

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: WHPacific, Inc. ; an Alaska (enter State)
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 3470 Pipebend PI NE, Suite 170
 Salem, OR 97301

Type name of primary Contact for this Proposal Lynn Iaquina, PE

Email address liaquina@whpacific.com

Telephone (503) 269-4976 Fax 503-362-5078

Type name of person(s) authorized to sign Contract/Price Agreement: Lynn Iaquina, PE

"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.

Name	Registration Number	Jurisdiction of Registration
Lynn N. Iaquina	77433PE	Oregon
Wayne Bauer	09628PE	Oregon
Barry C. Johnson	14972PE	Oregon
Brady L. Berry	14919PE	Oregon
David C. Bergmann	58671PE	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
Daniel Wobbe	2825	Oregon
Travis Foster	54624	Oregon
Scott Grubbs	54728	Oregon
Andrew Huston	61407	Oregon
Albert Girard	1963	Oregon

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 12, 2012

Authorized Signature

Lynn Jaquinta, PE, Operations Manager, Salem/NW Regional Transportation Director

(Print Name and Title)

2.2.1 PROPOSER’S PROJECT MANAGEMENT FOR PE-DESIGN SERVICES

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

Introduction of the WHPacific Team

WHPacific and its staff have a long history of successful work in Oregon. For this opportunity, we have developed a team to support us in our efforts to assist ODOT and Local Agencies in delivering transportation projects that support our economy and allow for safe travel for our citizens.

WHPacific provides statewide coverage with our offices working locally in partnership with the ODOT regions and local governments. Our offices have **74 survey and transportation staff** who work together collaboratively to deliver work. The WHPacific transportation team is **led by Lynn Iaquinta, PE, as the NW Regional Transportation Director**. Lynn has worked with ODOT for nearly 10 years in key roles on traditional and alternative delivery projects in every region of the state. Lynn oversees the Salem staff, **Barry Johnson, PE**, directs the staff in Bend, **Wayne Bauer, PE**, runs the team in Portland, **Tracy Olsen, PE**, heads the operations in Boise, and **Dave Bergmann, PE**, covers Klamath Falls. The WHPacific team has a long history of performance on statewide on-call contracts with our efforts focused on ODOT and Local Agency projects (see chart on this page).

As shown on our organization chart (see page 3), WHPacific provides a wide variety of civil engineering services in-house. We have **added subconsultants** to our team to serve in key roles for **Geotechnical, Traffic Engineering, Hydraulics, Environmental, Right-of-Way and Public Involvement**. Our industry and the economy have been through some difficult times but we are rebuilding our transportation practice by adding new services and key personnel with an emphasis on customer service and quality to better serve you.

WHPacific has completed projects for ODOT as part of the On-call rosters since they began, but we want to explain to you how **we are changing and growing to better meet your needs**. We have enhanced our staff by **hiring Lynn Iaquinta, PE, bridge engineer Andy Bowen, PE and environmental specialist Melissa Becker**.

Collectively, they bring a deep knowledge of ODOT processes and procedures for the development of federal aid projects they gained while working on the OTIA III Statewide Bridge Delivery Program. **Susan Duncan**, a recognized expert in ADA compliance, joined our Bend office. **Jeff Werner, PE**, an experienced roadway PM with ADA expertise, joined our Boise office. We have **added archaeology** as a service line, **increased our staff in environmental engineering and permitting, and enhanced our survey LiDAR mobile scanning expertise**.

We continue to make a concerted effort to **cross train young designers to serve as construction inspectors**. This next generation of professionals gains valuable experience by designing projects and then working directly with the contractor in the field inspecting the construction of their designs. These young professionals are being mentored to prepare them to run projects in the future. This represents our commitment to you and our future working in partnership with ODOT.

Our full-service team includes the following subconsultant partners:

- **HNTB Corporation** joins the team to expand our bridge capabilities for larger structural assignments.
- **Mason, Bruce & Girard, Inc.** joins the team as our environmental lead to enhance our internal capabilities. MB&G provides a diverse environmental staff capable of executing any ODOT assignment.
- **DKS Associates** provides multi-modal transportation analysis, planning, and engineering; intelligent transportation systems; pedestrian and bicycle planning and design, and transit planning and design.
- WHPacific selected four firms to provide geotechnical design, analysis and report writing. Each has its own geographic and discipline specific strengths: **GeoDesign; GRI; PBS Engineering and Environmental Inc. and Shannon and Wilson**.
- **Kittelson & Associates, Inc.** brings a national presence in transportation engineering, planning, and research services and deep relationships with ODOT.
- **Lois D. Cohen Associates** provides our lead for Public

Involvement. Lois D. Cohen has built a strong reputation as a full-service communications firm.

- **Jeanne Lawson Associates** joins the team to provide additional public involvement and public outreach expertise.
- **HDR, Inc.** provides our ROW lead and serves as our primary ROW resource.
- **Universal Field Services, Inc.** joins our team to provide additional expertise in acquisition and relocation services for right of way.

WHPacific Contracts	History of On-Call Contracts																			
	93	94	95	96	97	98	99	00	01	02	03	04	05	06	07	08	09	10	11	12
Statewide A&E Full Services																				
Statewide Roadway Design																				
Statewide On-call A&E PE/CE Svs (OTIA)																				
Statewide Env. Services & Wetlands																				
Statewide Landscape Architecture																				
Region 1 Local Agency																				
Region 2 Local Agency																				
Region 3 Local Agency																				
Region 4 Local Agency																				
Region 5 Local Agency																				

WHPacific has been a partner in completing projects with ODOT and local agencies throughout the state for many years. We have maintained these relationships for literally two decades. It shows our ability to develop and maintain relationships, as well as cost effectively deliver projects. The chart above identifies the type of contract with ODOT and duration.

- **West Consultants, Inc.** enhances our staff in the area of river hydraulics, geomorphology and scour. They provide years of experience in the performing these services for ODOT.
- **Vigil-Agrimis, Inc.** provides a DBE with expertise in water resources, natural resources planning, and landscape architecture.
- **Pavement Services, Inc.** is an Emerging Small Business specializing exclusively in engineering, testing and investigation services related to pavements.
- **Michael Minor & Associates, Inc.** specializes in noise, vibration and air quality consulting.
- **Tammy Taggart & Associates** is a WBE providing plan preparation for ODOT and local agency projects utilizing Micro Station.
- **Casso Consulting** a certified DBE, M/WBE, and ESB Firm joins the team for utility coordination, estimating, scheduling and feasibility studies.
- For subsurface utility engineering, **Utility Mapping Services, Inc.** brings high-resolution geophysics; vacuum excavation; global positioning system (GPS) land survey; and geographic information system (GIS).
- **Archaeological Investigations Northwest, Inc.** compliments our team of WHPacific archaeologists. AINW has conducted more than 2,000 cultural resource projects including hundreds of transportation projects.
- **Angelo Planning Group**, a certified DBE/WBE corporation provides transportation and transit planning, land use analysis, comprehensive plan amendments, ordinance amendments, and land use permitting.
- **Shea Carr Jewell** specializes in integrating multi-modal transportation planning.

Minority Business Utilization

Some of you may not know that our firm is 100% Alaska Native owned by NANA Corporation. The profits generated by our firm are provided to the tribal members of NANA to support their families and maintain their native communities.

As a minority owned firm, WHPacific’s management team supports the use of and mentoring of other minority businesses – for example, our Anchorage office just reached out to a Native-owned emerging small business to mentor them in oil field services. We have included a number of DMWESB firms in our team and make a commitment to meet or exceed the goals for each project. The list of certified firms included on our team is presented below.

Firm	Designation	No.
Angelo Planning Group	DBE, WBE	2893
Casso Consulting	DBE, M/WBE, ESB	8440
Cooper Zietz Engineers	MBE, DBE	588

Firm	Designation	No.
JLA Public Involvement	DBE, WBE	736
Lois D. Cohen Associates	DBE, WBE, ESB	5432
Michael Minor & Associates	DBE, MBE, ESB	965
Pavement Services, Inc.	ESB	5643
Tammy J. Taggart	DBE, WBE, ESB	3504
Vigil-Agrimis, Inc.	DBE, MBE	2720

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

For each individual project, teams will be selected based on the expertise required, relationships with the Agency, location of the project, and knowledge of the project and project area. The focus is on assembling a team that provides the requesting Agency with a cost effective, qualified team that understands their needs. DMWESB firms are utilized where they have the expertise to compliment the team to exceed the goals of the Agency.

At WHPacific, **we treat our subconsultants as a partners**; an integral part of our team. They are included in the project meetings and communicate regularly with our PM to coordinate deliverables. Progress on the deliverables is overseen by our staff members with expertise in that area of engineering or technical discipline. Monthly progress reports and schedule reviews are required. If a subconsultant is having difficulty getting their work completed, we **have the ability to call on staff** locally or from other offices to assist and ensure you receive the deliverables with high quality. We review all deliverables prepared by our team members in accordance with our quality control procedures before they are turned in to you.

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

Please see the org chart on the following page.



Organizational Chart: Preliminary Engineering & Design



Project Management Key Staff	Wayne Bauer, PE Project Manager			Barry Johnson, PE Project Manager	
Project Managers	REGION 1 PMs	REGION 2 PMs	REGION 3 PMs	REGION 4 PMs	REGION 5 PMs
	Wayne Bauer, PE Mike Smyth, PLA, ASLA Brady Berry, PE	Lynn Iaquinta, PE Paul Tappana, PE	Lynn Iaquinta, PE Paul Tappana, PE Dave Bergmann, PE	Barry Johnson, PE Dave Bergmann, PE Justin Mason, PE, WRE	Tracy Olsen, PE Jeff Werner, PE

