stoneman will continue to use the following methods to coordinate and expedite projects to meet delivery schedules without sacrificing quality:

- Develop the overall framework for DEA CA/CEI service delivery in Oregon.
- Make sure adequate resources are available.

- Provide high-level monitoring, including discussions with the client and CPM, and monitoring ODOT quantity and quality audit findings (Documentation Review Record), to support achieving desired quality level.
- Communicate with clients at regular intervals to make sure services are being delivered to their satisfaction.
- He knows when and how much to get involved with project issues and staff.

Construction Project Managers - CPMs use the following methods to coordinate and expedite projects to meet delivery schedules without sacrificing quality:

- Provide the project team with a full understanding of expectations, roles, and available resources
- Continually communicate with staff to monitor project performance to support project quality requirements and timely issue resolution.
- Use the Quality & Quantity (Q&Q) spreadsheet tool (developed by current DEA staff during their tenure at ODOT), which is utilized by both DEA and ODOT project personnel across the state:
 - The CPM, CAS, and QCCS develop the Q&Q spreadsheet for each project, identifying and outlining the requirements for materials testing, quality certifications, and documentation for all bid items.
 - Q&Qs are reviewed with project construction contractors and subcontractors before the start of construction, with mentoring of the contractor's field and office staff, as needed.
 - Q&Qs are also reviewed in depth with the ODOT Region Assurance Specialist (RAS) assigned to the project prior to construction to verify that it meets the ODOT contract requirements.
- Analyze and approve the construction contractor's original schedule to verify that contract time requirements are met and that the initial schedule is achievable.
- Hold regularly scheduled project meetings with the client, contractor, and DEA team to discuss project progress, and identify and develop solutions for issues that may impact costs and schedule.
- Schedule and review monthly updates of the overall project schedule to proactively identify and resolve potential schedule impacting issues.

QCCS - DEA is one of the few consultants in Oregon to have a fully ODOT-certified QCCSs. Cyndi Twite is DEA's QCCS specialist, and work tirelessly throughout

the construction phase to confirm high quality and timely construction is being performed on the project.

She works closely with our CASs in setting up the Q&Q, discussed above, on every project. She uses the following methods to coordinate and expedite projects to meet delivery schedules without sacrificing quality:

- Verifies the contractors' and material suppliers' quality testing and documentation requirements to minimize confusion and misunderstandings during construction.
- Continually monitors the work to support timely quality control testing completion that is in conformance with contract requirements, and to make sure that construction materials meet contract specifications.
- Coordination of Quality Assurance (QA) and Independent Assurance (IA) testing by ODOT Region QA staff.

When project materials issues arise, Ms. Twite immediately gets into problem-solving mode to help the contractor and material supplier take appropriate steps to correct quality issues and keep the project on schedule. Her extensive experience helps her problem solve with the contractor/supplier on how to resolve the problem most efficiently to keep the project on track.

"I find that if there are unresolved issues with regard to submittals Cyndi already knows about them and has already taken action to get them resolved. In short - she is one of the best QCCS' that I work with. I wish everyone was as efficient, professional, courteous, and diligent with attention to detail." - Randy Kessler, ODOT Concrete Quality Coordinator

Construction Inspectors - DEA's experienced inspectors use the following methods to coordinate and expedite projects to meet delivery schedules without sacrificing quality:

- Closely monitors the quality and workmanship of project materials.
- Use the Q&Q guide to verify that the proper materials documentation is submitted and follow up with Field Inspection Reports (FIRs) to document their observations.
 - These reports are submitted to the CAS and QCCS for review and then entered into the test summary sheets for the projects. This quality check is performed before authorizing progress payments to the construction contractor.

- The CAS and QCCS facilitate regular ODOT progress reviews of the project to verify that contract requirements are met and there are no surprises at the end of the project that might delay project closeout and acceptance.