	Key Staff	Additional Resources			
Structural	Lynn Iaquinta, PE	Andy Bowen, PE Paul Tappana, PE	Steve Litchfield, PE (HNTB) Molly Davis, EIT	Bob Doherty, PE Ali Rajaie, PE (HNTB)	David McCurrey, PE (HNTB)
Roadway Design	Ken Rehms, PE	Justin Mason, PE, WRE Jim Albin, PE, LSIT Jason Truong, PE	Sarah Heller, PE Calvin Larwood, PE Jeff Werner, PE	Tammy Taggart (TJT*) Jay Johnson, EIT Scott Sawyer, PE (SCJ)	Tracy Olsen, PE Travis Sater Devin Doring, EIT
Survey	Dan Wobbe, PLS	Travis Foster, PLS, CFedS Scott Grubbs, PLS	Andrew Huston, PLS	Scott C. Bolduc, PLS, CFedS	Bryan Coursen, LSIT
Geotechnical/ Hazardous Materials	George Saunders, PE, GE (GD)	Jennifer Von Rohr (HazMat) Amber Hudspeth (HazMat) Gary Peterson, PE (SW)	Scott Mills, PE, GE (GD) Colby Hunt, PE (GD) Arlen Rippe, PE (PBS)	Bobby Belding, PE (GD) Scott Schlechter, PE (GRI)	Dwight Hardin, PE (GRI) Elliot Mechem, PE (GD)
Hydraulics/ Stormwater	Chris Bahner, PE, D.WRE (WC)	Daniel Boultinghouse, PE John Marks, PE	Mike Galuzzi, PE Jason Truong, PE	Chris Castelli, PE Paul Agrimis, PLA, PE (VAI*)	Brady Berry, PE Jeanne Boyle, PE
Environmental	Stuart Myers (MBG)	Phil Quarterman, PWS Casey Storey Paul Anderson	Jennifer Von Rohr Amber Hudspeth Melissa Becker	Nathan Webb Mark Hynson, PWS (MBG) Bob Carson, PWS (MBG)	Mike Bonoff (MBG) Alexis Casey (MBG)
Right-of-Way	Gary Taylor (HDR)	Leslie Finnigan (UFS) Leigh Enger (HDR)	Kari Lowe (HDR) Seth Hemelstrand (UFS)	Regina Thompson, SR/WA (UFS)	Christina Nickerson (HDR)
Public Involvement	Lois Cohen (LDCA*)	Annemarie Garcia (LDCA*) Kate Parker (MBG)	Nancy Gross Duran (LDCA*)	Jeanne Lawson (JLA*)	Stacey Lewis (JLA*)

	Discipline Leads	Additional Resources			
ADA	Susan M. Duncan, RN	Jeff Werner, PE	Mike Horton, PE	Brady Berry, PE	Ken Rehms, PE
Cultural/Historical	Jo Reese, MA, RPA (AINW)	Kayla Wopschall	Lisa Sharpe	John Fagan (AINW)	Elizabeth O'Brien (AINW)
Landscape Architecture	Mike Smyth, PLA	Mark Hadley, PLA	Lamont Turcotte, PLA	Jason Gillies, PLA	Matt Simpson, PLA
Land Use & Transportation Planning	Frank Angelo (APG*) Anne Sylvester (SCJ)	Jimmy Bellomy, PLA Eric Johnson, PE (SCJ)	Kevin Apperson, PLA	Ryan Shea (SCJ)	George Smith (SCJ)
Noise/Air	Michael Minor (MMA*)	Carl Bloom (MMA*)		Roger Whitaker (MMA*)	
Pavement Design	Krey Younger, PE (GD)	Scott McDevitt, PE (GD)	Bud Furber, PE (PSI)		Viola Lai, PE (GD)
Traffic Engineering	Charlie Radosta, PE (KAI) Peter Coffey, PE (DKS)	Wade Scarbrough, PE (KAI) Marc Butorac, PE, PTOE (KAI)	Chris Maciejewski, PE (DKS) Sarah Heller, PE	Ann Sylvester, PE (SCJ) Hermanus Steyn, PE (KAI)	Brian Copeland, PE, PTOE (DKS)
Utilities/Railroad	Tina Adams (CC*) James Brenden, PE (HNTB)	Calvin Larwood, PE	Jay Johnson, EIT	Terry Hosaka (CZ*)	Nathan Greer (UMS)

- AINW = Archaeological Investigations Northwest
- APG* = Angelo Planning Group
- CC* = Casso Consulting
- CZ* = Cooper Zietz Engineers
- DKS = DKS & Associates
- GD = GeoDesign
- GRI = Geotechnical Resources, Inc.
- HDR = HDR, Inc.
- HNTB = HNTB Corp.
- JLA* = JLA Public Involvement
- KAI = Kittelson and Associates, Inc.
- LDCA* = Lois D. Cohen Associates
- MBG = Mason Bruce & Girard
- MMA* = Michael Minor Assoc.
- PSI* = Pavement Services Inc.
- PBS = PBS Engineering & Env.
- SCJ = Shea Carr Jewell, Inc.
- SW = Shannon & Wilson
- TJT* = Tammy Taggart
- UFS = Universal Field Services
- UMS = Utility Mapping Services, Inc.
- VAI* = Vigil-Agrimis Inc
- WC = West Consultants

*DBE Certified Firm

B. Describe Proposer's methods of coordinating and expediting all elements of projects to meet delivery schedules without sacrificing quality.

Methods of Coordinating and Expediting All Elements of Projects to Meet Delivery Schedules Without Sacrificing Quality

In our industry, the project manager is the focal point responsible for performance including: cost, schedule and quality. WHPacific has implemented a new approach in the development of our project leaders to provide training and support to deliver projects for our clients.

Through an intensive, six-month long project manager training program utilizing Project Management Institute (PMI) standards, we provide our current and aspiring project managers with tools to assist them in executing projects on-time and on-budget, with the high quality clients expect.

Each month, our PMs must evaluate the progress of their projects, prepare a **Cost-to-Complete and perform their Earned Value Analysis** to determine any adjustments that need to be made to staffing to meet or beat the schedule.

The project delivery environment we all work in has changed dramatically in the last 10 years. We are all expected to do more with less. WHPacific staff use the latest technologies to work faster and smarter. Our staff understands the importance of **applying a Practical Design philosophy** to the projects we perform. It is critical that we design the right project, within the budget, with the smallest, most focused team to keep costs low. The citizens of Oregon have been hit hard by this recession and we understand the value of each and every dollar spent for design or construction. We know many needs are going unfulfilled due to a lack of funding.

To achieve on-time, high quality delivery within the budget our teams:

- Assign task leaders and team members with knowledge and experience aligning with the needs of the particular project, **build the Right Team.**
- Create a collaborative, proactive environment for communication with ODOT and our project team, then **communicate, communicate, communicate.**
- Develop a **clear scope of work, critical path schedule, and budget** to guide the project.
- **Perform tasks collaboratively and concurrently** to minimize the length of the schedule.
- **Earnestly monitor progress** versus schedule and budget in weekly team meetings.

Graduates of WHPacific's Project Manager Academy

Paul Ashton (Boise)
Brady Berry (Portland)
Paul Tappana (Salem)
Barry Johnson (Bend)
Wayne Bauer (Portland)
Scott Grubbs (Portland)
Jimmy Bellomy (Portland)
Tracy Olsen (Boise)
Dan Wobbe (Bend)
Daniel Boultinghouse (Portland)
Jennifer Von Rohr (Bend)
Mike Smyth (Portland)
Justin Mason (Bend)
Andrew Huston (Bend)
Scott Bolduc (Bend)

- Identify and execute critical path items, like ROW, Utility relocations, RR coordination, and environmental permitting requirements to **prioritize high risk items** and strive to manage them off of the critical path.
- **Adjust staffing levels to accelerate schedules** to meet your needs.
- Obtain timely permits, Biological Opinions, and other environmental clearances. Our team provides ODOT with **the relationships required to gain resource agency approval.**
- **Apply our Quality Control and Assurance Process** to our work faithfully to minimize rework, provide buildable plans, and ensure coordination between the disciplines.
- **Provide constructability reviews during design** to reduce the amount of risk bid by the contractor by applying lessons learned in the field.
- **Remain accountable** to you, ODOT, for delivering the project you want in accordance to your standards of practice.
- **Prepare quality deliverables done right the first time**, a philosophy we apply to *all* our clients' projects, which helps ensure all stakeholders are successful.

Describe Proposer's flexibility and approach to making adjustments to schedules or staffing in order to meet a schedule.

Flexibility and Approach to Making Adjustments to Schedules or Staffing in Order to Meet a Schedule

Adjusting Schedules/Level of Effort

Our team has deep resources precisely for this reason. Project schedules are compressed and you expect us to perform to meet the tight timelines. Our WHPacific team works hard to complete our work ahead of schedule. Because Lynn Iaquina is responsible for all the transportation staff in the NW for WHPacific, she has the authority to allocate resources to projects to accelerate the schedule or deal with issues that arise during complex project development. In her role as Engineering Manager for OBDP, Lynn was responsible for building a team of over 50 professionals to execute 365 projects in 10 years for ODOT, equating to building or repairing one bridge every 10 days. Her expertise in alternative delivery projects provides her with experience in flexible, even unreasonable, project delivery timeframes. As contract manager for this On-call, Lynn will personally be involved in the development of the teams and oversight of the project schedules and staffing to meet or beat the schedule. She has the authority to allocate staff to ensure commitments are kept.

Our Project Managers develop baseline schedules during the proposal phase in Microsoft project. This schedule is fleshed out with the ODOT CPM during scope and fee development. **Our goal is to strive to take high risk items off of the critical path.** If the need for a schedule change arises, we collaborate with ODOT to develop a solution:

- Promptly meet with ODOT CPM to discuss the potential change
- Determine any impact to the critical path schedule and bid date

- Create workable solution to accelerate the schedule, such as additional staff or overtime
- Determine the budget impacts if the item is out of scope
- Agree on the revised schedule with ODOT as the approver

Our company has 400 employees with over 50% of our work nationwide in transportation. Our subconsultants on this contract include some large national companies, in addition to well-qualified local firms, that can provide additional resources where needed. The WHPacific team provides ODOT with a team that has adequate staff to handle your project needs, even in an emergency situation. The following project is a current example of our ability to quickly respond:



Winter Street Bridge over Shelton Ditch Emergency Project, Salem, Oregon: The City of Salem experienced a major flood event in early 2012. The Winter Street Bridge over Shelton Ditch was overtopped during the event creating scour at the bridges foundations. The bridge originally was designed to cross an overflow canal with low flow. Over the years, Shelton Ditch has become a main channel for flow through Salem.

WHPacific worked with the city to perform underwater inspection, evaluate the load carrying capacity of the structure, create repair scenarios, develop replacement options, and work cooperatively with the City, ODOT, FHWA and the resource agencies to provide bid documents that allowed the bridge to be under construction **before the emergency 100% funding period was over**, only six months from the date of the flood event. WHPacific completed this work, provided bidding assistance and performed the construction support in time for the City to be fully reimbursed by the federal government for the work.

Client Quote

“I have worked with WHPacific on multiple types of roadway, development, and bridge projects over the past 10 years. Their knowledge base and experience produces work products that are complete and well thought out. My experience is that WHPacific stands behind everything that they do!”

Rick Barnes, City of Salem Project Manager

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

QC/QA processes work best when they are simple to apply and are designed to meet the end goal: a well-integrated, complete set of plans, specifications and engineer’s estimate. WHPacific has a **corporate quality program that is scalable** to meet the needs of a project based on its size, complexity and the disciplines involved. The process involves the **development of the Project Execution Plan (PEP)** and the performance of Peer Reviews and Formal Quality Reviews. The PEP clearly sets out the critical elements of the project, the participants and their roles. It also communicates the Scope of Work, Budget, Schedule, Design Standards required and the Quality Program for the project.

Within the review process, we utilize the following to complete the quality process:

- Discipline specific checklists for Calculations and Plan Development
- Red-Yellow-Green Review Process for check prints and calculation checks
- Software Verification to assure programs provide correct results
- Formal Quality Reviews performed by Senior Engineers qualified to oversee the work
- Interdisciplinary review by a Senior Engineer to verify coordination of all discipline’s designs
- Analyzing and sharing Lessons Learned to determine the root cause of issues during design and prevent mistakes from being repeated

The key to success in our QC/QA Program is the Project Manager, the primary point of contact with you and ultimately responsible for developing and implementing the QC/QA Program. **Quality control checking is built into the schedule for the project.** Checking is not an item at the end of the project, it follows right behind the work to catch minor problems before they magnify. **Good quality control equals a reduction in rework and better budget control.**

A Quality Control Check Sheet Form follows every set of plans and calculations to document the reviews performed. QC/QA reviews are performed at each submittal milestone:

- DAP
- Advanced plans
- Final plan review

Quality Control is applied to our reports, investigations and permits as well with every document receiving a review from a second set of eyes.

The quality plans developed for ODOT will meet all the requirements put forward in the Project Development Quality Program for Providers Guidebook, developed by the Oregon Department of Transportation (ODOT) Quality Assurance (QA) Guidebooks Committee and any Region specific quality guidelines.

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.

Recent Project Where We Informed Client Construction Budget Insufficient

Transportation projects are all developed within the funding constraint set forth early in the scoping process. As each project moves through the design, right-of-way acquisition and environmental process, the project team must assess whether the project is still within the project budget. As soon as we determine that a project budget is at risk, we inform our client and work to bring the project back in line. Examples of how we handled these situations are as follows:



SW 185th Avenue

SW 185th Avenue (Blanton to Kinnaman)

Total Cost: \$4.4 million

Client: Washington County Dept. of Land Use and Transportation

Result: Improvements developed within budget restrictions based on concepts developed at 30% level of design completion.

This project budget was originally budgeted for \$5.4 million. The planned improvements were developed to meet a 20-year design life and maximize the use of these funds. Three alternatives were developed and evaluated. Two alternatives provided partial, interim improvements and one was a full-build alternative. The interim improvements fit within the original budget, while the full build alternative exceeded the budget. A matrix was developed, presented to the client and citizens group to assist in selecting an alternative to advance. It was determined that the best solution was to construct the interim improvement with the vision of the full improvement in mind. The full improvement project will be constructed when funding is available.

OR 214



OR 214: Woodburn to Mt. Angel Sidewalks

Total Cost: \$2.6 million

Client: ODOT and City of Woodburn

Result: Project broken into phases to meet the availability of current funding restrictions

The project was funded by state and local money and included construction of safety and pedestrian improvements on a section of urban highway. During the project's preliminary design phase (30% design), WHPacific identified a budget insufficiency. The cost estimate and preliminary designs were presented to the project development team (PDT) for consideration. The PDT was faced with reducing the scope, breaking the project into phases, or pursuing additional funding.

The PDT confirmed the basic scope of the project should not be compromised; providing pedestrian safety. Pedestrian traffic along this high profile section of highway warranted safe and continuous sidewalk. The design team determined that the sidewalk did not necessitate a pedestrian bridge. The PDT confirmed that illumination would greatly enhance safety for vehicles and pedestrians. **WHPacific worked with the PDT to gain consensus** on the sidewalks and a final cost estimate was developed.

At this point, the project was over budget. To address the funding shortfall, the committee broke the project into phases. Following this decision, the design team proceeded directly into final design to prepare contract documents for bidding of the first phase. Throughout this process, delays to the project schedule were kept to a minimum and the project was bid in time for the summer construction season. **The first phase of the project came in under budget for construction.**

2.2.2 PROPOSER’S COST EFFECTIVENESS FOR PE-DESIGN

A. Describe the specific efforts Proposer makes to ensure tasks and deliverables are completed in the most cost-effective manner. Explain how Proposer ensures all travel, lodging, and per diem expenses are as low as possible.

Cost-Effective Completion of Tasks and Deliverables

WHPacific has implemented practices to ensure tasks and deliverables are completed in the most cost-effective manner. At WHPacific, **the project manager is the key to the cost-effectiveness** of the project delivery. As discussed earlier, we implemented training for all project managers, a 17 week program. This training has benefited both us and our clients. Our project managers are required to evaluate projects on a cost and schedule basis each month, comparing the expenditures to date with the work yet to be performed. **Monthly Estimates to Complete are prepared**, which identifies if there is a problem forming. These are reviewed by senior management, and provided to our clients in the monthly invoicing process. Additional work requested by clients is identified and managed as it occurs, ensuring project delivery within the design budget.

Each project starts with the preparation of a Project Execution Plan, which lists project requirements, expectations, the team and work program. All team members and our clients are provided with a copy of this work plan.

Specific methods we apply to our projects to achieve cost effective project delivery include:

- Assembling a team that
 - best meets the project needs
 - has worked together on similar projects
 - is lean and efficient
- Dedicating the team for the duration of the WOC to provide continuity for the project.
- Developing a context sensitive design that is appropriate for the project site and character
- Incorporating the concepts of Practical Design
- Engaging stakeholders early in the project to avoid last minute, politically-driven changes
- Performing our quality control checks and quality assurance reviews as design progresses to prevent rework
- Performing utility coordination early in the process to allow relocations to occur in advance of construction
- Bidding a project at the right time of year to attract lower bids
- Incorporating environmental permit requirements and impacts into construction schedule development

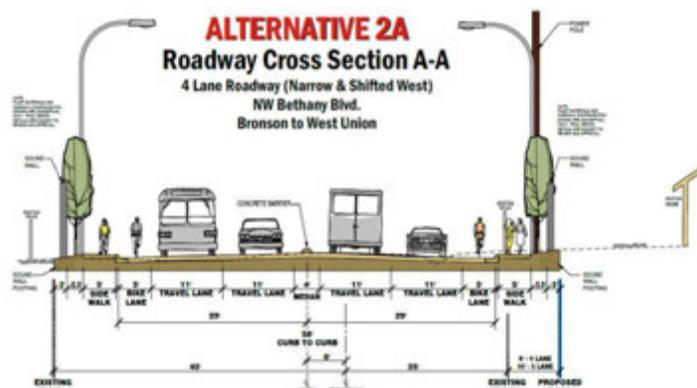
Cost Tracking and Budget Control

Cost control is the responsibility of the project manager, but is implemented by task leaders and every member of the project team. The Project Execution Plan presents the labor hour budgets and work tasks of team members for the project. The project manager tracks the number of hours charged (by person and by task) and the resulting labor costs. The project manager checks these items, weekly and monthly, and reviews progress with the task leaders and design team at each team meeting. The project manager monitors **their hours vs. progress to develop their Estimate to Complete (ETC) and Earned Value Analysis**.

The project manager is responsible for the scope of the project and quickly recognizing scope creep, scope changes or additions. As part of this process, the project manager estimates each month how much it will cost to complete the project from this point going forward, an ETC. From this report, **the PM can identify trends and take corrective action**. This information is shared in the monthly status report and invoice submitted to ODOT or the local agency.

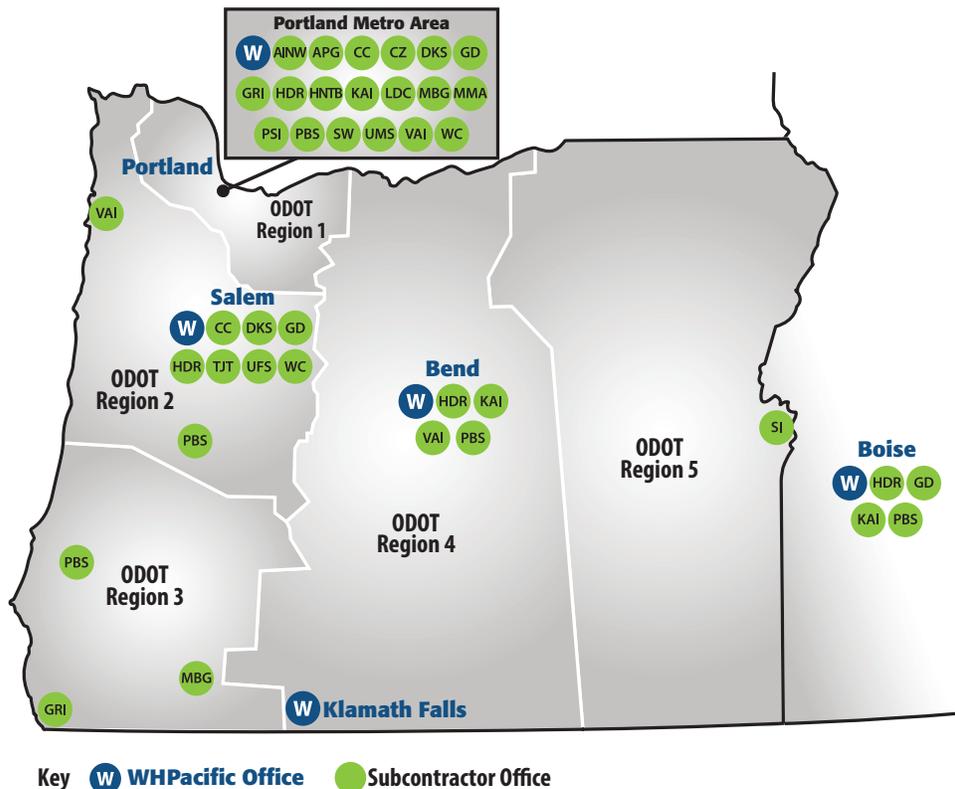
The success of our project managers ability to control costs is shown in the following table. All projects were completed under budget, without contract amendments.

Project	Client	Phase	Contract Budget	Cost at Completion
NW Bethany Blvd.	Washington County	Final Design	\$1,179,125	\$942,346
Chenoweth Road/ Five Mile Creek	ODOT	Final Design	\$159,458	\$148,715
Township Road Bridge	Klamath County	Final Design	\$164,548	\$164,545
Malheur Bridge	Malheur County	Final Design	\$346,151	\$346,151
Kuebler Blvd.	City of Salem	Final Design	\$650,909	\$650,243
SE Foster Road Bridge	City of Portland	Final Design	\$577,528	\$571,024
NE Sandy Blvd.	City of Portland	Final Design	\$479,741	\$471,966
NW 23rd Ave.	ODOT	Final Design	\$198,970	\$158,406
SW 185th Ave.	Washington County	Final Design	\$558,535	\$446,790



This graphic of the NW Bethany Blvd. project, developed by WHPacific, was prepared for use in the NW Bethany Blvd. public involvement part of the project, otherwise known as the Project Focus Group meetings.