Another key to success in coordinating and expediting all elements of projects to meet delivery schedules without sacrificing quality is to have an efficient and realistic staffing plan. Our CPMs identify and track needed project resources on a weekly basis, and communicate this information to Mr. Stoneman. If any project requires an expedited schedule or staffing changes, information is immediately available.

Describe your firm’s flexibility and approach to making adjustments to schedules or staffing in order to meet a schedule.

DEA understands that ODOT and Oregon cities and counties often find themselves short staffed for limited durations and need support to deliver a project. The need for additional CA/CEI support often happens during the summer construction season. The DEA team currently has more than 30 permanent and temporary CA/CEI staff available to meet time-critical schedules.

ODOT CPMs have routinely relied on DEA to provide supplemental staff on short notice. DEA is able to immediately respond and provide inspectors, and then continue to support ODOT with additional inspectors, as they are needed to complete the project efficiently. We have provided similar services to ODOT on the I-5: Victory to Lombard project and both phases of the OR 217 Modernization project, as well as the current US 26/Glencoe Interchange project. DEA also provided QCCS services on short notice for both the I-84 at 257th Ave. (Troutdale Interchange) and US 30 at Eilertsen Creek projects when ODOT QCCS staff was unavailable.

Since most of DEA’s CA/CEI staff members are experienced and qualified in several roles of our work, they have the flexibility and knowledge to jump in and help each other out when conditions dictate. Our QCCS and CAS staff often performs inspection work in addition to their regular duties, giving our inspectors support when an extra person is required. Our CPMs’ and some of our design staff are also ODOT-certified and can provide supplemental inspection when needed during

“A big THANK YOU!!!!!! You are a genius!” - Elizabeth Stacey, ODOT, to Shon Heern regarding the KN 17137 River Rd: 1st St-Community Center Sidewalks for City of Elkton

peak workload periods. This gives us the ability to react to project demands and provide consistent, comprehensive inspection coverage on our projects.

We have also found that some cities and counties have the capabilities to perform much of their CA/CEI services, but still may or may not need additional specific support, e.g., CAS, QCCS and inspection support. To provide flexibility for the client, we have negotiated contingency tasks for these items should the city or county later need this support.

The size and flexibility of our DEA staff along with resources from our subcontractor team, will make sure that qualified staff is available throughout the state to help out if unexpected schedule changes or increased staffing needs develop.



I-5 Weaver Bridge Deck Closure Pour

Provide a concise summary of your firm’s Quality Control procedures and policies for CA/CEI services.

DEA’s internal Quality Control procedures are focused on the five key issues that ODOT, cities and counties have in regards to Quality Control for CA/CEI services.

- Maintaining overall budget through construction
- Completing project construction on time
- Achieving complete quality and quantity documentation
- Achieving full FHWA funding on federal aid projects
- Minimizing construction impacts to users and adjacent property owners/businesses

Even though a major element of our work is Quality Control (QC) of the contractors’ materials and workmanship, we utilize an internal DEA QC process to make sure our own work is being performed and maintained at a high quality. Here’s a summary of DEA’s internal QC program and how it addresses the client’s key concerns:

Role	Internal QC Actions and Staff Performing QC Check	Key Issues Addressed
Construction Project Managers	<ul style="list-style-type: none"> – CAS reviews work correspondence, letters, and contract change orders, etc. for completeness and accuracy. – Our CA/CEI Program Manager, Ken Stoneman, discusses with the CPMs significant actions they are considering. – Mr. Stoneman checks with the CPMs on the status of the authorized construction budget, our CA/CEI budget, and the contractor's construction project progress vs. project-specified completion date. – Mr. Stoneman also reviews significant correspondence, prepared Contract Change Orders (CCOs), and monthly invoices to clients prior to sending. 	<ul style="list-style-type: none"> – Maintaining overall budget through construction – Completing project construction on time – Achieving complete quality and quantity documentation – Achieving full FHWA funding, where appropriate – Minimizing construction impacts to users and adjacent property owners/businesses
Inspectors	<ul style="list-style-type: none"> – DEA's CASs constantly monitor pay notes and quality documentation to make sure they are accurate, complete, and timely, and that they follow ODOT processes. – All documents and calculations are double checked by CAS staff. This is especially a focus during the preparation of the CC monthly progress pay estimate to make sure all construction work incorporated meets quality requirements prior to payment. In addition, our CPMs continually communicate with the inspectors, CASs, and contractors, as well as monitor the construction work. 	<ul style="list-style-type: none"> – Maintaining overall budget through construction – Completing project construction on time – Achieving complete quality and quantity documentation – Achieving full FHWA funding, where appropriate – Minimizing construction impacts to users and adjacent property owners/businesses
QCCSs	<ul style="list-style-type: none"> – The project CAS is continually reviewing the QCCS work for compliance, timeliness, and completeness, including the Test Summaries. – The CPM is also frequently communicating with the QCCS and checking on their work. 	<ul style="list-style-type: none"> – Achieving full FHWA funding, where appropriate – Completing project construction on time – Achieving complete quality and quantity documentation
CASs	<ul style="list-style-type: none"> – QC checks are performed through a combination of our QCCS, our other CAS, our office project assistant, and the assigned construction PM. 	<ul style="list-style-type: none"> – Achieving complete quality and quantity documentation – Achieving full FHWA funding, where appropriate – Minimizing construction impacts to users and adjacent property owners/businesses

As part of our internal DEA quality requirements, including occasional internal auditing, we have a simple but complete documentation process in place to demonstrate that our QC checks mentioned above are being performed. Although not a formal procedure in our DEA internal QC program, we utilize our primary CAS, Carol Loewen, in a role unique to DEA. Ms. Loewen was an experienced ODOT RAS prior to coming to DEA, so we have her routinely review all our projects from a RAS perspective before the ODOT RAS does its review. This process has routinely resulted in excellent project documentation audits from the ODOT RAS personnel, and leads to quick project closeouts.

Our CAS staff takes great pride in the accuracy and completeness of our quality and quantity, and our labor compliance documentation, and strives for clean documentation review reports from the ODOT RAS assigned to our projects.

“Your guys in the field are great!” - Scott Tabor, Public Works Supervisor, City of Gladstone, regarding DEA's CE services for the Gladstone Pavement Preservation

2.2.7 PROPOSER'S COST-EFFECTIVENESS FOR CA/CEI SERVICES

Describe the specific efforts your firm makes to ensure tasks and deliverables are completed in the most cost-effective manner.

DEA has an excellent reputation for delivering cost-effective, high quality CA/CEI services to ODOT, and cities and counties statewide, including for federal aid projects. Aside from ODOT staff, DEA's staff is the most highly experienced and skilled CA/CEI staff with ODOT program methodologies and processes in the state. Almost all of DEA's CA/CEI staff are former ODOT construction engineering employees. This experience working at ODOT means they know ODOT processes, know ODOT staff, and know their requirements, all of which streamlines project delivery, and enhances quality. In addition, DEA's CA/CEI Program Manager, Ken Stoneman, was the manager of ODOT's Construction Section and helped develop many of ODOT's CA/CEI practices that are still in place today. This expertise gives ODOT another resource with whom staff can

discuss unusual and/or urgent project issues. This senior-level knowledge and experience will prove to be extremely valuable.

DEA's expertise with this type of work allows DEA to complete all aspects of our tasks and deliverables with minimum number of hours. Having dealt with most of the CA/CEI issues that can come up on a project, we use a proactive approach that results in the most cost-effective completion of tasks and deliverables. Our approach includes:

- Completing a Quality and Quantity (Q&Q) spreadsheet tool at the startup of every project and getting approval from ODOT RAS.
- Using this Q&Q to clearly communicate documentation and quality requirements with the construction contractor (CC) before work begins. This may include mentoring and teaching CC field and office staff.