Statewide Coverage: WHPacific and Subcontractor Office Locations



- Researches economical lodging close to the project site. If a lengthy stay is necessary, we investigate long-term accommodations such as extended stay motels or rental options such as a rental house, apartment, or RV parks.
- Require verification of all travel expenses in accordance with proper accounting processes with receipts and detailed expense reports.

An example of our focus on minimizing travel expenses is our Blackwell Road Project in Jackson County. The project was designed using a combination of staff from our Portland and Salem offices in combination with local consultants utilizing their location and local knowledge. To reduce costs for travel, **instead of using our Portland survey crews, we hired a local surveyor to perform the work.** During construction we hired a local certified construction inspector as a temporary hire to eliminate the travel costs to ODOT. For our current OR22 project, **much of our design staff was trained and certified for construction inspection in anticipation of our role in construction oversight.** By planning

ahead early in the design process, we saved significant cost in travel and lodging for the project during the construction.

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

Cost-Effective Response Statewide

WHPacific can respond in a cost-effective manner to project assignments anywhere in the state. **We are truly available to meet ODOT’s needs in any project location.** With the size of our team, we are capable of meeting your needs for a variety of concurrent projects. We have staff to serve you in Portland, Salem, Bend, Klamath Falls and Boise, Idaho. Through our relationships with other team members, we can utilize other offices throughout the state as a base for project work. We maintain an extensive computer network among our offices including direct file access from any office. **Video conferencing is available in every WHPacific office to minimize travel costs and time spent travelling by staff.**

When travel is necessary, we plan trips to gather as much information as possible to minimize the number of trips required for the project. WHPacific makes every effort to cost effectively use your budget and available hours by minimizing travel. We effectively share resources between our offices, and **we assign work tasks to the most appropriate professionals from the closest office to a project site.** WHPacific’s statewide resources are further enhanced by our subcontractor partnerships. We use ODOT’s Travel Handbook as standard set rates for travel and per diem costs. These costs are documented to meet contract invoicing requirements and are monitored by the project manager. WHPacific uses the following guidelines to minimize travel costs:

- Plans trips carefully to complete as much work and/or gather as much information per trip including carpooling with ODOT staff.
- Plans trips and or site inspections to accommodate work on several projects if location and schedule permit.

Developing the Summary of Estimate

Prior to preparing a cost estimate, it is critical that the project team develops a detailed scope of work and discusses it to discuss with the ODOT or Local Agency PM. The team then develops an estimate of services based on experience and trust. The experience comes from having performed similar tasks and understanding the level of effort required to perform the task in accordance with the client’s practices. Trust is inherent between the design team and client requiring a good working relationship and clear understanding of the level of effort needed. We strive to partner with our clients to build and maintain that trust. Often this **involves “thinking outside the box” to assess new ways to obtain the desired results; ways to work smarter not harder.**

As noted, the estimating process starts with a thorough understanding of the work activities needed to design a solution. This creates the framework for the development of the Statement of Work (SOW). The SOW is developed after a review of the project records, a field visit and discussions with the ODOT consultant project manager and/or the local agency project manager. Collectively, these items contribute to a **strong project understanding leading to an accurate fee estimate.**

The tool used to summarize a typical estimate for a time and materials Work Order Contracts (WOCs) is the ODOT Breakdown of Costs (BOC) spreadsheet. The tasks and team members are entered into the spreadsheet corresponding to the WOC task lists. This tool determines the fee estimate for professional engineering services used to track cost vs. budget.

There are various methods of developing a fee estimate. WHPacific Project Managers involve the entire team in the estimation process, since each discipline knows its efforts best. Each task in the SOW is estimated by the task leader in charge its execution. Based on their project understanding and in parallel with the SOW, the task leader identifies the number of hours needed to complete the deliverables within the project schedule.

The project manager works with task leader to verify the assumptions and confirm the level of effort. Fee estimates for tasks with a similar deliverable, such as a wetland delineation report, can be cross-checked using data from past projects. The best historical data includes projects that are similar in type, size, and location. **Professional judgment must be used to evaluate similarities and differences between past projects and the current WOC.** Differences can include organizational changes at ODOT, changing design standards, changing environmental regulations, or varying stakeholder expectations.

The final negotiation is where trust built through long term relationships is a factor. Our clients are asked to review our draft budget and meet with us to resolve any differences. **We have open discussions about the budget,** and adjust either the scope or budget accordingly adding any assumptions that need to be documented to explain the agreement.

Fair and Reasonable Estimates

Consultant selection is driven by the Qualifications Based Selection process for A&E services (QBS). QBS is based on the philosophy of selecting the most qualified engineering consultant to provide professional services. We embrace a philosophy of providing great service and value on every project to achieve client satisfaction and repeat business. By providing value within the QBS framework, WHPacific validates the studies that have shown that QBS is more efficient and less costly than using cost-based selection.

ODOT and WHPacific jointly define a clear, complete, and detailed statement of work (SOW). WHPacific brings creativity and innovation to the process and invests the time and energy of senior professionals. It can be a discovery process for both parties as scoping assumptions are verified and requirements clarified. This joint effort provides clear definition of the project scope and is the basis of a fair and reasonable fee estimate.

The SOW includes a deliverable list and a design schedule. This becomes the project control mechanism that both parties use to progress towards a completed project. The saying, “If you stay on schedule you will stay on budget,” is very true, and WHPacific incorporates this into the project approach.

The fee estimate is typically based on a time and materials not-to-exceed maximum fee contract. Such a contract provides ODOT with an assurance of a maximum price while at the same time saving money if the level of effort is less than anticipated. This method provides **a fee estimate that is fair and reasonable that allows for creativity and innovation** in the engineering.

All of our project managers are experienced in developing fee estimates in partnership with ODOT. This is evidenced by the long history of projects negotiated and completed, **included in the chart on page 10,** completed in the last five years. This chart lists the services provided, and percentage of services completed by WHPacific.

For the Oregon Bridge Delivery Partners, Lynn Iaquina and her team performed the negotiations with all the teams for the development of their SOW and fee estimate. She was responsible for the creation of a template for a detailed scope of work, developing a standardized spreadsheet for fee development and performing the negotiations and contract review with ODOT and DOJ. She personally worked hand-in-hand with OBEC and ODOT Major Project Branch and **negotiated the \$180 million I-5 Willamette River Bridge design fee in less than four weeks by working collaboratively on the scope, assumptions and fee development.** Her expertise in negotiating nearly \$1 billion in ODOT design-bid-build projects provides WHPacific with a valuable resource during scope, fee and contract development.

WHPacific Local Agency Experience	
Counties	
Clackamas	Klamath
Clatsop	Malheur
Crook	Multnomah
Deschutes	Polk
Douglas	Tillamook
Hood River	Wasco
Jackson	Washington
Jefferson	Yamhill
Cities	
Albany	Portland
Beaverton	Prineville
Bend	Rainier
Canby	Redmond
Cascade Locks	Salem
Cornelius	Seaside
Gresham	Sherwood
Hillsboro	St Helens
Hood River	The Dalles
Klamath Falls	Tigard
LaPine	Tualatin
Madras	Warm Springs
Malin	Wilsonville
McMinnville	Woodburn
Districts	
Bend Park and Recreation District	
Oregon Parks and Recreation District	

Percentage of Work Performed on Multidisciplinary Teams Led by WHPacific

Project	Location	Design Year	% Contract by WHPacific	Roadway	Bridge	Drainage/Hydro	Geotech/Paving	Landscape/Roadway Development	Traffic	Public Involvement	Right of Way	Survey	Utility Coordination	Wetlands ESA	Historical/Archaeological	ODOT Contract	Region
NW 23rd Ave.	Portland	2007	86%													LA	1
2009 Signals	Tigard	2012	74%													FS	1
Washington Co. TSC ARRA	Wash Co	2009	85%													LA	1
Bethany Blvd.	Wash Co	2012	86%													LF	1
SE Foster Road Bridge	Portland	2009	76%													LF	1
NE Sandy Blvd.	Portland	2011	99%													LF	1
SW 185th Ave.	Wash Co	2010	89%													LF	1
Kuebler Blvd.	Salem	2007	68%													LA	2
OR 22 Bridges	Marion Co	2011	88%													FS	2
Ferris Creek Bridge	Clatsop Co	2008	87%													LA	2
Clatsop ARRA	Clatsop Co	2009	94%													LA	2
Five Mile Creek Bridge	Wasco Co	2008	84%													LA	2
OR 6	Tillamook	2010	81%													FS	2
Fern Creek Bridge	Polk Co	2008	90%													LA	2
Blackwell Road	Jackson Co.	2011	79%													LA	3
Talent Avenue Bike Lane	Talent	2008	96%													LA	3
Dillard ARRA	Jackson Co.	2009	92%													LA	3
Klamath Falls Ped	Klamath Falls	2007	99%													LA	4
Chenoweth Browns Creek Road	Wasco Co	2009	99%													LA	4
City of Klamath Falls CMAQ	Klamath Falls	2009	100%													LA	4
Newport Ave. Bridge	Bend	2006	75%													LF	4
Cooley Road/18th Street.	Bend	2009	80%													LF	4
NW 36th St. Bridge over the Malheur River	Malheur Co.	2012	85%													LF	5

LEGEND  = Performed by WHPacific  = Performed by Subconsultant LF = Local Funding LA = Local Agency FS = Full Service

2.2.3 PROJECT TEAM & QUALIFICATIONS FOR PE-DESIGN SERVICES

A. Describe experience (which may include experience while working for the Proposing firm or while working for other firms) of Project Manager(s) with similar interdisciplinary teams.

Project Managers and Their Interdisciplinary Teams

Good communication skills and strong PMs are the key to successful projects. The following PMs on our team are experienced in building and running projects with interdisciplinary teams.

- **Lynn Iaquina, PE**, was responsible for building the engineering team that executed the Program Management of the OTIA III Statewide Bridge Delivery Program. She was involved in coordination with every department in ODOT and oversight and problem solving in all 17 engineering disciplines involved. On the SR520 DB project, Lynn served as the Structures Lead overseeing the design and construction of over 120 structures. She worked collaboratively with all the discipline leads to develop a well-integrated, cost-effective project in a highly traveled urban/residential environment. For ODOT, Lynn served as Project Manager for the development of the largest project in the state; the \$180m dollar Willamette River Bridge Project performed using a new method for the state, CM/GC.
- **Wayne Bauer, PE**, has been a PM on transportation projects for over 25 years. His experience includes completing projects throughout the state, with ODOT and directly with local agencies. He built an interdisciplinary team to design projects like the recently completed \$15m dollar NW Bethany Blvd. project for Washington County. The project involved a critical corridor with a variety of stakeholders requiring a significant public involvement process and design sensitive to the community concerns. The OR99W/Hall/Greenburg/Main Street \$12 million project was jointly funded by ODOT, Washington County and the City of Tigard resulting in immediate relief of traffic congestion and safety improvement.