38th Street (Franklin Ave.) Bridge in Astoria

- All field and office documentation is continually checked to make sure it is up-to-date and complete, thus avoiding having to later track down missing documentation. More importantly, this continual checking allows quick closeout of projects after construction completion, eliminating extra costs for this task. It also minimizes the possibility that potential staff changes would disrupt documentation cleanup at project completion.
- Our staff anticipate, identify, and communicate potential problems for CCs in a timely manner to provide them with ample opportunity mitigate or avoid the problem.
- Our experienced inspection staff have in-depth understanding and knowledge of ODOT reporting, inspection, and documentation requirements. This

enables them to perform the daily requirements of inspection quickly and efficiently.

- Our CPMs develop solutions with the CCs and proactively resolve potential claim issues quickly with CCs, keeping client exposure and costs to a minimum.
- DEA routinely provides supplemental CA/CEI services to agencies that have qualified CA/CEI staff but require specialized support or additional capacity to mobilize a full CA/CEI project team.

“I appreciate the way in which you, and your firm, have handled this project. My thanks for all your hard work.”

- James H. Buisman, Public Works Director, Lincoln County, to Shon Heern regarding the Lincoln County ARRA paving project.

The DEA team staff are experienced in performing multiple CA/CEI roles and work in various positions within a CA/CEI team. This provides clients with flexibility and can reduce CA/CEI budgets, especially on small and/or remote projects. For instance, our CPM, QCCS, and CAS staff can also perform construction inspection duties when it is more efficient for them to do so.

DEA understands that overall costs are minimized if our CA/CEI teams support CCs and work productively to help them successfully deliver high quality projects. This may include:

- Clearly communicate project requirements and expectations before starting work.
- Proactively monitoring CC schedules, and taking appropriate, effective steps to help motivate CCs to reach project completion as quickly as possible.
- Providing construction schedules and constructability input to design teams and specifications writers, prior to bidding to help develop more concise plans and specifications and a streamlined construction contract time, whenever possible.
- Working with CCs to resolve project issues quickly.

Explain how your firm ensures all travel, lodging, and per diem expenses are as low as possible.

DEA's statewide team uses various strategies to reduce and minimize travel related costs, depending on specific project locations and needs. This includes reducing the amount of daily travel, overnight accommodation, and meal expenses, as well as long-term per diem expenses, wherever possible. The DEA team has staff throughout all five ODOT regions, including subcontractors who are able to efficiently provide local field staff, which will minimize or eliminate travel costs.

In addition, DEA's ability to assign CA/CEI staff with knowledge of local issues supports efficient, responsive service delivery and lower overall project costs.

DEA also uses the following key project management techniques to provide efficient statewide project delivery:

- Staffing projects with the experienced personnel located closest to the project(s).
- Sharing local office space when feasible.
- Assigning DEA's field staff who live at various non-office locations throughout the state to projects close to their homes. For instance, part-time DEA inspectors live in Astoria, Hermiston, Roseburg, Coos Bay, and Medford and can work locally, with significantly reduced travel costs.
- Combining trips for multiple projects and purposes to minimize travel costs for any one project.
- Supporting the ability of CPMs to conduct communications for other projects on their cell phones (via Bluetooth) during travel to remote projects, which reduces time charged to the destination project.
- Provide aircards for field staff laptops to provide remote access to email and internet.

To further minimize project costs DEA uses:

- Local, experienced firms that are in proximity to the project site whenever feasible, thus reducing or eliminating travel, lodging, and per diem expenses. DEA has used local subcontractors on several recent projects, including:
 - Hardey Engineering & Associates from Medford supplemented the DEA team on the Mill Creek Drive (N. Fork Rogue River) Bridge, for Jackson County and ODOT, with construction project management and inspection assistance. They worked with a Medford-based DEA inspector to provide full CA/CEI services.
 - An inspector from i.e. Engineering in Roseburg supplemented the DEA team with inspection services on the recently completed Dairy Loop Road: Lookingglass Creek Bridge project for Douglas County and ODOT near Roseburg.
- Our full time certified QCCS, Cyndi Twite. She has achieved an excellent track record of projects that have received their full share of federal funding and met all ODOT/FHWA requirements. Where possible, we will have our QCCS bundle trips to perform testing on more than one project on a trip to split costs between them.

Describe the specific methods, tools, and processes your firm uses to develop the estimate for Services. How does your firm ensure that estimates for Services are fair and reasonable to both the government and your firm?

COST ESTIMATING METHODS, TOOLS, AND PROCESSES

DEA uses a wide variety of specific methods, tools, and processes to develop estimates for CA/CEI services. Delivering similar services for many ODOT, city, and county projects throughout Oregon for more than 30 years provides the DEA team with in-depth understanding of ODOT's and LPAs' processes and requirements, as well as the ability to quickly assess the needed level of effort for each project.

On projects for which DEA has performed the PE-Design, DEA CPMs routinely prepare a conceptual construction schedules. This schedule is used to establish the construction contract time for the bidding documents. This PE-Design phase project knowledge provides our CPMs with an excellent understanding of the project, including any unique features, and a sound basis for estimating construction phase hours.

DEA's key cost estimating methods, tools, and processes include:

- Using a DEA-developed Excel spreadsheet tool for CA/CEI budget estimating that helps break down estimated labor by task hours, mileage, and travel expenses (if needed).
- Applying DEA's 30-year history of CA/CEI project experience as a basis for developing estimates

"This was a high visibility job for the City. On all accounts, the project has been an exceptional project with excellent results and support from the community." - Aleta Froman-Goodrich, City of Oregon City, regarding the OR 99E I 205 Railroad Avenue, (99E Dunes Dr-10th St) project, for which DEA provided design and CA/CEI services.





Linn County HMA paving project near Scio

for new projects, which are broken down to the various CA/CEI roles and how much time will be needed by task.

- Comparing historical CA/CEI percentages for similar types of ODOT projects to check our estimates.
- Applying our knowledge of repeat clients' processes, requirements, and desired level of effort to quickly adjust scopes of work and fees to get new projects quickly under contract.
- We also check our estimate against the ODOT prospectus.

DEA's accounting system enables us to track the actual project costs for all of our projects. It also provides a tool for predicting future costs. We use this data to evaluate our cost estimates versus actual work performed, including change orders. This historical data allows us to refine and adjust our cost estimates, as necessary, for future projects.

FAIR AND REASONABLE ESTIMATES FOR SERVICES

DEA has consistently achieved fair and equitable contract agreements with ODOT and Oregon LPAs. It is our goal to be responsive to our client's budgetary needs and to provide exceptional value for the level of service received.

To help keep costs down and give our clients a fair and reasonable estimate for services, DEA has been actively working to lower our overhead rate and, as such, lower cost to our clients. It is important to note that DEA's overhead rate has decreased every year for the past two years and is expected to decrease again this next fiscal year. This decrease in rate is implemented immediately after being audited and approved and saves money for our clients.

DEA achieves fair and reasonable service estimates by first gaining a clear project understanding and then applying our experience from delivering other similar projects. We then collaboratively work with the ODOT PM to discuss the project and DEA's assumptions to come to an agreement on how a project will likely

proceed. Reasonable and agreed-upon assumptions are included in the Statement of Work (SOW) to protect both parties if significant variations from the assumptions are encountered during construction. For tasks or portions of tasks that are uncertain, we will include contingency tasks in the SOW and ODOT Breakdown of Costs (BOC) spreadsheet. This portion of the budget will not be used without agreement and approval from the ODOT PM.