Client Quote

"Washington County has enjoyed a 25-year client-consultant relationship with WHPacific. Over the years I have been impressed by the firm's commitments to client service and quality products. WHPacific's project managers provide responsive service and take the County's interests to heart."

Joe Younkins, Washington County Principal Engineer

- **Brady Berry, PE**, has been both a PM and QA/QC manager on transportation projects. He managed the completion of the \$2.5 million NW 23rd St. Reconstruction project, and led the QC review of the SW Moody Avenue project in the City of Portland. He managed teams for several other Region 1 projects, with completion of design of SE 190th Drive, Max Trail and Hood Street projects in the City of Gresham and B Street in the City of Rainier.

- **Mike Smyth, PLA, ASLA**, has completed successful projects with multi-disciplined teams like the I-5 Coburg Interchange and the I-5: Kuebler Interchange SB Ramp Improvement project for ODOT and local agency clients since 1996. Since then, Mike has managed a series of Professional Services Contracts with ODOT and Washington State Department of Transportation (WSDOT) for statewide landscape architecture and environmental services. His broad experience includes preparing preliminary designs and final contract plans for large and small transportation projects, greenstreets with integrated stormwater infiltration and landscape elements, wetland mitigation, and streambank and habitat restoration projects for a broad spectrum of public agency and private land development clients, throughout the Northwest.
- Our central and eastern Oregon PMs include **Barry Johnson, PE** and **Justin Mason, PE**. They have worked successfully with ODOT and Local Agencies to provide high quality service in Region 4 and 5. Recent projects include the Fivemile Creek Bridges/Chenoweth Cr. Road/Browns Cr. Road in Wasco County, Ochoco Creek Trail in Prineville, First St. Rapids Park Trail and Pedestrian Bridge in Bend, and the City of Bend GO Bond Transportation Projects in Bend. On the recent City of Bend GO Bond Transportation Project, we completed full design, PS&E, bidding assistance, and construction services through close out in less than 12 months for this fast-track roundabout project.
- **Paul Tappana, PE**, has experience in building teams for small local agency projects to upgrade bridges and roads. Paul builds small teams that are focused on the project and routinely perform their work under budget, on projects like Fern Creek (Guthrie Road) and Fivemile Creek Bridges/Chenoweth Cr. Road/Browns Cr. Road. The small teams work quickly and efficiently to deliver projects in a few months rather than a year or more. He and **Dave Bergmann, PE**, worked closely together on Township Rd. Bridge to manage an interdisciplinary team that performed the whole project from DAP through final construction checklist.

The experience of our Project Managers range from some of the largest projects in the state, like the I-5 Willamette River Crossing in Eugene and NW Bethany Blvd in Portland to small local agency bridge project such as Township Rd. Bridge or Fivemile Creek Bridge or roadway projects like Kuebler Blvd from I-5 to Commercial St. or COB GO Bond Transportation Projects. WHPacific's PMs build their teams from the beginning with the right staff and subconsultants to meet your project needs. Looking to the future, as we come out of this recession, WHPacific is building an even stronger team to improve our capabilities and expand our services.

We have added environmental staff, young engineers, ADA specialists and structural engineers to build for the future. We have maintained our key project managers and senior staff with experience working throughout the state to continue delivering projects and train these new staff.

B. Describe the types of Services Proposer (prime consultant’s firm) has qualifications and experience to self-perform. 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. For each project example, identify the following:

- Project name, location, year started, and total contract dollar amount;
- Tasks self-performed by Proposer;
- Percentage of the contract dollars that went to Proposer for Services that were not subcontracted.

WHPacific is a multi-disciplined firm capable and experienced at providing well over 51% of the work on transportation projects. Our team of qualified professionals performs the following services:

WHPacific In-House Staff Capabilities	
Project and Program Management	Highway and Roadway Design
Bridge Design	Wall and Misc. Structural Design
Environmental Permitting	Wetland Delineation
Biological Assessment	Utility Coordination
Hazardous Materials Evaluation	Traffic Control Plans
Trails, Paths and Pedestrian Bridges	Erosion Control
ADA Compliance and Design	Survey and 3-D Scanning
Landscape Architecture	Historic and Cultural Clearance
Archaeology	Right of Way Maps and Descriptions
River Hydraulics and Scour Analysis	Stormwater Design
Specification Writing	Micro Station Plan Preparation
Land-Use Planning	Public Outreach

Project Examples

OR 22 Bridges Vertical Clearance Project	
Client: ODOT	
Contract Amount: \$2,280,093	Percent Completed by WHPacific, by Fee: 88%
Date Started: 12/20/08	Date Completed: 7/31/12

Our OR 22 Vertical Clearance project is a recent example of an ODOT full service contract where WHPacific performed the majority of the services during both design and continuing through construction.

This project, located just east of Salem, OR completed design early this year and is now in construction. Our team performed project management, highway design, bridge design, retaining wall design, utility coordination, traffic control plans, erosion control, survey, stormwater design, PS&E development and full construction oversight.



Township Road Bridge

Township Road Bridge	
Client: Klamath County	
Contract Amount: \$164,548	Percent Completed by WHPacific, by Fee: 89%
Date Started: 9/14/09	Date Completed: 6/30/11

On the smaller, local agency side, the Township Bridge Project in Klamath Falls gave our team the opportunity to perform project management, roadway design, bridge design, survey, environmental permitting, utility coordination, traffic control plans, erosion control, river hydraulics and scour analysis, preparation of PS&E and full construction services.

Bethany Blvd.	
Client: Washington County Dept. of Land Use & Transportation	
Contract Amount: Ph. 1: \$1,014,415; Ph. 2: \$1,179,125	Percent Completed by WHPacific, by Fee: Ph. 1: 70%; Ph 2: 87%
Date Started: 3/5/10	Date Completed: 8/2012

In the Portland metro area, NW Bethany Blvd. provided the WHPacific team with the opportunity to work on a complex urban reconstruction project for Washington County adjacent to US 26. This was a controversial project, with a neighborhood concerned about impacts to their property with the widening from 2 lanes to 5 lanes. Our staff developed five alternative alignments to consider as part of the public involvement process. This ultimately resulted in our completing the roadway design, retaining and sound wall designs to minimize impacts, landscape design to improve the aesthetics, and a bike and pedestrian system for local use, and connecting to a regional trail system. WHPacific also coordinated work on the overcrossing design and widening. This project is under construction.

The table on page 10 (“Percentage of Work Performed on Multidisciplinary Teams Led by WHPacific”) provides examples of other projects where WHPacific performed the majority of the work.

Summary

WHPacific and our team members are ready to assist ODOT in delivering projects statewide. The history of our firm’s service to ODOT is just the base we stand on. To achieve more and serve you better, we must continue to grow and improve.

We look forward to many more years of engineering in partnership with you to deliver quality projects for the citizens of our state.

2.2.6 PROPOSER'S PROJECT MANAGEMENT FOR CA/CEI SERVICES

A. Describe Proposer's management and organizational structure, and how that structure aids the delivery of project Services - including chain of command. Describe how subcontractors will be selected for specific WOC assignments, utilized and managed to complete the projects. Include a list or org chart showing key staff of the prime and all subconsultants and their proposed role/discipline for CA/CEI Services.

CA/CEI Services

Construction services are an integral part of the WHPacific organization allowing us to provide turnkey services from project concept development all the way through final construction. Our firm has invested in additional staff and expanding the qualifications of our current staff of inspectors to provide a wide variety of construction resources to ODOT. The **contract will be managed by Lynn laquinta, PE** our NW Regional Transportation Director. Lynn began her career as a structural engineer; from the beginning of her career she has combined her work in design with field activities including construction inspection, inspection of fabricated products, construction support services and working directly with contractors on Design Build and CM/GC projects. For ODOT, she served as the Alternative Delivery Manager for the OTIA III Statewide Bridge Delivery Program **responsible for overseeing all the construction quality assurance activities associated with 11 design build and CM/GC projects** that replaced or repaired 97 bridges. Her team was responsible for the construction administration and quality assurance for over \$619 million in construction value.

In the role of Professional Engineer in responsible charge, Lynn is joined by Barry Johnson, PE of our Bend office. Barry has over 26 years' experience as a professional engineer working with ODOT and local agencies. He has managed major transportation improvements including large arterial improvements (many including major bridges) throughout the state. Construction services have been a key component of many of these projects with Barry taking a lead role in assembling and managing the team and being the lead coordinator with the client and contractor. Early in his career, **he followed his projects into the field to provide full-time inspection.** In addition to working with ODOT, he has also worked with numerous local agencies, assisting them through the ODOT local agency contracting process to successful construction completion.

WHPacific has concentrated on enhancing our construction administration, engineering, and inspection capabilities over the last several years improving our ability to provide additional services to our clients. Our team has **cross trained young designers to get them certified and performing construction inspection.** This valuable experience in the field improves their ability to prepare constructible plans and work collaboratively with contractors during construction. We have **added a number of seasoned construction staff to our staff in our Salem, Bend, Boise and Seattle offices**, including Greg Haffner, Phillip Gagnier and Sam Yaghmaie, PE, LEED AP.

In addition to our increased internal capacity and capabilities for construction services, we have added the following subconsultants to our team to further enhance ability to fulfill your needs for CA and CEI:

- **HDR, Inc.** brings a wealth of knowledge in construction oversight and quality control on ODOT projects from their role as Program Manager on the OTIA III Statewide Bridge Delivery Program. HDR and WHPacific are currently working together on construction inspection and oversight for projects for the City of Bend. They provide the team with certified QCCS, CAS and construction inspectors to support our capabilities statewide.
- **Casso Consulting**, is an ESB and WBE firm, providing expertise in feasibility studies, design, cost estimating, project scheduling, construction oversight and quality control; Casso is a new firm that incorporates the experience of seasoned ODOT and local agency providers.
- **Strata** is located in Ontario, and provides the WHPacific team with a local resource for Region 5 construction inspection, construction material testing and laboratory testing. Strata and WHPacific's Boise office just completed the construction oversight of the NW 36th Street Bridge in Malheur County. Strata provides our team with drilled shaft inspection certification allowing us to provide every type of certified inspection ODOT requires.
- **Cooper Zietz Engineers** is a Native American owned consulting firm and a certified MBE/DBE firm with a depth of ODOT construction management experience throughout the state. Cooper Zietz developed the DB quality control plans and performed significant construction quality roles on four major OTIA III DB projects: Sutherlin to Roseburg; Clark's Branch to Tunnel Millrace; OR 126/Knowles Creek; and Elkton to Hard Scrabble.
- **Parsons Transportation Group** joins our team to provide additional capabilities in construction project management, administration and inspection.
- **Lois D Cohen Associates**, a registered DWESB business, provides public outreach and public involvement during construction as well as design. Lois has been instrumental in garnering positive press for ODOT during construction, including the Elkton to Hardscrabble DB project.
- **PBS Engineering and Environmental Inc.** (PBS) brings construction inspection capabilities to the team, with statewide coverage from their offices in Portland, Bend, Eugene, Coquille, plus Tri-Cities, WA and Boise, ID.
- **Tammy J. Taggart** provides a DWESB capable in CADD for preparation of as-builts and plan revisions.
- **East Wind Consulting** brings us a DWESB firm with experienced construction inspection expertise.