DEA uses the following tools to help verify that our estimates for services are fair and reasonable to both DEA and ODOT or the LPA:

- Historical percentages of CA/CEI work compared to project cost (bridge replacement, sidewalks, paving, etc.)
- Itemized hours estimates by task and employee
- Past experience on similar projects
- ODOT Project Prospectus amounts

DEA also uses unique methods, such as:

- Using our knowledge and experience to tailor the SOW and fee to meet the preferences of ODOT Consultant PMs and local agency liaisons.
- Assigning a DEA independent Contract Review Team (CRT) to review and compare the scope of work and/or fee estimate against similar recent scopes and actual costs before submitting them to the client. This review helps minimize the comments and edits that ODOT needs to make.

DEA asks the hard questions before the client has to, so that we clearly understand and can effectively explain every line in the SOW and fee.

In addition, DEA does not pursue additional CA/CEI fees on a WOC unless there is a significant increase in the level of effort required by ODOT or LPA representatives, or unless the CC's activities significantly add to the level of effort required from what was anticipated when the WOC was approved.

DEA's ability to arrive at fair and reasonable cost estimates in a timely and collaborative manner with ODOT and LPAs reflects our desire to consistently deliver responsive and cost-effective services.

Cost Saving Success

DEA always seeks opportunities to save costs, and our track record shows that we are able to routinely return unspent fees at the completion of our projects. DEA recently helped Coos County save \$90,000 on the construction of the Beaver Creek and Fishtrap Creek Bridges. The county reinvested these funds to resolve other maintenance and operational issues within the project limits, including the design and reconstruction of a dangerous intersection.

2.2.8 PROJECT TEAM & QUALIFICATIONS FOR CA/CEI SERVICES

A. (15 points) Describe experience (which may include experience while working for the Proposing firm or for other firms) of Project Manager(s) with CA/CEI Services on projects similar in nature and complexity to the projects described in this RFP.

Aside from ODOT, DEA has some of the most experienced Construction Project Managers for transportation CA/CEI services in the state. DEA’s Project Managers have managed construction projects in all five ODOT Regions, working on ODOT, LPA, and design-build projects throughout Oregon since 1985. These construction projects have ranged in size from under \$100,000 to over \$60 million. The types of ODOT and LPA projects completed by our Project Managers are varied and diverse in nature and complexity. Some examples of the types of work included in our past projects managed by our project managers include:

CA/CEI Work Type	# of Projects by Project Manager			
	Ken Stoneman, PE, PLS (DEA)	Shon Heern, PE (DEA)	Dave Davies (DEA)	Larry Carson (HEA)
Bridge replacements	63	12	34	22
Bridge repair	21	7	7	20
Historic bridge restoration	8	2	5	1
Seismic retroft	7	1	4	4
Slide repairs	10	1	6	0
Sidewalk	68	13	40	21
Drainage, pipes	84	18	52	50
Sanitary sewer	16	2	16	1
Waterline	24	2	16	2
Water quality treatment facilities	30	9	16	5
Bike and Pedestrian	45	10	27	3
Earthwork	95	18	63	32
Paving (AC)	88	27	38	36
Paving (PCC)	8	1	3	3
Signing	95	19	62	50
Illumination	32	5	21	21
Intelligent Transportation System	7	2	4	0
Freeway interchanges	15	4	6	3
Interstate reconstruction	8	3	3	2

CA/CEI Work Type	# of Projects by Project Manager			
	Ken Stoneman, PE, PLS (DEA)	Shon Heern, PE (DEA)	Dave Davies (DEA)	Larry Carson (HEA)
Covered bridges	1	0	1	0
Pedestrian bridges	7	1	4	2
Historic bridge restoration and cathodic protection	3	0	4	0
Historic building restoration	3	1	3	0
Signals and interconnect	44	7	25	15
Retaining walls (block, gravity, sheet pile, cantilever, soldier pile, temporary, and MSE)	47	14	22	12
Foundations (drilled pile, driven pile, augered pile, spread footings, micro-piles, and drilled shafts)	66	12	36	23

B. Complete “Key Staff Resume for CA/CEI Services” forms for team members for use under assigned WOCs for CA/CEI Services:

DEA team key staff resumes, consisting of the staff and roles identified below, are included on the CA/CEI resume forms provided.

- **CA/CEI Program Manager:** Ken Stoneman, PE, PLS
- **Quality Manager:** Ken Stoneman, PE, PLS
- **Construction Project Managers:** Shon Heern, PE; Dave Davies
- **Quality Control Compliance Specialist:** Cindy Twite
- **ODOT Certified Inspector(s):** Lane Ecker, Sue Chamblin, Dan Siebenthaler
- **Contract Administration Specialist:** Carol Loewen

“I just wanted to express my appreciation for the work your people did managing and inspecting the work. They really stepped up and performed at a very high level of competence. They were on top of things on a daily basis on-site, which freed me up to concentrate on some other projects I have going. I've been in this business almost 30 years in one form or another and it was really nice to work with these Pro's. I appreciate DEA's thoroughness, metrics, and administrative processes, which promote accountability, professionalism and trackability. All very important to me as a Project Manager.” - Morgan Wayman, Project Manager, City of Ashland, regarding the C & Eureka Streets project.

CA/CEI MANAGER PROFILES

DEA provides proven construction professionals to lead our skilled technical staff. Below are snapshots of three DEA project management staff, including their key skills, representative projects and client feedback.

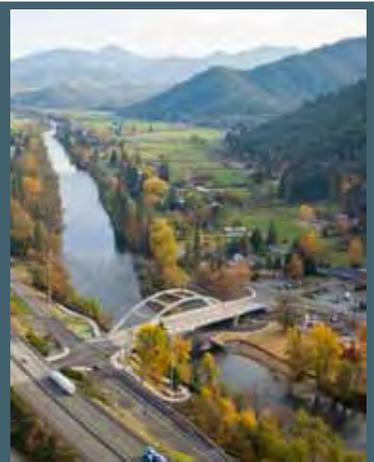
CA/CEI Program Manager: Ken Stoneman, PE, PLS

Key Experience:

- Nearly 10 years leading DEA's CA/CEI team, providing contract administration and construction inspection services on more than 60 projects for ODOT and Oregon cities and counties
- 30-year career at ODOT, with the last 8 years in the position of State Construction and Materials Engineer, managing the Construction Section and Material Lab, where he provided oversight for more than 150 projects (\$300 million) annually

Signature Project: Rogue River (Depot Street Bridge), Jackson County, Oregon

The constructed Rogue River (Depot Street) bridge is an award winning, signature structure for Jackson County, the city of Rogue River and ODOT. For this \$9.6 million bridge replacement project, Mr. Stoneman successfully led the DEA team through a challenging construction process, providing a full range of CA/CEI services (including construction contract administration, construction engineering, construction monitoring and inspection, QC/QA oversight and documentation, environmental permit coordination and compliance monitoring, and construction surveying) to support the construction of a state-of-the-art, concrete tied-arch bridge, the type of which has not been built in Oregon since the 1930s. A unique construction feature of this 320-foot-long bridge is that it was built upstream from its final resting position to accommodate local community access, via the existing bridge, then was slid sideways approximately 25 feet into its final position using innovative heavy-moving technology.