Minority Business Utilization

As a minority owned firm, WHPacific’s management team supports the use of and mentoring of other minority businesses – for example, our Anchorage office just reached out to a Native-owned emerging small business to mentor them in oil field services. We have included a number of DMWESB firms in our team and make a commitment to meet or exceed the goals for each project. The list of certified firms is presented below.

Firm	Designation	No.
Casso Consulting	DBE, MBE, WBE, ESB	8440
Cooper Zietz Engineers	MBE, DBE	588
East Wind Consulting	DBE, WBE, ESB	8284
Lois D. Cohen Associates	DBE, WBE, ESB	5432
Tammy J. Taggart	DBE, WBE, ESB	3504

Organizational Structure

WHPacific has a matrix organizational structure that is aligned by disciplines in addition to geographical location. The discipline-based focus fosters cross connection throughout the company and transportation is our deepest discipline linking **400 staff in 15 offices from Anchorage to New Mexico**. In our local offices, we have **74 transportation and construction staff located in Portland, Salem, Bend, Boise, ID and Klamath Falls**. We routinely share staff to tap into specific expertise as well as handle the workload peaks.

Our geographic coverage statewide improves our access to sites anywhere within the state and gives us the opportunity to develop long term relationships with ODOT Regional staff and local agencies. See chart at right showing some of the local agencies we have worked with in the past five years.

WHPacific Local Agency Experience	
Counties	
Clackamas	Klamath
Clatsop	Malheur
Crook	Multnomah
Deschutes	Polk
Douglas	Tillamook
Hood River	Wasco
Jackson	Washington
Jefferson	Yamhill
Cities	
Albany	Portland
Beaverton	Prineville
Bend	Rainier
Canby	Redmond
Cascade Locks	Salem
Cornelius	Seaside
Gresham	Sherwood
Hillsboro	St Helens
Hood River	The Dalles
Klamath Falls	Tigard
LaPine	Tualatin
Madras	Warm Springs
Malin	Wilsonville
McMinnville	Woodburn
Districts	
Bend Park and Recreation District	
Oregon Parks and Recreation District	

Management

Staff is assigned on a project by project basis, reporting to the construction project manager. Depending on the project size and complexity the PM

may also perform other roles including field inspection. **Our team of experts is scalable**; the number of team members assigned is adjusted to the size, complexity and needs of the project. On larger projects, the PM oversees administration, inspection, quality control and documentation staff on a day to day basis and reports to the Engineer in Responsible Charge. By cross training personnel and providing experience in multiple roles, we have flexibility to make assignments to various positions. We use this flexibility to **staff very small projects with a single well-rounded person** and larger projects with a team that can support each other up and serve in various functions.

Subcontractor Selection

Team development is based on **the specific project’s needs including certification requirements, experience of staff, duration, complexity, location, and DBE goals**. Our goal is to provide the best value to the client. Our long term relationships with our subconsultants provides us with a clear understanding of each other’s capabilities and better communication processes. For our Malheur County bridge project, we built our team to minimize the cost of lodging and travel for the local agency by using our subcontractor, Strata to provide the day to day inspection and material testing while WHPacific performed the construction administration, RFI and shop drawing review, and construction documentation.

(Our CA/CEI organizational chart is included on page 3.)

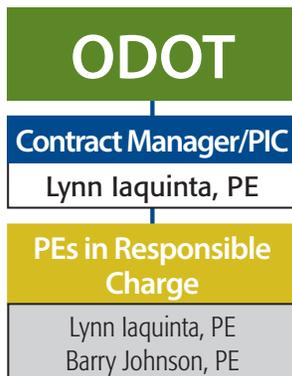
B. Describe Proposer’s methods of coordinating and expediting all elements of projects to meet delivery schedules without sacrificing quality. Describe Proposer’s flexibility and approach to making adjustments to schedules or staffing in order to meet a schedule.

Methods of Coordinating and Expediting

Construction services staff have a profound impact on the outcome of a construction project. This impact starts with qualified personnel that have a thorough understanding of the project plans and specifications. Our personnel have the experience to foresee potential pitfalls that can occur during construction. These potential issues can be identified for discussion to avoid problems and keep a project moving ahead on schedule. **Our staff work proactively with the contractor and ODOT** to develop a list of required submittals, which can be compared to the contractor’s schedule and tracked weekly at the construction meeting.

Providing punctual, accurate documentation is another key to expediting the project. By maintaining submittal logs, material certifications, material tickets, lab test results, daily inspection reports, accurate pay notes; the coordination of files with the Regional Assurance Specialist (RAS) is up to date and accurate. Our team has a good working relationship with several of the ODOT RASs and are eager to comply with the requirements of the contract and federal funding requirements.

Organizational Chart: Construction Contract Administration/Construction Engineering and Inspection



Key Staff

Additional Resources

Project Managers	Greg Haffner Phil Gagnier, CCM Al Girard, PLS	Justin Mason, PE, WRE Paul Tappana, PE	Sam Richard	Sam Yaghmaie, PE, LEED AP	Brent Pierson (HDR)
Quality Manager	Carmel Johnson	Jim Evans, PE (CC*)		Linda Foote	
Quality Control Compliance Specialist	Jeannie Wixom (HDR)	Sue Grubowski (HDR)		Richard McNichols (CZ)	
Construction Inspectors	Jim Albin, PE, LSIT	Jay Johnson, EIT Devin Doring, EIT Derek Mayo Travis Sater Paul Tappana, PE Rick Jacobs	Dave Bergmann, PE Molly Davis, EIT Sean Clow (SI) Sean McElhaney (SI) Tina Shevham (SI) Richard Holgate (HDR)	Brandon Thompson (HDR) Kim Bria (EW) Alan Heiman (CZ) James Smith (CZ) Penny Painter (CZ) Gail Hunt (CZ)	Tamara Schurian (CZ) Joseph Porra (PTG) Jose Cervantes (PTG) Jeff Lavinder (PTG) Cyrus Shahinpar (PTG)
Drafting		Tammy Taggart (TJT*)			
Public Involvement		Lois Cohen (LDCA*)	Annemarie Garcia (LDCA*)	Nancy Gross Duran (LDCA*)	

CC* = Casso Consulting

CZ* = Cooper Zietz Engineers, Inc.

EW* = East Wind Consulting, LLC

HDR = HDR, Inc.

LDCA* = Lois D. Cohen Associates

PTG = Parsons Transportation Group

SI = Strata Inc.

TJT = Tammy J. Taggart

*DBE Certified Firm

As with any process, **communication is integral to project success**. Open lines of communication and partnership must be fostered with the contractor, ODOT staff, and design team to ensure compliance with the intent of the construction documents. On our OR22 Vertical Clearance project, **our construction staff has been praised by the contractor** to our ODOT CPM for the level of partnership, communication and their positive attitude focused on mobility and teamwork.

Client Quote

“We have worked with Jay for the last several months on the OR22: Bridge Vertical Clearance Project in Salem, Oregon. Jay Johnson’s knowledge of construction practices and methods has been of significant benefit to the project as we all work to meet extremely tight deadlines. His practical interpretation of plans and specifications as well as constructability issues has allowed us to continue work without costly delays and interruptions.

Jay brings fairness and a sense of collaboration to the project that helps improve the feeling that this a partnership between owners and contractors rather than an adversarial relationship. We look forward to continuing to work with him on this project and any chance we have in the future.”

Matthew Kuenzi, PE; Assistant Project Manager, K&E Excavating

Adjustments to Schedules or Staffing

We have developed resources through hiring and training as well as teaming with key subconsultants to provide sufficient staff for large and/or numerous simultaneous projects. Often times, projects have periods where additional staff are necessary to meet the peak demands of construction. We have intentionally cross trained design staff for this situation. Through the design process, they are familiar with the specific project and can be called on to assist during peak construction demand. In addition, **we have part-time seasoned construction staff that can be called in to augment our full-time staff**. We encourage our staff to obtain multiple certifications to allow various roles to be fulfilled by one inspector. See Chart 1 on the following page, showing current certifications.

C Provide a summary of Proposer’s Quality Control procedures and policies for CA/CEI Services.

Quality Control Procedures Summary

Maintaining quality on construction contracts involves a clear understanding of protocol and processes (both internal and external) in addition to **strict adherence to the ODOT Construction Manual**.

We have taken major strides to enhance our abilities through staff augmentation, training, and experience with the Blue Book as well as the Construction Manual. Our staff is well trained and has executed many projects with federal funding requirements with great success.

Any design change related to an RFI or change order receives the same quality control as the original design calculations and drawings. The work is checked by another engineer and plan revisions are reviewed using our red-yellow-green color coded check process.

Effective communication is another vital factor in promoting quality. This includes internal team communication as well as interaction with the construction contractor. Good communication allows for identification of potential challenges and a clear understanding of expectations.

The following list highlights activities, procedures, and policies that assist in maintaining quality control.

- **Utilizing consultant audit forms**
- **Verifying compliance with ODOT requirements** through the use of checklists
- Providing **independent reviews prior to submittals** for change orders, payment verifications, etc.
- Ensuring **products delivered match approved submittal** package.
- **Understanding the Manual of Field Test Procedures** to ensure sufficient field testing has been conducted.
- **Developing an advance non-field testing guide** to determine what quality documentation is required.
- Utilizing our **familiarity of the QPL approved and qualified list** and how to research products
- **Careful monitoring of all bid items** and constant communication between office and field staff to accurately monitor authorization through corrected estimates.
- **Facilitate weekly meetings with contractor**, local agency (if applicable) and ODOT to discuss status and upcoming requirements.
- **Monthly meetings with the RAS** to review project paperwork and maintain open communication channels to ensure full and proper documentation.
- **Work proactively to remain ahead of the contractor at all times.**
- Assign an **independent checker for tallied items** such as base rock, asphalt, etc.
- **Provide appropriate resources to the project in advance of the needs** through good planning

Safety and Quality Control

Safety is another critical factor for a quality project. We treat safety seriously and adhere to both internal and Agency requirements. **Safety is not a goal; it is a culture that must be fostered on every project just like quality.** Every project meeting in our offices starts with a safety topic weaving safety into the mindset of our employees every day. Employing

Chart 1: Team Member Certifications

Name	Firm	Location	General	Bridge	Drilled Shaft	Environmental/ Erosion	HMAC	Traffic Signal	Materials Testing
Greg Haffner	WHPacific	Portland	✓				✓		
Devin Doring	WHPacific	Salem	✓	✓		✓		✓	
Paul Tappana	WHPacific	Salem	✓	✓			✓		
Travis Sater	WHPacific	Salem	✓						
Jay Johnson	WHPacific	Portland	✓	✓			✓		
Phillip Gagnier	WHPacific	Portland			✓				
Derek Mayo	WHPacific	Portland	✓				✓		
James Kirby	WHPacific	Portland	✓				✓		
Al Girard	WHPacific	Portland					✓		
Jim Albin	WHPacific	Bend	✓						
Molly Davis	WHPacific	Salem	✓	✓		✓	✓		
Rick Jacobs	WHPacific	Bend	✓						
Dave Bergmann	WHPacific	Kl. Falls	✓						
Jeannie Wixom	HDR	Portland	✓				✓		
Sue Grubowski	HDR	Portland	✓				✓		
Brandon Thompson	HDR	Portland	✓	✓	✓		✓		
Richard Holgate	HDR	Portland	✓	✓	✓		✓		
Brent Pierson	HDR	Bend	✓	✓					
Peter Hughes	PBS	Portland			✓				
Paul Slater	PBS	Coquille				✓			
Kim Bria	East WInd	West Linn	✓				✓		
Alan Heiman	Cooper Zietz	Portland	✓	✓	✓	✓			
James Smith	Cooper Zietz	Portland	✓						
Penny Painter	Cooper Zietz	Portland	✓			✓			
Gail Hunt	Cooper Zietz	Portland	✓	✓	✓		✓		
Richard McNichols	Cooper Zietz	Portland	✓	✓	✓				
Tamara Schurian	Cooper Zietz	Seattle				✓			
Scott Henderson	Cooper Zietz	Seattle				✓			
Sean Clow	Strata	Ontario							✓
Sean McElhane	Strata	Ontario							✓

safe practices and procedures enhances the quality of a project by enforcing attention to details and avoiding downtime due to safety incidents.

Work zone safety is especially important from reviewing and monitoring traffic control plans to adherence to personal protective equipment (PPE) requirements. The CA/CEI field staff promotes safety by being aware of requirements for trenching, fall protection, confined spaces, equipment safe clear zones, and blasting. A job that is managed with safety integral to all aspects of the work is a project that promotes higher quality throughout.

2.2.7 PROPOSER'S COST EFFECTIVENESS FOR CA/CE SERVICES

A. Describe the specific efforts Proposer makes to ensure tasks and deliverables are completed in the most cost-effective manner. Explain how Proposer ensures all travel, lodging, and per diem expenses are as low as possible.

Cost Effectiveness

Labor is the largest cost on a construction services contract. WHPacific employs a wide array of staff with varying levels of experience, qualifications and pay rates. Therefore, we are able to assign staff with the appropriate skills in order to match the needs of the project keeping labor rates in line. Cross training provides added efficiency by allowing one person to fulfill multiple roles when the project size does not warrant additional staff.



WHPacific has recently administered many construction projects with great success including our Bend roundabout project and OR 22 Vertical Clearance Project. This experience enables staff to efficiently provide construction services with minimal time wasted. **Our inspectors/staff know exactly what is required for quality and quantity documentation.** This experience and knowledge reduces overall cost of the construction services contract as well as reducing meeting time with the Regional Assurance Specialist.

Our geographic coverage helps to alleviate costs by placing our staff closer to project sites. For instance, we recently began a Safe Routes to School Local Agency project for the City of Malin and are utilizing a staff member who resides in Klamath Falls. The size of the project does not warrant full-time inspection so **his proximity allows for site visits without excessive travel time and expense.** The same method was used on the Blackwell Road project in Jackson County. We hired a local inspector part-time to minimize both labor hours and travel costs. Between our internal staff and subconsultants, we provide great coverage for all five ODOT Regions reducing overall costs.

We are always looking for creative ways to keep expenses down at remote sites by setting up lodging at less than allowable per diem rates where possible. Recently we completed a CA/CEI project in

very remote location, where a full time inspector was required. To minimize expenses, **we rented a small, one room cabin for our inspector to reside in throughout the project.** Because of the remote location, the monthly cost of the cabin was less than the cumulative nightly cost of the motel located another 15 miles away. Both lodging and travel costs were reduced.

Effective use of technology is another way to reduce costs as we employ laptops, smart phones, scanners, printers, and other portable devices at the project site to improve communication between office and field staff. On one remote project, our IT department set up a link to provide access to our company's server as our inspector was sitting in her office at the computer. This allowed her to not only keep in constant communication with the project manager by land phone or email (there was no cell phone service), but also to document daily construction activities. That allowed the QCCS and other construction specialists to process and record materials, pay notes, and other necessary documents at any time. During days in which inspection duties were less than full time, this ability to access the company server allowed her to work on other projects, thus using time effectively and not charging the project unnecessarily.

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

Estimating

WHPacific's experience in construction administration and inspection has led to a thorough understanding of the documentation requirements from project start up to close out. With this knowledge and understanding, estimating hours for a project are detailed hourly and broken down by staff classification. Understanding the requirements of the project aids in the development of accurate hours. This understanding comes through detailed review of the project documents and experience with similar projects. We compare these independent estimates with historical records for projects of similar size and complexity as well as against industry rules of thumb regarding percentages of construction costs.

One of the problems associated with the development of accurate construction oversight costs is the low bid process. The level of effort can vary greatly on a project based on the quality of the work, business practices and means and methods of construction of the contractor. The construction estimate for oversight services is prepared before the bids are opened and the contractor is known. A good contractor that works in partnership with ODOT and the construction oversight team can greatly reduce the level of effort required by the oversight team. A contractor that cuts corners and does not follow processes can cause a budget to be overrun.

The SW Burnham Street project construction services construction services included construction management, inspection and survey services. The budget was prepared assuming a construction period from October 2009 through November 2010. There were additional work items added to the project including constructing a street connection, park improvements, and colored concrete intersection that extended the time of completion. The actual construction completion date was in August 2011 due to these additional items. By monitoring the work using the PM training methods and managing the staff we were able to complete this project with one contract amendment to increase the original budget from \$499,760 to \$521,508, a 0.4% increase.

As a firm we are always looking for ways to reduce our approved overhead rate to ensure the lowest costs to the project and provide the best value to the client. Our overhead rate has dropped consistently over the last few years.

Written into the WHPacific Mission Statement, under values, is the statement that **“Honesty and Integrity Will Govern Our Activities.”** We are here for the long haul and therefore understand fair and reasonable estimating is the best way to provide value to the projects we work on and develop long term relationships. Knowing that the money our clients spend is our tax dollars, we strive to produce the best service possible, at a reasonable price.



Client Quote

“The Burnham Street reconstruction project has been going very well over the past year in large part to the expertise and diligence of Al Girard. Your firm’s people have worked with us and our contractor, Kodiak Pacific, daily to resolve many small issues. To date there has not been anything that we could not resolve quickly. Al’s knowledge of major street and road construction projects has helped to avoid delay, lost time and expense because he is thinking ahead of the contractor. This advanced awareness brought solutions to upcoming issues before the contractor gets to the work.

Al’s diligence in documenting the work and administering the \$4+ million construction contractor has kept us in control of our costs. We appreciate his thoroughness and attention to progress payments, which is the contractor’s life blood and can be a contentious issue, but has never been an issue here.

Overall I give the WHPacific team an excellent score on construction management and am happy to provide a very positive reference based on this project.”

Kim McMillan, PE; Engineering Manager, the City of Tigard

2.2.8 PROJECT TEAM AND QUALIFICATIONS FOR CA/CEI SERVICES

A. 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.

Project Managers’ Experience with CA/CEI Services for Similar Projects

The project managers we are highlighting for the CA/CEI services are the experienced staff that work day to day in the construction services arena handling the full range of responsibilities from schedule and budget management to staffing coordination and on-site observation. These individuals; Greg Haffner, Al Girard, and Phillip Gagnier; have worked in construction related activities for nearly their entire careers and bring the knowledge and professionalism your projects require.

Greg Haffner

Greg is a seasoned veteran of the construction side of civil engineering. Since graduating from OIT in 1989, his work experience has been diverse – including serving as survey crew chief with the Federal Highway Administration, overseeing all phases of survey base mapping, and engineering design work (grading, drainage, geometry, lighting, etc.) for airports, subdivisions, apartment complexes, roadway and highway design. He has transitioned from field work to construction project manager, working on numerous federal airport projects, roadway and highway projects, and two bridge projects. His most recent work for ODOT Region 2 is on the OR 22 Vertical Clearance Project, where he has transitioned into the position of Construction Project Manager. Greg is also currently the Construction Project Manager for the Fern Creek (Guthrie Rd.) Bridge replacement project for Polk County.

As project manager his duties include:

- Review and processing of submittals
- Respond and coordinate RFIs
- Coordinate and resolve field issues
- Execute field directives and change orders
- Monthly reporting to Civil Rights for DBE participation
- MEURS reporting, subcontractor reporting

Experience with CA/CEI Services on Projects Similar in Nature and Complexity

Greg is currently managing the construction services for the \$9.4 million OR 22 Bridge Vertical Clearance Project in Region 2. He is also the project manager for a federally funded, local agency bridge replacement in rural Polk County called Fern Creek (Guthrie Road) Bridge. His 23 years of project experience includes work on large and small local agency projects in addition to ODOT highway projects. Besides strong roadway experience, Greg recently worked on five miles of sanitary sewer force main installation. This complex pipeline passed through four different jurisdictions.

Further examples of Greg’s project experience are highlighted in his key staff resume included with this submission.

Knowledge of the ODOT Project Delivery Process

Greg’s knowledge of the ODOT project delivery process has developed through training and work on the Kuebler Blvd. westbound widening, the Burnham Street project, the Clackamas County force main work, and the OR22 Bridge Vertical Clearance Bridge project. The transition from a senior field inspector to project management has been smooth due to his thorough working knowledge of the ODOT delivery process.

Greg Haffner Project Experience										
Project	Funding	Contracting	Pre-Construction/ Constructability	Bidding	Contract Startup	Inspection	Quality Management	Cost/Schedule Management	Change Management	Project Closeout
C14485 OR22 Bridge Vertical Bridge Project	Fed	ODOT			◆	◆	◆	◆	◆	
C14496 Fern Creek (Guthrie Road) Bridge Project	Local	ODOT			◆	◆	◆	◆	◆	
Clackamas County –I2 FM project	Local	Clack.			◆	◆	◆	◆	◆	◆
City of Tigard - Burnham Street	Local	Tigard			◆	◆	◆	◆	◆	◆
City of Salem – Kuebler WB Widening	Fed	ODOT			◆	◆	◆	◆	◆	◆
Oregon Dept. of Aviation –Aurora Airport	Fed	FAA	◆	◆	◆	◆	◆	◆	◆	◆
North Bend Airport – North Bend	Fed	FAA	◆	◆	◆	◆	◆	◆	◆	◆
City of Salem –Salem Airport	Fed	FAA	◆	◆	◆	◆	◆	◆	◆	◆
City of McMinnville – McMinnville Airport	Fed	FAA	◆	◆	◆	◆	◆	◆	◆	◆
Port of Portand – Hillsboro Airport, PDX Airport	Fed	FAA	◆							

He has had a balance of field work and office work over the years. Contract knowledge and protection of the client has always been an imperative driving the day to day decision making processes. On time and on budget is always Greg’s goal.