Client Statement: "I have found that once the contractors get to know everyone involved in a project the bids come in close. Good specs help but it's the people/team that counts the most. Out of the four projects that were bid by ODOT, the Linn County Work had the tightest grouping. Those that have earned a "reputation" in name can drive the project bids up 10 to 15%. Apparently we haven't. It is difficult not to notice it - this is good. - To Ken Stoneman from Chuck Knoll, Linn County Engineer, regarding the Stayton Scio Rd. and Oakville Road Project

"Through my experience and knowledge, I understand how to assess a project and develop tailored CA/CEI teams to address the specific needs of that project. Aiding this team development is my understanding of many of the individual clients and construction contractors throughout Oregon. My strengths include building a strong team, identify potential project issues early and developing proactive resolution strategies. I also understand the importance of keeping clients fully informed throughout the construction phase of our projects." – Ken Stoneman

Construction Project Manager: Dave Davies

Key Experience:

- 30 years of CA/CEI experience, including 23 years while at ODOT, where he led the construction engineering of more than 150 diverse project types
- More than 40 CA/CEI projects for ODOT and Oregon cities and counties in all 5 ODOT Regions over the last nine years with DEA

Signature Project: Beaver Creek and Fishtrap Creek Bridges, Coos County, Oregon

This \$4 million bridge project replaced two timber supported structures in a flood prone area. Mr. Davies led DEA's CA/CEI services team to provide construction administration, engineering support, and inspection services, following DEA's design work on the project. Mr. Davies led the team to aggressively seek ways to reduce overall project costs without impacting the quality or durability of the finished bridge and roadway. As a result, the project was completed more than a year ahead of schedule and the client saved \$90,000. With this savings, the client was able to reinvest in other maintenance and operational issues within the project limits, including the design and reconstruction of a dangerous intersection.



Client Statement: "Dave Davies performance as Construction Project Manager has been "top notch," and he has done a great job in preventing/resolving issues on this complex project being built in a neighborhood."- Ken Cook, Public Works Director, City of Astoria regarding 38th St. (Franklin Ave.) Bridge

"My experience in all regions of the state has have provided me with in-depth knowledge and relationships which I apply to achieve the best construction results for clients. I believe in establishing a firm, but fair partnering relationship with construction contractors, which minimizes contractor claims for a client's project – I have only had one formal claim in my career." – Dave Davies

Construction Project Manager: Shon Heern, PE

Key Experience:

- 16 years of CA/CEI experience, including 8-year tenure at ODOT, including working in the Salem, Eugene, and Corvallis ODOT Construction Project Manager’s offices
- 8 years at DEA, managing over 40 design and construction projects of various types and sizes for ODOT and local agencies in four out of five ODOT Regions

Signature Project: I-5: McKenzie River to Goshen Grade Section Design-Build, Eugene, Oregon

This \$61 million design-build project consisted of replacing six bridges, retaining walls, drainage, freeway paving, rock cut excavation, and earthwork, and rebuilding interchange ramps. Mr. Heern led the construction quality management and construction inspection for this project, with early completion of construction and exceptional results. As the construction quality manager, he provided nearly identical duties as a construction project manager would normally provide on a typical consultant-managed design-bid-build project. The client project manager, Timothy Dodson, remarked, “I was very pleased with the excellent talent and attitudes of the personnel executing the quality program and with the excellent management of the quality program. I am in agreement with my fellow ODOT Project Managers that, from the ODOT viewpoint, the DEA quality team sets the standard for consultant-provided quality control.”



Client Statement: “Thanks for all of help with this – it was the smoothest construction contract we’ve had in a while. You did a great job of overseeing the construction work.” - Don Wiley, to Shon Heern, regarding the OR282 Final Pay Estimate

“My experience managing both design and construction projects provides me with the ability to work on projects ‘cradle to grave.’ As a CA/CEI manager, I will apply my understanding of the design process to support projects getting built as intended by the client. My ability to work proactively with contractors in a fair manner, while minimizing cost impacts to the client, has resulted in an excellent record of projects constructed on time and within budget and exceeding client’s expectations.” – Shon Heern

SUMMARY

Our team is excited to continue supporting ODOT, Oregon LPA and our local Oregon communities with CA/CEI services.



Team members Ken Stoneman, Dave Davies, Jon Broadwater, Sue Chamblin, Cyndi Twite and Carol Loewen are featured here in the field preparing for another important Oregon transportation project.