Proactive Project Management

Project management is most effective when you look ahead, plan for upcoming activities, and anticipate issues before they arise. Proactive management of scheduling, delivery times, budget tracking, safety

compliance, quality control, and quantity control reduce the risk of overruns and claims. With effective, concise communication, problems may be avoided all together. Greg works together with the contractor and ODOT CPM to plan the work and proactively solve problems before they are critical in the field. He is currently working with the contractor and their paving subcontractor to develop a new traffic control plan for OR 22 for next season. Due to the location of the repairs adjacent to the Lancaster ramps, Greg determined the traffic control would need to be changed for the safety of the travelling public.

Al Girard, PLS

Al Girard has worked for WHPacific since leaving Washington County. In that time, he has managed four major projects, ranging from \$2 Million to \$20 million+. As a Washington County Project Manager, he had 22 years of experience working as a construction manager on transportation projects. His position at the County included working on the newly developed capital improvement program and thus has comprehensive understanding of all types of roadway construction, including coordination with ODOT on highway and bridge improvements. During his time at the County, he provided experienced management to ensure construction conformance with contract plans and specifications. Al is always available on the other end of the phone when a problem arises to assist in developing the best solution for the client.

Experience with CA/CEI Services on Projects Similar in Nature and Complexity

Al’s project experience encompasses many large transportation projects with costs of up to \$22 million. This includes all aspects of roadway construction, including bridges, roadways, paths and highways.

ODOT and LPA Project Examples

SW Burnham Street Construction Services, Tigard, Oregon: Al led the CA/CEI team as Construction

PM for this City of Tigard \$4.5 million green street reconstruction project. The project includes Low-Impact Development Applications (LIDA) in the streetscape to treat stormwater runoff,



replacement of a 16-inch water main, relocation of all overhead utilities to underground and roadway reconstruction. Al brought potential solutions to the contractor to avoid delay and lost time expenses.

As a result of Al’s diligence in documenting the work, proactive management, and expertise, the WHPacific team received high accolades from the client and the project received APWA’s Project of the Year (under \$5 million) Award, in 2011. (Please see Kim McMillan’s quote on page 6 for more information the client’s view of Al’s performance.)

Al Girard Project Experience

Project	Funding	Contracting	Pre-Construction\ Constructability	Bidding	Contract Startup	Inspection	Quality Management	Cost/Schedule Management	Change Management	Project Closeout
Washington County, Beef Bend Elsner Scholls-Sherwood Road (Roy Rogers Road), Sherwood, OR	Local	Wash Co	◆	◆		◆	◆		◆	
Washington County- Cornell Road: Evergreen to Highway 26	Local	Wash Co	◆	◆	◆	◆	◆	◆	◆	◆
City of Hillsboro - 10th Street Project: East Main to Baseline	ODOT TEI	Hillsboro	◆	◆	◆	◆	◆	◆	◆	◆
Washington County- Sunset Drive–University Ave. to Highway 47	Local	Wash Co	◆	◆	◆	◆	◆	◆	◆	◆
ODOT- Washington County ARRA Projects- Urban	Fed	ODOT	◆	◆	◆	◆	◆	◆	◆	◆
ODOT-Washington County ARRA Projects- Rural	Fed	ODOT	◆	◆	◆	◆	◆	◆	◆	◆
City of Tigard - SW Burnham Street	Local	Tigard	◆	◆	◆	◆	◆	◆	◆	◆
Washington County- Murray Blvd/Cornell Road Project,	Local	Wash Co	◆	◆	◆	◆	◆	◆	◆	◆
C14485 OR22 Bridge Vertical Bridge Project	FFO	ODOT	◆	◆	◆		◆	◆	◆	
ODOT: Blackwell Road Realignment: Mile Post 2.0-3.0, Jackson County, OR	Fed	ODOT	◆	◆	◆		◆			

ODOT/OR 22 Bridge Vertical Clearance, Marion County, Oregon: Al led the CA/CEI team during start-up for this \$9.4 million dollar project to upgrade the corridor to meet standard vertical clearances. This project includes raising two bridges, lowering OR 22 for vertical clearance under Lancaster and Cordon bridges, storm improvements at Deer Park, and approximately five miles of preservation paving. Al provided constructability reviews during final design; construction planning and contract setup, and led the initial construction phase of this currently under construction project. Al has remained as part of the team for the project after Greg took over as the PM by providing quality assurance as part of Greg’s team.

Knowledge of the ODOT Project Delivery Process

Al’s in-depth local knowledge of construction specifications and standards will provide ODOT with exceptional experience and an

understanding of transportation projects. With 25 years of experience, he understands the processes, importance of quality and quantity documentation, and has ample experience in leading construction teams. Al has performed as the Construction PM on millions of dollars worth of projects with federal aid dollars requiring federal oversight.

Proactive Project Management

Al has been successful in resolving construction issues to avoid claims by working with and negotiating an acceptable settlement. This track record demonstrates his ability to work with contractors and clients at the personal and professional level. In his 25 years of construction work, he has had only one claim requiring any legal action, which is evidence of his ability to resolve construction issues.

Phillip Gagnier

Phil is a well-rounded expert with extensive and diverse experience managing construction of many local transportation projects from inception through to closeout. He has managed construction of many bridge structures in Oregon, representing ODOT. Either working on a large bridge project such as the Alsea Bay Bridge, or a smaller structure including Moffit Creek to Tanner Creek Bridge, Phil has always focused on accommodating the surrounding and affected public, tribal members, businesses, and other stakeholders while maintaining excellent communication.

Phil’s expertise is working with staff and contractors to problem-solve, while keeping the focus on permitting requirements, specifications, laws

and ordinances, and cost. For details of his past local transportation experience, please refer to his resume, included with this submission.

Phil’s certification as a Construction Manager from the National Construction Management Association of America (CMAA) is evidence of his dedication to the industry. Phil’s strategy in managing past projects includes:

- supporting his clients by mentoring their staff;
- closing the gaps in plans and specifications found before a project is let, by
- thorough constructability review; and
- negotiating fair, succinct change orders during the course of a project.

Phil Gagnier Project Experience

Project	Funding	Contracting	Pre-Construction\ Constructability	Bidding	Contract Startup	Inspection	Quality Management	Cost/Schedule Management	Change Management	Project Closeout
NW Nicoli to NW Kittridge	ODOT	ODOT			◆	◆	◆	◆	◆	◆
New Alsea Bay Bridge	Fed	ODOT				◆	◆	◆	◆	
185th Street Overcrossing of Hwy 26	Fed	ODOT	◆	◆	◆		◆	◆	◆	◆
Murray Road Overcrossing of HWY 26	Fed	ODOT	◆	◆	◆		◆	◆	◆	◆
Zoo Climbing Lanes	Local	ODOT	◆	◆	◆		◆	◆	◆	◆
Sylvan Overcrossing Hwy 26	Fed	ODOT	◆	◆	◆		◆	◆	◆	◆
Hwy 30 (Sandy Boulevard) ByPass	Local	ODOT	◆	◆	◆		◆	◆	◆	◆
Hwy 1 - Seaside to Carpenter	Local	Cal Trans	◆	◆	◆	◆	◆	◆	◆	◆
Aurora Avenue North Corridor Improvements	Local	Shoreline, WA				◆	◆	◆	◆	◆
State Ave Improvements Ph II	Local	Marysville, WA	◆	◆	◆		◆	◆	◆	◆

Experience with CA/CEI Services on Projects Similar in Nature and Complexity

Phil takes on a project with ownership as an extension of his client's staff, making sure that you are always informed and represented professionally. All of Phil's projects while working as a consultant have been completed on time, with no audit findings, and within or under budget without any claims. Phil worked on the \$44m New Alsea Bay Bridge in Walport as the resident engineer. This unique structure provided significant challenges including cast-in-place segmental construction and a transversely post-tensioned concrete deck. He has provided construction project management and inspection for bridges and walls throughout ODOT's inventory including: the Scholls Ferry County Rd walls, Front Ave Bridge over the BNSF and Southern Pacific Railroad, the 185th Street overcrossing on OR 26 in Beaverton and the Sylvan Overcrossing on OR 26.

Knowledge of the ODOT Project Delivery Process

As a former ODOT employee, he understands the ODOT construction processes completely. With work on complex structures including walls and bridges Phil has performed all the ODOT projects including those with federal funding with an eye on the quality of the finished product.

He prides himself in being an advocate for his clients. As an example of his excellent work while with ODOT, Phil's successful completion of the St. Helens road project on Highway 30 (which was then turned over to the City of Portland) resulted in the city officials asking for him to represent them on another project, the 29th street overcrossing of UPRR.

Phil also served as the Assistant District Manager for Greater Portland for Maintenance Construction. In this role he worked with local agencies, stakeholders, FHWA, EDQ and other resource agencies to identify projects, find funding and complete the projects, on-time and within the budget.

Proactive Project Management

Phil works hard to get projects accomplished. He can be counted on to be proactive and work to rapidly complete assignments. An example of his dedication, knowledge, and ability to quickly assemble a team to respond to an emergency situation was after the flood of 1996. Phil worked with Jeff Graham of FHWA and representatives of BNSF to successfully restore and reopen Interstate 84 near Bonneville, Oregon during a limited and very fast pace construction season. Phil will bring many positive local alliances he has developed with trust and foreknowledge to ODOT and the local agencies.

Additional Resources

In addition to our highlighted project managers, we have other PMs noted on our organizational chart with a great depth of experience as well as geographic coverage. We assign staff based on best value to the client taking into consideration elements such as:

- Expertise needed
- Project complexity
- Project location
- Duration of assignment

The larger, more complex projects are staffed by our more senior, experienced personnel. Our junior staff is well trained, capable and has the full support of our more experienced construction personnel.

Summary

WHPacific is committed to continually enhancing our capabilities in construction services. Our additions in staffing, training, and experience over the last several years gives us the ability to serve large and small projects throughout the state. We encourage you to talk to our references to fully understand the level of professionalism and client service our staff are providing on a consistent basis. Our commitment is clear with the expansion of qualified construction project managers and our plan to continue to train staff and acquire additional certifications. We believe our construction management and inspection capabilities are critical to provide the full range of service you and our local agency clients desire and deserve.